



BOGAN SHIRE COUNCIL

“Comfortable Country Living”

**Bogan Shire’s
Strategic Economic Development Plan
for the five years to 2008**

November 2003



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The contents of the report have been prepared from information supplied through the consultative process outlined in the methodology of the report. The report represents the recommendations received for particular strategies and actions that may assist in the development of the Bogan Shire Business Community. This information has been prepared for the exclusive use of the Bogan Shire Council.



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EXECUTIVE SUMMARY

This Plan is based upon the Shire adopting a proactive and focused approach to addressing the inherent structural problems of the Bogan Shire. The analysis conducted during the preparation of this Plan raises many fundamental questions about the viability of the Shire unless the community, councillors, and staff of the Bogan Shire Council adopt dramatic action.

The critical analysis of the Shire's position reflects that it is following the trend of many other small regional communities and, in some areas, it is in fact in a more drastic position than other shires within the Orana region. A review by the Western Research Institute indicates that the deterioration of the position of the Shire is due to local factors rather than economic or social trends.

The statistical review indicates that the population of 3,087 in the 2001 Census is falling at a higher rate than predicted. The Bureau of Statistics predicted that the population for the Shire would be 2,621 by 2019. The composition of this population is predicted to be disproportionately skewed towards the aged population as the population is continuing to lose its 12 – 45 age group.

This change in population mix has a major impact when examining the income earning potential of the community. The Aged Care & Retirement Needs Study currently being prepared identifies that 91.6% of those over 55 have an income between \$120 and \$499 per week, which is in the range of the aged pension. This is the highest percentage of people within the Orana region who are within this age and income bracket. It is more than 20% higher, in fact, than the average of other shires within the Orana region. In other words, the over 55 age group is heavily dependent upon incomes around pension payment level, and therefore so is the community of the Bogan Shire.

This information, together with other statistical analysis in this report, highlights how the critical need for the Shire to change the composition of its population and their income potential. This Strategic Economic Development Plan identifies a broad range of strategies to help address these trends.

The opening of the new mine by Tritton Resources at Hermidale is a major step in stabilising the community and creating a base from which the business community must build upon. Over the next 13 years, being the life of the mine, the business community will need to restructure, grow, and create long-term futures based upon servicing businesses outside the local community.

The Business Retention & Expansion Strategies Survey Results highlighted that the responding local business community was almost totally dependent the local community, and therefore are extremely vulnerable to the factors effecting the local community. This position must change for the community to survive.

We completed a review of the 1995 Coordinated Development Strategy, and identified that a significant portion of the suggested strategies had not been adopted. The Strategy has delivered some successes, however the major limiting factors that consistently appeared throughout the review that had a dramatic effect on in its implementation:

- There was no accountability for the delivery of the plan.
- Resources were not allocated for the appointment of an Economic Development Officer for the implementation of the plan.
- There was a lack of understanding as to the impact of the falling and ageing population on the long-term viability of the Shire.



The role of the Bogan Shire Council is unique because it has such a major impact of the structure and operations of its area. The Council role is much more than just rates, roads and rubbish. Its ability to attract funding from government organisations and to commit ratepayers' resources to the long-term viability of the Shire gives it a competitive advantage over community groups and business people.

The major recommendation of this Plan is that the Bogan Shire Council employs a person to fulfil the role of Economic Development Officer, which would include responsibilities associated with tourism development. This role is about facilitating and coordinating the growth of the Shire through direct support of existing businesses within the Shire by providing them with assistance to grow their businesses, which they could not achieve through their own resources.

A secondary role for the Economic Development Officer is to track and assist businesses outside the Shire to establish their footprint within the Shire.

This Plan has been developed after extensive consultation with a broad range of stakeholders who have a vested interest in supporting and servicing the Shire to achieve success and sustainability. The recent New Nyngan Central Program Community Strategic Plan has been fully adopted and integrated within this Plan. This is essential because it links the major driver, the community itself, to the economic future of the Bogan Shire.

It is essential that all players work towards the vision for the Shire, which is summarised as follows:

“The Bogan Shire has a thriving agricultural, mining and business community that is growing, value adding, and creating a sustainable and viable long-term future ...

... has built its high sense of self-esteem on its positive identity as a viable, innovative and proactive business and service centre ...

... Council and community groups provide proactive leadership through participation and a commitment to create the resources necessary ...

... has overcome the forces that contribute to people leaving outback communities ... it has an increasing population.”

This statement builds upon the vision created in 1995, and built upon by the New Nyngan Central Program. An uncompromising determination will be necessary to achieve this vision.

This Strategic Economic Development Plan has developed a comprehensive range of strategies, planned actions or projects to achieve desired outcomes to achieve the vision. It clearly identifies the key stakeholders, time frame, and key performance indicators necessary to take the steps towards the vision.



The Plan has developed strategies in the following key areas:

- Business Development
- New Business
- Marketing of the Bogan Shire
- Tourism
- Health & Aged Care
- Mining
- Agriculture
- Indigenous Employment Opportunities
- Infrastructure Improvements

The Plan coordinates the activities of all the key stakeholders, and will see the creation of a range of major new infrastructure that will position the Bogan Shire for the 21st century.

Critical to the success of achieving these infrastructure improvements and changing the long-term economic fortune of the Bogan Shire will be the implementation of this Plan.

The new mine and the planned development of new infrastructure creates a springboard from which the business community and the Shire Council can launch itself to create a sustainable and viable local economy. Combine the support of the Bogan Shire Council through an Economic Development Officer with the committed group of business people; and together they will lead the community to achieve the objectives of this Plan.



REVIEW OF PREVIOUS PLAN

We conducted a review of the implementation of the previous Development Strategy, entitled “A Vision for Bogan Shire Into The 21st Century” produced in August 1995. We completed a detailed analysis identifying the status strategies recommended in that report. This analysis is outlined in a separate report, “A Review of the Implementation of the 1995 Co-ordinated Development Strategy”.

The review reflects the achievements and progress of the Shire. The realisation of these strategies continue to occur, and are moving the Shire towards creating a more vibrant community for the future, even though a significant proportion of the strategies were either not developed or could not be undertaken for various reasons. This should give confidence in the Shire’s ability to achieve and manage change.

The following conclusions can be drawn from this analysis:

1. There was no accountability for the delivery of the plan.
2. Resources were not allocated for the appointment of an Economic Development Officer for the implementation of the plan.
3. The majority of the strategies have not been implemented.
4. Of the strategies implemented the following comments apply:
 - a. Most of the strategies that have been implemented have done so only within the last two or three years
 - b. They have been initiatives of the community
 - c. They have been achieved without proactive or co-ordinated management or monitoring
 - d. The major projects of the Nyngan Network, the new AWB facility and the Tritton Mine development have had considerable input from the Bogan Shire Council.
5. The Bogan Shire Council was not in a financial position to implement many of the strategies when the plan was originally released due to the impact of rebuilding resources after the 1990 flood.
6. There was a lack of understanding, and therefore commitment, by the Councillors to the plan’s implementation as a result of the rotation of Councillors through the election process. This has been reflected in the Council not reappointing an Economic Development Officer and utilising the grant made available by the NSW Department of State & Regional Development to partly fund this position.
7. There was a lack of understanding as to the impact of the falling and ageing population on the long-term viability of the Shire.
8. Many of the tourism and signage strategies are now out of date, and need to be readdressed to be effective.

Many of the strategies contained in the 1995 strategic report and not yet implemented are still relevant, and require a proactive, coordinated focus as recommended in this report.



VISION STATEMENT

The Bogan Shire has a thriving agricultural, mining and business community that is growing, value adding, and creating a sustainable and viable long-term future for the Shire.

The future will have a diverse economic and employment base providing a comprehensive range of business and social services that cater for the complete needs of all sectors of the community.

The economic growth has lead to an increase in the net disposable income of the community, with the majority of customers' needs being satisfied by local businesses.

The town of Nyngan has built its high sense of self-esteem on its positive identity as a viable, innovative and proactive business and service centre. It has a flourishing tourist industry based on the promotion of Nyngan's natural resources, and unique historical, tourist and service industries.

The Bogan Shire Council and community groups provide proactive leadership through participation and a commitment to create the resources necessary to the long-term future growth and sustainability of the Shire.

The community has overcome the forces that contribute to people leaving outback communities, and now, rather than a declining population, it has an increasing population.

The Shire is renowned for its diversity of events, its integrated population, and its cooperative, friendly, safe and sustainable community.



MISSION STATEMENT

The key components of the focus of the mission for the business community, including the Bogan Shire Council, are as follows:

- o Create a sustainable and diverse business community by assisting the development of existing and new business opportunities.
- o Stabilise the decline in population, and reverse this trend through economic growth
- o Create employment opportunities, resulting in the retention of youth in the community
- o Provide a comprehensive range of state of the art infrastructure to accommodate the population needs in the areas of education, tourism, business development health and aged care. This infrastructure will be the basis for the future growth of the Shire.
- o Create a culture of learning, where personal and skill development are sought and celebrated, increasing the intellectual capital, emotional intelligence and skill base of the community, through an emphasis on education and training, particularly by mentoring and leadership.
- o Encourage commitment to the future direction of the Shire through leadership and mentoring, which are the essential ingredients for empowering people to face and manage change.
- o Capitalise on the natural resources; mining, agriculture and the environment, and develop sustainable value-adding processes that increase the value of the production of the Shire.
- o Make the Shire an integral and vibrant part of the Orana Region and the gateway to the Outback through its active participation in and sharing of resources with organisations that are focused on maximising the potential of the region.
- o Adopt a holistic approach to the environmental sustainability of the Shire and the application of innovation that encourage the recycling and preservation of resources. This is focused on water, soil and vegetation conservation, as well as recycling and other environmentally friendly management strategies.
- o Develop and market a consistent image that promotes the vibrance and competitive advantage of the Shire through various mediums so that it attracts businesses, tourists and the residents to be actively involved in the community. The projected image reflects the pride and commitment of the community in and to their region.
- o Establish a stimulating community striving for personal skill development, education, and opportunity to express artistic and cultural talents and knowledge.
- o Create opportunities for the development of leadership, participation, and a “can do” attitude within the community.



STRATEGIC SWOT

	<p>Strengths</p> <ul style="list-style-type: none"> • Position/geographical • Economical lifestyle / for business • Climate • Farming diversity • Ongoing viability • Friendly community • Access to environment • Good clubs and services • Good sporting clubs • Excellent showground • Safe and clean • Communication is good 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Apathy and levee bank syndrome • Lack of major health services and aged facilities • Lack of public transport • Lack of trained staff • No recycling • Conservatism and lack of confidence • Lack of promotion • Position • Poor telecommunications • Entrenched business habits/skills • Spending out of town • Limited entertainment • No business association
<p>Opportunities</p> <ul style="list-style-type: none"> • Tourism • Art/creative • More agriculture expansion • Ability to open up pasture land • Eradication of woody weeds • Mining • Railway/highways • Aged accommodation • Camping/sporting store • Value adding to existing businesses • Shop local campaign • Retail training • Move powerlines underground • Plan more trees • Signage to divert tourists through town • Younger business people moving to town • Lights in the trees • Ag Expo – show – expand • More events and sporting events • Pony Club • Entertainment • Promotion of town 	<p>Strategies</p> <ul style="list-style-type: none"> • Establish a business development service by appointing an EDO. • Incorporate this plan into the BSC Management Plan over the next 5 years • Encourage the establishment of new businesses • Attract new businesses from companies whose produce moves through the Shire • Seek funding support for market research and implementation of strategies • Establishment of a range of local markets to attract customers from and to the Shire • Develop independent living units to meet the future aged care accommodation needs • Develop a Multi-Purpose Health Centre • Maintain health care staffing levels and the growth of human resource services • Expand existing resources and facilities, and link with the new MPHS and ILU's • Develop an accommodation plan for transitional medical staff and service providers • Confirm that the brand of the Bogan Shire is relevant for market penetration • Ensure consistency between the brand name and product recognition of the Shire • Create a marketing campaign for the NNCP initiative, and link it to the BSC marketing • Increase sales in the shopping centre by shop local campaign • Develop a diverse range of events and entertainment activities • Develop a range of popular and well attended activities and facilities for youth • Expand the range of cultural and art skills and activities in the Bogan Shire. • Establish BSC's capability to co-ordinate the development of tourism • Reposition of the role and location of the Tourist Information Centre • Maximise the opportunity of the Bogan Shire's links to the C&C's heritage trail • Create Bogan Shire Experiences with new and existing tourism products and packages • Update and expand the distribution of tourism resource materials to target markets • Develop relationships with regional tourism organisations to maximise the opportunity to link Bogan Shire tourism products into a travelling experience • Continue the development and upgrading of tourism infrastructure • Develop infrastructure prior to production by Tritton Resources • Create clear communication with Tritton to facilitate growth opportunities • Hold regular communications with the mining contracting companies • Assist existing businesses and create new businesses to support mining operations • Maximise the long-term employment opportunities of mining in the Bogan Shire • Capitalise on the region's expanding image as conservation farmers • Continue the growth of the Ag Expo held in August each year • Expand the irrigation potential of the Bogan Shire • Encourage the development of hobby farms within the Bogan Shire • Support and expand existing agricultural and rural activities • Attract new value-adding processors • To work with the Aboriginal community to create employment opportunities • Develop a range of hobby farms within 20km of Nyngan • Develop new businesses on land owned by BSC and zoned commercial. • Increase efficiency and effectiveness of telecommunication services for the Shire • Establishment an online trade and investment strategy • Protect existing freight-rail services and upgrade rail lines servicing gain silos • Create public transport services within the Bogan Shire and to other centres • Create new resources and improve the utilisation of existing resources of BSC • Increase the utilisation of BSC's resources through effective lobbying, networking and participation with other Shires, and identifying regional projects • Improve sporting facilities for greater flexibility and the development of sporting events • Develop a waste recycling service and grey water re-use system • Enhance the town's appearance and establish a program of town building improvements 	
<p>Threats</p> <ul style="list-style-type: none"> • Larger centres • Droughts • Flood town image • Government decisions • Natural resource management • Kidman Way 		



THE CURRENT ENVIRONMENT

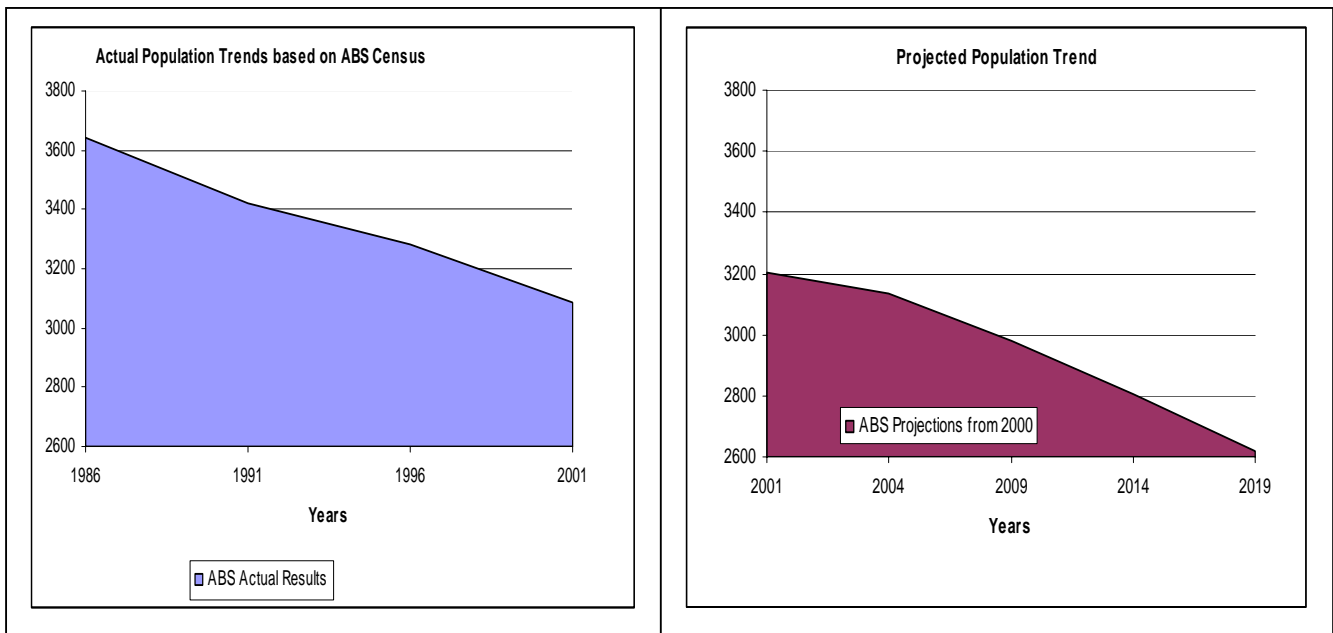
Population Trends

The review of the results of the Bureau of Statistics' Censuses for 1986 – 2001 reflects a declining population, and this trend is predicted to continue.

Population by age group at 30 June 1986 to 2001 for the Bogan Local Government Area

Age group (years)	ABS Actual Results			
	1986	1991	1996	2001
0-11			681	648
12-24			479	405
25-44			927	826
45-54			421	366
55-64			397	395
65 and over			374	447
All ages	3643	3419	3280	3087

Source: Census of Population and Housing, ABS.





The table below represented in the graph above includes the ABS population projections to 2019 published in 2000, and were based upon the 1996 census results. The actual numbers in the 2001 census of 3,087 were significantly lower than the projection for 2001, which was projected to be 3,205. This faster rate of population decline was primarily due to the closure of the Girilambone mine.

The ABS Projections included mining operations continuing in the Shire over the period to 2019. Despite the assumption that mining would continue through to 2019, based on past trends the projections continue to reflect expectations of a fall in population, and therefore show how vulnerable the community is without further proactive stimulation of economic growth.

Projected population by age group 2001 to 2019 for the Bogan Local Government Area, projected from the 1996 Census results

Age group (years)	ABS Projections from 2000				
	2001	2004	2009	2014	2019
0-11	632	586	530	482	434
12-24	495	485	446	415	375
25-44	923	884	808	749	688
45-54	393	391	408	397	380
55-64	377	385	369	352	347
65 and over	385	402	421	413	397
All ages	3205	3133	2982	2808	2621

Source: Population Projections, ABS (Projections prepared by the ABS according to assumptions agreed to by the Commonwealth Department of Health and Aged Care).



Age Trends

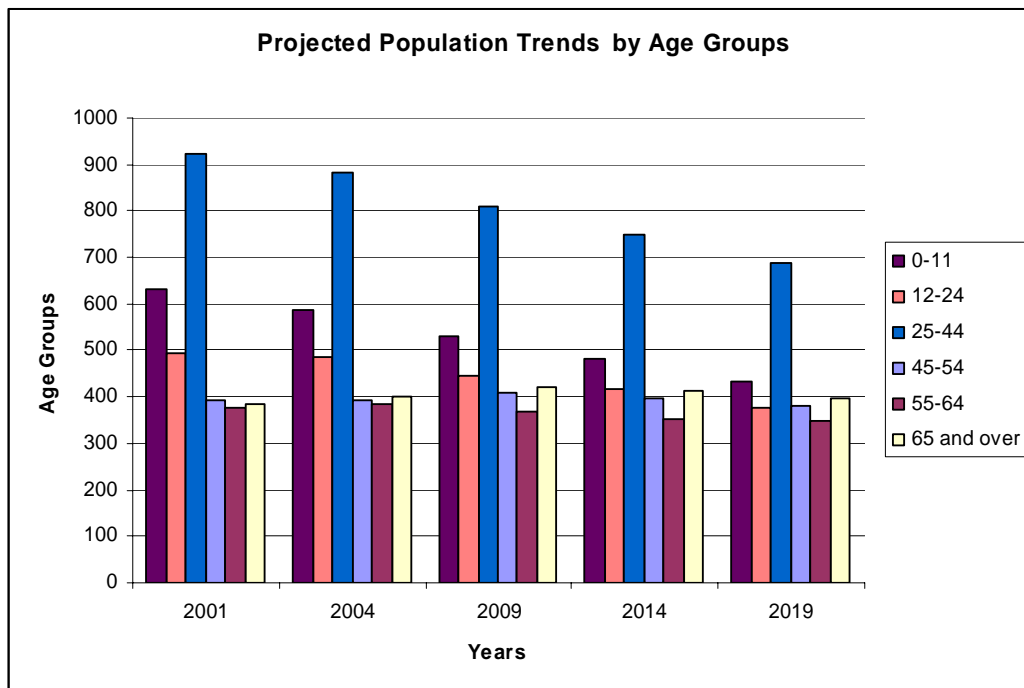
The following table shows the age structure of the Shire based on the 2000 ABS review, and indicates how the structure of the population compares to other communities in the northwest region of NSW, and NSW as a whole. This analysis shows that in 2000 the population of the Bogan Shire had a similar age mix as other towns in northwest NSW. This profile of the Bogan Shire is incorrect based on the 2001 statistics because of the impact of the closure of the mine at Girilambone.

**Age Structure, Estimated Resident Population for 2000
for the Bogan Local Government Area**

Age group (years)	Persons in Bogan Shire 2000		Persons in North Western NSW	Persons in NSW	Persons in Bogan Shire 2001	
	No.	%	%	%	No.	%
0-14	775	24.1	24.3	20.4	648	20.9
15-24	381	11.8	12.0	13.8	405	13.1
25-44	911	28.3	28.3	30.4	826	26.7
45-54	397	12.3	12.6	13.3	366	11.9
55-64	373	11.6	10.1	9.2	395	12.8
65 and over	382	11.9	12.5	12.8	447	14.6
All ages	3219	100.0	100.0	100.0	3087	100.0

Source: Population Estimates and ABS 2001 Census Population

The chart shows the projected population trends by age group.





A recent shift share analysis conducted by the Western Research Institute reflected that **the decline in population was mainly due to local factors** relating to the local economy and associated businesses within the Shire rather than other national trends or economic forces.

The result of the closure of the mine at Girilambone has been a change in the age mix of Bogan Shire's population. The results show a significant reduction in the age groups from 12–54, with the major loss of population in the 12-44 age group, and an increase in the aged proportion of the population. These figures are included in the table above, showing that around 7% of the income earning population of the Bogan Shire moved away. Therefore, as the population decreases, particularly of the under 45 age group, so does the disposable dollar. This has a major effect on the disposable income which will affect the viability of local businesses.

The Need For Business Growth

The trend reflects the loss of the younger population under 45, the future income earners, and the retention of the older population. To reduce the impact of this trend, one of the principle focuses that the Bogan Shire will need to adopt will be a proactive approach to stimulate and develop local businesses so that they provide a wider range of services and products to customers within and particularly outside the Shire. The Business Retention and Expansion Survey Results indicated that the majority of businesses are dependant upon the local community, where the majority of their produce is sold. Local businesses will need to be encouraged to diversify their markets to service a broader customer base.

Throughout the Business Retention and Expansion Survey Results, three major factors were continually highlighted that would have the most important impact on business profitability. These factors related to the opening of the mine, the seasonal conditions (hopefully the breaking of the drought) and the falling disposable income of the decreasing and ageing population mix.



Industry & Employment Trends

As part of our review we did an analysis of the changes in non-farming businesses in the Bogan Shire over the last 4 years. That analysis indicated the following:

Numbers of new businesses and businesses closing from 1998 - 2002

Business Type	No. of new businesses	No. of businesses closed
Clothing Store	2	2
Cafe	1	0
Gift and Furniture	1	0
Hair Salon	0	1
Nursery	2	0
B&B	2	0
Travel Agent	1	1
Haberdashery	1	1
Doctor	1	1
Computer shop	1	0
Gypsum supplier	1	0
Kangaroo meat processing	1	0
Second hand furniture	0	1
Bakery	0	1
Mine	0	1
Food, fruit & vegetable shops	1	1
Hotel	1	1
Secretarial Services	0	1
Toy Shops	0	1
Total	16	13

This table does not include changes to businesses that supported the mine at Girilambone, transport companies, or government agencies and health care services. It reflects the business community's lack of ability to successfully transfer business from one generation of businessmen to another, as all the new businesses were established with new infrastructure and stock.

The Bogan Shire has an unemployment rate of 9.1%, slightly higher than the state average of 8.8%, and it is reasonable to expect that this variation is likely to continue without the creation of new employment opportunities through businesses such as the Tritton Resources mine and the development of local businesses. Job creation is the key component to changing the population mix through the retention and attraction of the younger income earning population. As previously stated in this report, the statistical analysis of the last 15 years highlights the need for employment initiatives.

The following table depicts the movement of employment potential by industry over the period 1996 to 2001, based upon the actual ABS statistics. This table particularly highlights the impact of seasonal and price fluctuations on the employment trends within agriculture. The other major factor to be considered when examining agriculture is that the majority of the employment analysis includes rural property owners and managers. This segment of the employed population is relatively stable, and in times of drought represents up to 80% of people employed in the industry.

A realisation of the high number of rural owners and managers as a proportion of the employment potential in agriculture helps us to understand why, even though agriculture is the major financial



contributor to the Shire, it has an unpredictable and unreliable influence on creating employment in the long-term. The viability of the Shire cannot be based on creating jobs within this sector. The potential that agriculture offers is related to finding value-added processes that can be located within the Shire that may provide a long-term predictable employment future.

Employment Analysis by Industry

Industry Division	Years			
	1986	1991	1996	2001
Agriculture	605	472	361	448
Mining	3	0	127	18
Manufacturing	24	34	30	40
Utilities	15	11	7	16
Construction	95	84	52	70
Wholesale Trade	39	39	32	51
Retail Trade	167	141	127	131
Hospitality	78	87	86	75
Transport & Storage	111	77	53	46
Communication	43	20	16	20
Finance & Insurance	39	33	25	19
Property & Business Services	28	32	50	48
Government Administration	94	86	94	61
Education	90	77	89	93
Health & Community Services	78	69	79	74
Cultural & Recreational Services	10	10	10	12
Personal & Other Services	26	45	31	33
Non-Classifiable & Not Stated	35	107	53	
Total	1580	1424	1322	1255

1986, 1991, 1996 & 2001 industry employment was sourced from the ABS Census

Population Shift Trend Analysis Impact on Employment

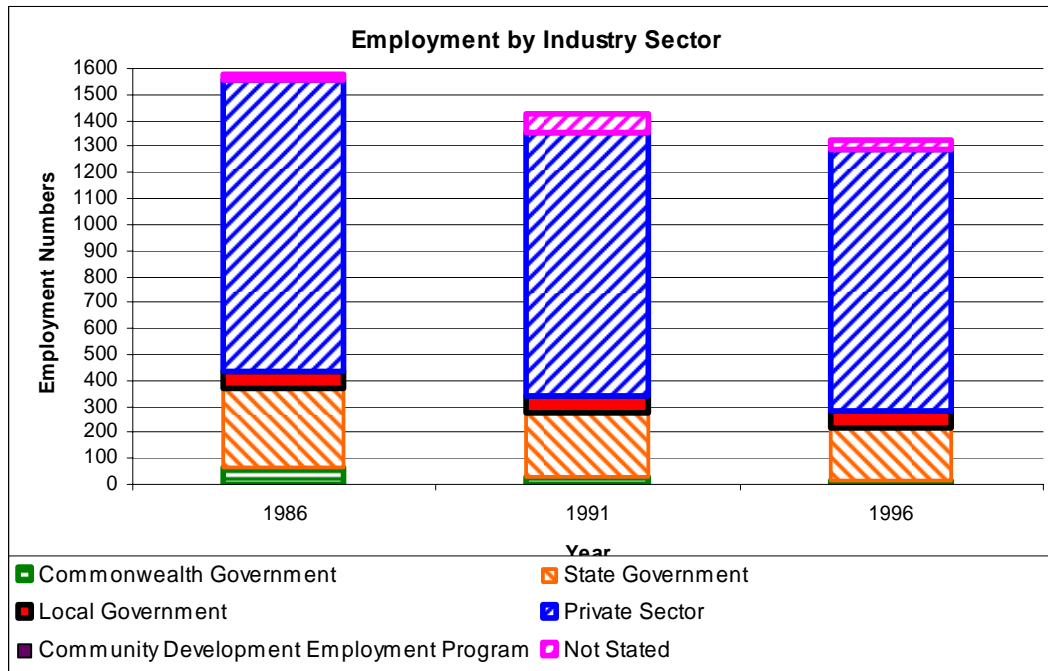
A recent shift share analysis conducted by the Western Research Institute reflected that **the decline in population was mainly due to local factors** relating to the local economy and associated businesses within the Shire rather than other national trends or economic forces. Basically, the business community is not creating enough employment opportunities to substitute for the loss of jobs as a result of the closure of the mine at Girilambone and the continuing decline in the number of employees engaged in government service related employment, excluding local government.

The shift share analysis conducted by Western Research Institute indicated that the economy and population decline were due to local factors and not to national economic factors and trends. The local factors fall within three main areas:

- Government services
- Mining
- Agriculture



The chart clearly shows the shift trend and it is based on the information in the following table contained in the section on Government Services.



Government Services

The table below clearly shows the loss of government related employment over the ten years to 1996, and this trend has continued with the only stable factor being employment opportunity by the local government. The loss of jobs has been due to the centralisation and rationalisation of government services across a broad range of government activities including rail, transport, health, etc. The continuing trend to establish centres providing access to multi government services, and the use of the internet, will see further consolidation and reduction of employment opportunities.

Employment by Industry Sector, 1986, 1991 and 1996

Industry Sector	1986	1991	1996	Persons in Bogan Shire %	Persons in North Western NSW %	Persons in NSW %
Commonwealth Government	65	31	18	1.4	2.6	4.1
State Government	301	244	199	15.1	13.4	11.7
Local Government	69	63	68	5.1	3.7	1.7
Private Sector	1125	1014	1005	76.0	77.0	80.0
Community Development Employment Program				0.0	0.4	0.0
Not Stated	20	72	32	2.4	2.8	2.5
All ages	1580	1424	1322	100.0	100.0	100.0

Source: Population Projections, ABS (Projections prepared by the ABS according to assumptions agreed to by the Commonwealth Department of Health and Aged Care) and Census of Population and Housing, ABS.



Mining

The history of mining in the Bogan LGA has been one of fluctuating fortunes and when operational has been a provided economic and social bonus for the community.

The closure of the Girilambone mining in 2000 was a major blow to the community with the loss of 130 jobs and was the major influence in the shift analysis change. Also during this period of mining, the business community was unable to create any major mining or manufacturing related businesses that were long term sustainable, able to grow and diversify and that were able to create opportunities for the retention of some of the people retrenched.

The opening of the mine by Tritton Resources will re-establish mining as major activity in the Shire. The new mine is expected to have a productive life of eleven years and create up to 120 fulltime jobs over it life. It is estimated that up to 180 people will be required during the construction phase.

Agriculture

The major long-term business activity has been and will continue to be agriculture. Most of the businesses in the Bogan Shire service the farming sector. It has been responsible for majority of employment and the number of people employed fluctuates due to seasonal conditions and prices. The effects of drought are reflected in the table above and the current drought has seen further loss of jobs and restructuring.

The local factors affecting the sector are:

- Seasonal conditions
- Restructure of the industry

Community Attitude

The opening of the new mine by Tritton Resources creates the platform to potentially reverse this trend. However the proposed limited life of the mine of thirteen years, and its vulnerability due to fluctuations in commodity prices and costs of production means that the Shire cannot solely rely on this development. In the Business Retention and Expansion Survey Results, most local businesses indicated that the number one priority for making the local economy stronger and creating more jobs related to the opening of the Tritton mining operations. The business community must build on this opportunity and this is reflected in the New Nyngan Central Program Community Strategic Plan.

In our research and interviews we encountered an attitude that the mine would solve everything, and that there was limited need for the business community to do anything else. This attitude is in conflict with the motivation of the participants of the New Nyngan Central Program and this report. The community needs to be encouraged to be proactively seeking business growth opportunities rather than sitting back and being passive.

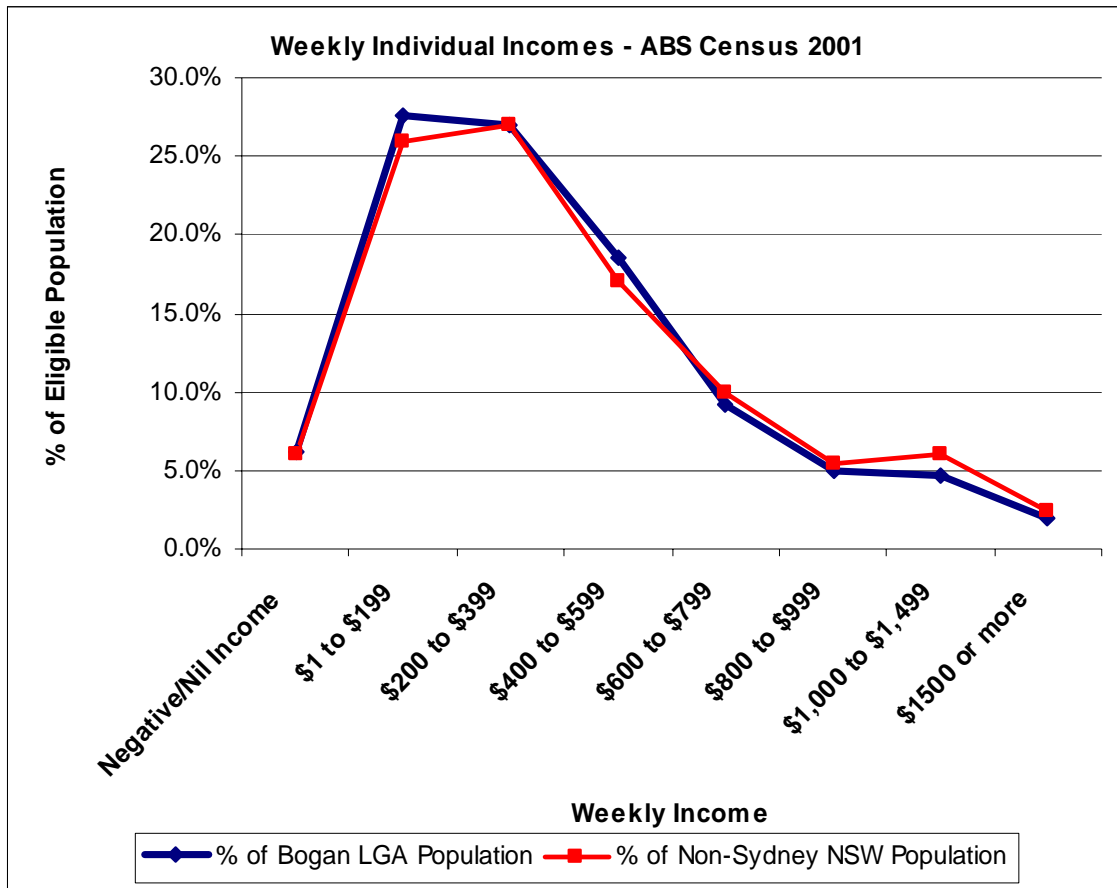


Personal Income Trends

The median weekly individual income of all persons aged 15 years and over is \$300 - \$399, which is the same as the median for the Orana Region and for all of NSW. Details for the distribution of income for each age group is shown below.

Weekly Individual Income, Bogan LGA, ABS Census 2001*

Weekly Individual Income	Total	% of Total	NSW Population (non-Sydney)
Negative/Nil Income	138	6.2%	6.1%
\$1-\$119	176	8.0%	7.3%
\$120-\$159	148	6.7%	6.3%
\$160-\$199	286	12.9%	12.4%
\$200-\$299	358	16.2%	16.6%
\$300-\$399	240	10.8%	10.4%
\$400-\$499	201	9.1%	9.0%
\$500-\$599	209	9.4%	8.0%
\$600-\$699	111	5.0%	5.5%
\$700-\$799	93	4.2%	4.4%
\$800-\$999	109	4.9%	5.5%
\$1,000-\$1499	101	4.6%	6.0%
\$1500 or more	45	2.0%	2.4%





The Bogan Shire has an unemployment rate of 9.1%, slightly higher than the state average of 8.8%. Household incomes within the Bogan Shire are reasonably low, with 50.0% earning less than \$300 a week, 29.3% earning between \$300 and \$600 per week, and the balance, 20.7%, earning over \$600 per week. This distribution is skewed towards a lower average income for the Bogan Shire when compared with the non-Sydney NSW population.

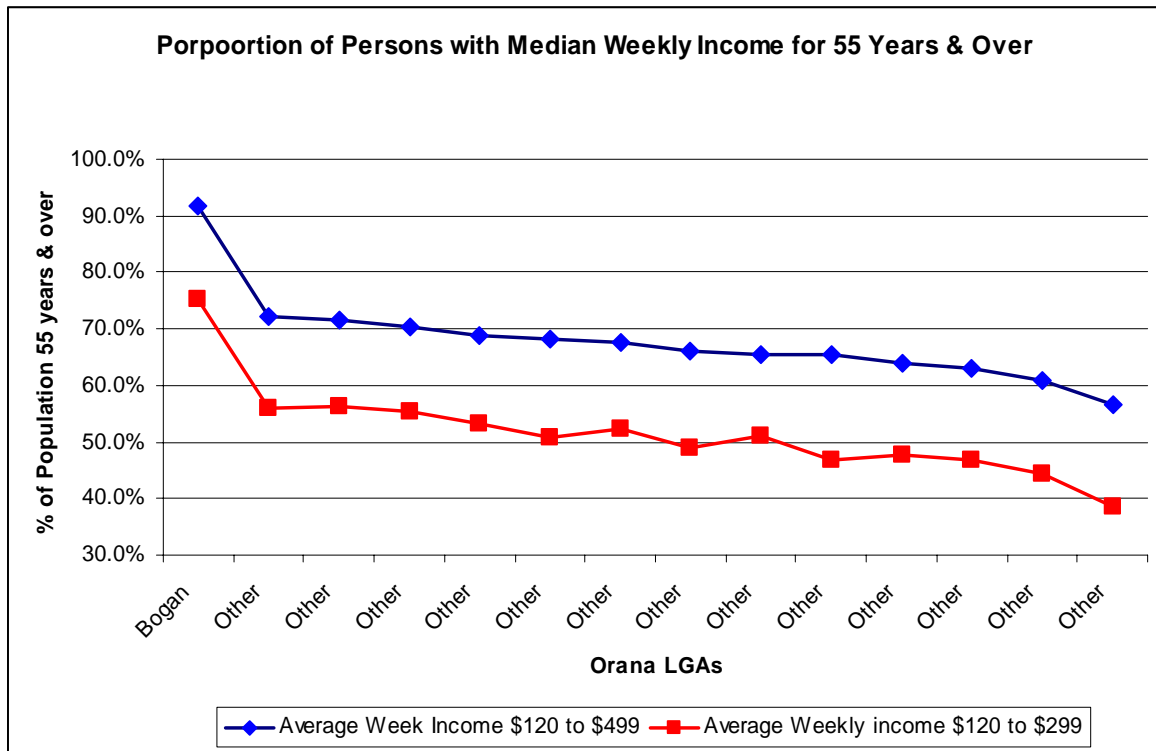
A major consideration which will have a significant impact on the total disposable income of the community is the impact of the over 55 population. Based on the analysis in the Orana Regional Aged Care and Retirement Needs Study, 91.6% (775) of those over 55's have an income between \$120 and \$499 per week, which is in the range of the aged pension payments.

This is also significant for the Bogan Shire, as it has the highest percentage of people within the Orana region who are within this age and income bracket. That is, it is more than 20% higher, in fact, than the average of other shires within the Orana region. In other words, **the over 55 age group is heavily dependent upon incomes around pension payment level, and therefore so is the community of the Bogan Shire.** Even though most of them own their own home, these income figures would also indicate that the over 55 age group do not have the additional funds to invest in new infrastructure in the region, nor the potential to increase their disposable income.

**Proportion of persons with a median weekly individual income
between \$120 - \$499 and \$120 - \$299, persons aged 55 years and over,
ABS Census 2001**

* Note: The weekly Aged Care Pension Amount is \$183.75 for each person for a couple; and \$220.15 for a single person.

	\$120-\$499	\$120-\$299
Bogan	91.6%	75.3%
Other	72.1%	56.0%
Other	71.6%	56.3%
Other	70.2%	55.4%
Other	68.8%	53.3%
Other	68.2%	50.8%
Other	67.7%	52.4%
Other	66.0%	49.1%
Other	65.5%	51.2%
Other	65.5%	46.8%
Other	64.0%	47.6%
Other	63.1%	46.7%
Other	61.0%	44.4%
Other	56.7%	38.6%



The income spread and the disproportionate population mix which reflects a lower than average proportion of workers under the age of 45 in the community indicates a trend of concern for the future. The opening of the mine will have a major impact on readjusting this distribution, and it will be necessary for the community to develop businesses that will be sustainable well beyond the life of the mine, preventing the population and income distribution reverting to the current trends.

If the current trend were to prevail without any major adjustment, reinvigoration of the business community would be essential. The failure to achieve this would result in the community trending towards an ageing pension dependent population that could not be guaranteed to secure the financial viability of the Bogan Shire in the future. Basically, the town would continue to reduce in size at a more rapid rate than has been experienced over the last ten years.

The agricultural industry has the major impact on the local community. However, seasonal conditions and market prices have a dramatic impact on the reliability of the income generated by this industry. These fluctuations, as mentioned above in the shift analysis, also have a flow-on effect on the number of people employed in the industry.

The long-term trend of employment in agriculture has been a move towards a reduction in the number of full-time employees per farm, and an increased dependency on casual labour and contractors. The impact of these factors is that agriculture cannot be relied upon to provide a consistent and predictable source of employment and therefore disposable income for employees in this industry.



The table below shows the impact of the flow on effect of each industry to the local economy based upon standard formulae established by the Australian Bureau of Statistics. These figures are based upon the number of businesses involved in an industry in the year 2000, and do not provide an ability to predict the impact of the opening of the Tritton mine.

Year 2000 Gross Regional Product by Industry

Industry Division	Gross Regional Product		
	Value Added (\$M)	Share of Production	Number of Firms
Agriculture	14.6	23.6	228
Mining	4.3	7.0	4
Manufacturing	2.2	3.5	9
Utilities	1.1	1.8	3
Construction	2.8	4.4	10
Wholesale Trade	2.2	3.6	7
Retail Trade	3.3	5.3	34
Hospitality	2.6	4.2	15
Transport & Storage	4.5	7.3	18
Communication	1.8	2.9	1
Finance & Insurance	2.8	4.6	3
Property & Business Services	4.1	6.6	14
Government Administration	6.1	9.9	6
Education	4.1	6.7	7
Health & Community Services	3.6	5.7	12
Cultural & Recreational Services	0.6	0.9	4
Personal & Other Services	1.2	1.9	12

Sources Value Added was estimated by using the estimated employment in 2000 and the national average value added per worker in each industry. Firm numbers from ABS Business Register (1998)

Once again this highlights the need for the Shire to create new businesses and business opportunities.



Health and Aged Care

Through the interview process we were able to establish that Health and Aged Care within the Bogan Shire is going through a period of reform and re-establishment of appropriate infrastructures and plans for the long term.

The current infrastructure of the Nyngan Hospital has reached the end of its life, and requires redevelopment. Macquarie Area Health has been engaged in community consultation over the last couple of years, and is in the process of applying for funding for the development of a Multi Purpose Health Centre. It is hoped that this facility will be constructed in the 2005/2006 financial year. The development of this site will also lead to the co-location of other resources as part of the drive to achieve efficiency and provide security for the staff and resources developed.

However, the major concern is not the infrastructure, but the ability to maintain staffing levels and human resource services that the community requires over the medium to long term. The current average age of medical and nursing staff in the Bogan Shire is increasing, without a steady inflow of younger professionals. Also, as the population continues to age, a broader range of human resource services will be required to meet their needs. The preferred arrangement would be to attract professionals for long-term employment and involvement in the community. However, the number of medical professionals required, including nurses and other human resource personnel who are choosing to live in the country regions is declining. This trend may result in the need to import professionals into the Shire for contracted periods, similar to the practice of locum doctors.

The challenge is to provide a range of accommodation services and alternatives that will be attractive to these locum professionals. The development of these accommodation alternatives may require the involvement of the Bogan Shire Council or a property developer. Nyngan has been fortunate to date to be able to retain doctors who wish to live in the town, and therefore the Shire has not yet faced the problem faced by other rural communities where they have had to take responsibility for the establishment and maintenance of premises of medical practitioners.

Following an initiative of members of the Bogan Shire community, the Orana Regional Development Board has engaged consultants to undertake a review of the Orana Regional Aged Care & Retirement Needs. IBIS is conducting this study, and its final report will be released to the ORDB in November 2003. Because of the political sensitivity of some of the findings, and the need to lobby the Federal Government to change its benchmarking for aged care funding, some of the findings will not be released to the public.

The consultants, IBIS, conducted public forums in Nyngan, and these were well attended and indicated a need for additional aged care accommodation, or, as they are referred to, Independent Living Units (ILU's). The forums indicated that at least 20 people were interested in entering aged care accommodation.

The population and income distribution analysis of the over 55 year olds indicates that this is a disproportionate percentage of the Bogan Shire's population when compared to other communities, with a considerably higher reliance on income equivalent to the aged care pension. These factors will have a major impact on their ability to invest in ILU's.



The following table indicates that 83% of the over 55 year olds currently own or are purchasing their own homes. There is a tendency to encourage the population to remain in their own homes as long as possible, and for aged care to be provided at that location. The study will make an assessment as to the likely demand for ILU's based upon industry trends, health and life expectancy predictions. This demand may differ from that expressed by the public forum.

Type of Structure of Home, Bogan LGA, ABS Census 2001

Type of Structure	Under 50's	Over 50's	All Ages
Separate house	1,923	879	2,802
Semi-detached	0	0	0
Flat	40	19	59
Other*	46	38	84
Not Stated	5	0	5
Total Structure Type	2,014	936	2,950

*Other: Caravan, cabin, houseboat, improvised home, tent, sleepers out, house or flat attached to a shop or office

Home Ownership/Tenure, Bogan LGA, ABS Census 2001

Type of Ownership	Under 50's	Over 50's	All Ages
Fully Owned	676	698	1,374
Being purchased	567	81	648
Rented – Housing Authority	105	37	142
Rented – Other	527	70	597
Rented – Landlord Not Stated	6	0	6
Other	106	37	143
Not Stated	27	13	40
Total Structure Type	2,014	936	2,950

The Shire is fortunate to have land for potential development of a range of ILU's, however, due to the Federal Government's benchmarked funding formulae, it is most likely that Nyngan will need to attract developers who are not just concerned with establishing facilities based upon this formula.

With the general population ageing and a trend for country people to remain in their local communities, or move to a regional centre, it is predictable that there will be an increase in the range of services and activities necessary to satisfy the demands of this ageing community. This provides an opportunity for Nyngan to create employment opportunities in these human resource service areas for younger people.



Indigenous Community

The indigenous population are a constructive and integrated section of the community of the Bogan Shire, and comprises 11% of the population, which is less than the average for the Orana region. Based on the 2001 Census, there were 330 indigenous people in the total population of 3,087.

Of the labour force statistics, 43% of the indigenous population eligible for employment were unemployed, according to the 2001 Census results. Of the indigenous males eligible for employment, 48.9% were unemployed, and 35.3% of eligible indigenous females were unemployed.

The employed members of the indigenous community are representatively employed in most industry sectors. However, they are not represented in the community health and professional services sectors.

Our investigations indicated that the community could not establish its own CDEP to assist in the coordination of creating employment opportunities of the indigenous community. The Binaal Billa Regional Council's business plan does not include any specific strategies for the Bogan community.

The indigenous community has strong leadership in the Bogan Shire, and makes a significant contribution to the Shire and to the organisation and management of the housing needs of its people. This plan has identified a number of opportunities where the indigenous community can obtain support to create employment opportunities and develop projects that will add value to the Shire's infrastructure.

The report recommends that the Bogan Shire Council, through an Economic Development Officer, works with the indigenous community to seek funding to create these opportunities.



Tourism

The Bogan Shire Council has been actively involved in creating opportunities for the tourism industry and for travellers through the Shire. Since the 1995 strategic plan, the Shire has funded the restoration of a Cobb & Co coach as part of a long-term plan to establish a Cobb & Co display. The Shire has also maintained the existing assets and has committed itself to the involvement with Outback Regional Tourism Organisation and the initiative of the Cobb & Co Heritage Trail being proposed by Explorer Country.

The economic value of tourism to the Shire is difficult to quantify, as there is insignificant statistical analysis of travellers moving through the Shire. Our investigations revealed that Nyngan is perceived by travellers and tour company operators to be a short stop as they move to and from the Outback. It is therefore difficult to assess the real impact of tourism on local businesses, particularly as much of the marketing of the Shire by relevant organisations and tourist operators has not been adequately focused at specific target markets.

The Tourist Information Centre is located within an existing business in Nyngan, and unfortunately does not appear to attract or penetrate the travelling market. The staff at the Centre are not primarily focused on providing tourist information services, and require customer service and tourism training focused on meeting the specialised needs of the travelling public, and particularly in linking them with local service providers who will encourage them to extend their stay within the Shire.

Over the past few years the community of the Bogan Shire have been responsible for a number of innovative tourism activities. The most outstanding achievement has been the establishment of the Mid-State Shearing Shed, and this exhibit is a real asset to the tourist infrastructure of the town. Other players in the community are also exploring the opportunities to create other new product such as the restoration of the Barretts Hotel directly opposite the Mid-State Shearing Shed. To complement this area, the Bogan Shire Council is also discussing the development of the area to house an interactive Cobb & Co coach museum and display, which would be constructed in stages subject to funding availability.

The tourism collateral is now out of date, and requires reproduction. The re-design of brochures, the development of packaging and the linking of experiences must comply with the changing trends within the tourism industry as discussed below. The Shire has a great opportunity to use the long highway access to Nyngan to create signage that will promote and create reasons for travellers to extend their stay and explore the Bogan Shire Experiences.

The following outlines the major issues confronting the Shire's investment in tourism.

General Change in the Focus of Tourism

- o There has been a move away from destination tourism and local shire branding to activity and experiential based tourism. The customer is looking for more than a passive display.
- o The See Australia research and companies have highlighted the success of this approach and are challenging tourism boards both regionally and at a local level to identify the segmentation of customers travelling to and through an area. Based on this knowledge of the customer appropriate strategies can be developed to market to these segments and attract them to a region by linking products and experiences from within and outside the tourism region.



- o The Cobb & Co Plan of July 2003 contains some of this information, and I attach a copy of it for your review. It suggests that apart from “family and friend travellers”, who are not tourists, the two main travellers likely to come to the Bogan Shire are the Wanders and Compatriots, with the Wanders being the first targets. The next target would be the True Traveller.
- o Wanders are predominately 54 – 75 years of age who are undemanding, self-sufficient and with a do-it-yourself mindset. They predominantly travel in non-school holidays and are looking for new places to visit. They like to look rather than do. Compatriots are family orientated who choose holidays to cater for their children. Predominately 25 - 44 years, they are dogged advocates for Australian holidays, and prefer the reassurance of familiar places rather than new ones. They are looking for activities like fishing, camping or 4WD adventures.
- o Understanding the segmentation of the market allows you to develop targeted new products and packages, and to link products and experiences. It also helps you to create ways to retain the traveller for a longer stay in your region. Our marketing and focus can be far more targeted and measurable.

ORTO’s Issues and Perceived Performance To Date

- o ORTO’s activities have been predominantly focused on Broken Hill, and bringing people into the Outback Tourism region from the southern and south-western gateways. Therefore, the focus and impact on the Bogan Shire has been minimal.
- o Northern shires have been dissatisfied with the performance, reflected by Cobar reducing its membership to the status of associate.
- o Tourism brochures produced by ORTO, which are used to promote the Outback throughout south eastern Australia, do not highlight the available services in the Bogan Shire and therefore do not encourage travellers to stop or stay in the Shire. The appropriate promotional material may help overcome some of the weaknesses and threats identified in the 2003/2004 ORTO business plan.
- o Tourism material generally does not link Nyngan with other pathways to encourage travellers to include Nyngan with other experiences. Nyngan is the gateway to and from central and northern NSW. It is the most direct gateway to the biggest market place for outback experience, being Sydney, Newcastle and Wollongong. Therefore it is extremely important to interlink the Bogan Shire between the Outback Tourism Region and other tourism regions such as Explorer Country and Big Sky, as well as with travellers from high population areas of NSW and south-eastern Queensland.
- o Whilst the Bogan Shire recognises the difference between local issues and directing tourism into the whole Outback Region, the fact that the Bogan Shire is one of the major gateways into and out of the Outback Tourism Region should result in a high level of communication with the Shire, and a focus that demonstrates that the Shire can provide the first range and link of services necessary for the outback experience.
- o It appears that the focus of ORTO has been to promote tourists to Broken Hill, and on to the Kidman Way to travel through the region into Queensland. We understand that a significant proportion of travellers come from Canberra, who travel up the Kidman Way and return to Canberra via Nyngan or northern NSW. Nyngan’s role in attracting these travellers has not previously been clearly defined. For those travelling out of the Outback Tourism Region by Nyngan, it will provide the last impression of their Outback Experience – surely an important role.
- o The Issues and Options Paper produced in March 2001 identified a large number of strategies. Our observation is that many of these strategies in relation to the northern end of the Outback Tourism



Region have not been undertaken. The Shire has recognised in its current Economic Development Plan that many of these strategies need to be undertaken by the Shire's Economic Development and Tourism Officer because of our significance in linking travellers in and out of the region.

- ORTO has not provided the Bogan Shire with sufficient input into developing the following:
 - Appropriate signage throughout the Shire to link activities or experiences
 - Input into the appropriate branding and packaging of a Bogan Shire experience
 - Suggestions as to the creation of new products and potential re-positioning of existing products
 - Maintenance of a register of products available in the Shire and their linkages to other products within and outside the region
 - The creation and packaging of products that will encourage travellers to stay overnight rather than a short stage stop as they move through the Shire
 - The development of themes that will link a range of experiences throughout the region that may link existing product and require the creation of new products, eg. fishing packages, Cobb & Co trail, or the mining trail
 - The Shire does not understand its role and the potential value of tourism to both the region and our community because of the focus on Broken Hill and tourists from the south and southwest
 - There appears to be a lack of market research on the segmentation of travellers through the region, and this lack of understanding of the needs of customers has an impact on the Shire's focus
 - There appears to be very low promotion and awareness of ORTO's activities in our Shire, so that we are unaware of the expectations created by ORTO to the travelling public. This affects our ability to match these expectations, complement or link the traveller to the experiences being promoted, and provide a congruency in the whole approach
- ORTO's Business & Marketing Plan 2003/2004 raises a number of issues. The plan assumes that the one approach can be applied to the whole region, rather than identifying the differences within the region. That is, reasons that attract travellers to Broken Hill will be different to those attracted to the Kidman Way, the Cobb & Co experience, etc. Therefore what is Bogan Shire's role within that plan?
- The Plan lacks a connection to different types of customer segmentation, and this is obvious when you compare its content with the segmentation information contained in the Cobb & Co Heritage Trail 150th Anniversary paper.

An extract from the Cobb & Co Heritage Trail plan for the 150th Anniversary is included in the Appendix. This extract includes information on market segmentation that is relevant to the Bogan Shire and deepens the understanding of the issues raised above.

The key ingredient for the Bogan Shire to get value from its investment in tourism infrastructure will be to appoint a Tourism Development Officer. This position currently sits within the job description of the Community Services Officer, and this Plan recommends that this position be transferred to the Economic Development Officer's role. The reason for this change is that the Economic Development Officer has a responsibility to help local businesses create viable businesses, and this is an essential ingredient in tourism. Tourism is the method of marketing for businesses that provide services to travellers.

Ideally it would be beneficial for the Shire to obtain funding for a full-time position to be created. It is, however, unlikely that such funding will be available. The major difficulty for the Shire, as highlighted above, is that it is on the cusp of two major regional tourism areas and organisations, and it is vital for the tourism industry in the Bogan Shire that it accesses both of these areas.

METHODOLOGY

In preparing this Strategic Economic Development Plan we accepted the results of the New Nyngan Central Program Community Strategic Plan, and sought to build upon this plan by interviewing key stakeholders, and reviewing documents prepared by and for government organisations, surrounding councils, and other key service providers of facilities in the Bogan Shire. We have attempted to develop a holistic plan, incorporating the input of these key stakeholders and the strategies that they have already identified that would involve the business community and the council of the Bogan Shire.

We conducted the following processes:

1. The review of the Nyngan Coordinated Development Strategy published in August 1995. This review involved interviews with Tim McClellan, the Acting General Manager of Bogan Shire Council, Louise Fisher, the Community Services Officer of Bogan Shire Council, and discussions with various members of the Bogan Shire Council and the business community.
2. The review of the Business Retention and Expansion Strategies Survey Results prepared in 2003.
3. The inclusion of the New Nyngan Central Program Community Strategic Plan prepared in July 2003 by Jenny de Greenlaw following consultation with the community. This strategic plan has been accepted and integrated in its entirety into this Economic Development Plan.
4. Interviews conducted with the following:
 - o Mr Ray Donald, Mayor, Bogan Shire Council
 - o Tim McClellan, Acting General Manager, Bogan Shire Council
 - o Colin Cluderay, Environmental Services Officer, Bogan Shire Council
 - o Louise Fisher, Community Services Officer, Bogan Shire Council
 - o Brian Goodlet, Business Development Manager, NSW Department of State & Regional Development
 - o Peter English, Office Manager, Orana Development & Employment Council
 - o Sharon Bentick, Small Business Development Officer, Orana Development & Employment Council
 - o Juliet Duffy, Executive Officer, Orana Regional Development Board
 - o Mick McMullen, Project Manager, Tritton Resources
 - o Jeannine Biviano, CEO, Macquarie Area Health
 - o Wincen Cuy, Outlook Regional Tourism Organisation
 - o Ashley Wielinga, General Manager, Warren Shire Council
 - o Ken Crosskil, General Manager, Bourke Shire Council
 - o Bob Walters, General Manager, Cobar Shire Council
 - o Jessica Schumann, Macquarie River Food & Fibre
 - o Ron Lawler, ATSIC, Wagga Wagga
 - o Tommy Ryan, Bogan Aboriginal Corporation, Nyngan
 - o John Clague, Cobb & Co Committee, Bathurst City Council
 - o Heather Nicholls, Program Director, Cobb & Co Committee, Orange City Council
 - o Stephen Sykes, Explorer Country, Orange City Council
 - o Robyn Draper, IBIS, concerning the Orana Regional Aged Care & Retirement Needs Study
 - o Staff of the Western Research Institute
 - o Paul Johnston, Raine & Horne, New Nyngan Central Project Committee, Nyngan



- o Vicki Macpherson, BEC Officer, Cobar/Nyngan BEC
 - o Lee Richardson, Bogan Information Centre
 - o Monique Wye, Secretary, Nyngan Ag Expo Inc
 - o Jo-Anne Lawrence, Regional Co-ordinator - Western Region, Premier's Department, Dubbo
 - o Various members of the Nyngan business community
5. The review of the following strategic plans:
- o Bogan Shire Council Management Plan 2003-2006
 - o Outback Regional Tourism Organisation
 - i. Issues & Options Paper, March 2001
 - ii. Business & Marketing Plan 2003/2004
 - o Cobb & Co Heritage Trail 150th Anniversary, July 2003
 - o Western Regional Co-ordination Management Group, prepared by the Premier's Department
6. The review of other documents, including:
- o Australian Bureau of Statistics Analyses including:
 - i. 1996 Census Results
 - ii. 2001 Census Results
 - iii. 2001 Regional Profile, Bogan Local Government Area
 - iv. 2001 Population Target Groups, Bogan Local Government Area
 - v. 2002 Regional Profiles Population Target Groups, Bogan Local Government Area
 - vi. 2001 Basic Community Profile, Bogan
 - o Orana Industry and Employment Analysis, Bogan Profile, prepared on 29th August 2001
 - o "Battle for Market Share!" prepared for Advance Tourism on 20th August 2003
 - o A summary of the "Strategic Plan on Tourism for Outback NSW", released in June 2000
 - o Tourism Analysis of Activity Changes in Regional NSW 1998 – 2002
 - o Memorandum of Understanding between Outback Arts, Regional Arts Board, Bogan Shire Council and Regional Arts New South Wales, 2003
 - o Minutes from the public meeting held about Multi Purpose Health Services on 1st October 2002
 - o Community and Economic Development Officer's Report written by Ian Laidlaw, Bogan Shire Council, 2002
 - o Nyngan Ag Expo Inc.'s List of Exhibitor Bookings for 2003
 - o Nyngan Ag Expo Inc.'s Visitor Survey Results, 3rd August 2002
 - o Job Description of the position of Community Services Officer for the Bogan Shire Council
 - o The current Community Information Register
 - o The current "Welcome to Nyngan" booklet
 - o The Great Outback Touring Route brochure, prepared by Outback Regional Tourism Organisation
 - o Explorer Country Market Segment Analysis 2003
 - o Various tourism brochures
7. The visual inspection of the resources and facilities of the Bogan Shire.



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Brochures

The Great Outback Touring Route

CD's

Orana Industry & Employment Analysis
2nd Edition

Explorer Country Market Segment Analysis
2003



Appendix

- Bogan Shire's Plan For The Implementation Of The Strategic Economic Development Plan To 2008
- A Review Of The Implementation Of The 1995 Coordinated Development Strategy
- This An Extract Of The Cobb & Co Heritage Trail 150th Anniversary Report – July 2003 Prepared For Explorer Country Tourism



BOGAN SHIRE COUNCIL

“Comfortable Country Living”

**Bogan Shire’s Plan for the Implementation of the
Strategic Economic Development Plan
For the Five Years to 2008**

November 2003



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Key To The List Of Projects

List of Stakeholders

BAC	Bogan Aboriginal Corporation
BEC	Business Enterprise Centre – Cobar & Nyngan
BSC	Bogan Shire Council
BRA	Bogan Racing Association
C&C	Cobb & Co Committee
CDO	Community Development Officer
DIPNR	Department of Infrastructure, Planning and Natural Resources
DSRD	NSW Department of State & Regional Development
EDO	Economic Development Officer
MES	Manager Environmental Services
MAH	Macquarie Area Health
NAEI	Nyngan Ag Expo Inc
NNCPC	New Nyngan Central Progress Committee
ORDB	Orana Regional Development Board
OROC	Orana Region Organisation of Councils
ORTO	Outback Regional Tourism Organisation
RTA	Roads & Traffic Authority
SNAG	Sustainable Nyngan Agriculture Group
TDO	Tourism Development Officer
USyd	University of Sydney

Time Frame

Short	Within 18 months
Medium	18 months – 3 years
Long	3 – 5 years

Priority Colour Coding

The short term projects have been priority colour coded as shown below:

First Priority
Second Priority
Third Priority



LIST OF PROJECTS

Business Development

OUTCOME/ISSUE	PLANNED ACTIONS OR PROJECTS	STAKEHOLDERS FOR DELIVERY	TIME FRAME	KEY PERFORMANCE INDICATORS
Establishment of a business development service capacity within the Bogan Shire that encourages the development and expansion of existing businesses and supports new business establishment and relocation to Bogan Shire.	Based on the contents of this Economic Development Plan, develop the job description and performance objectives for the Economic Development Officer of the Bogan Shire Council.	BSC	Short	Appointment of the EDO/TDO.
	Re-establish the position of Economic Development Officer Council, incorporating the role of Tourism Development Officer.	BSC	Short	
	Work with the DSRD to help local businesses develop their business expansion strategies and skills by engaging consultants partially funded through the DSRD programs.	BSC-EDO, BEC, DSRD	Short	Have a minimum of 4 businesses receiving assistance through DSRD programs annually.
	Develop and co-ordinate a continuous program of business development training (both farming and non-farming) in conjunction with the BEC and ODEC, which initially address the concerns of the past business surveys and the NNCP.	BSC-EDO, ODEC, BEC, NNCP, Rural Counsellor	Short	Establish annual training programs. Successfully complete a program with a minimum of 10 attendees.
	Establish a business training, mentoring and coaching program through the AusIndustry Community Development Program, the new Small Business Enterprise Culture Program, or the Women in Business Mentoring Program run by the DSRD.	BSC-EDO, BEC	Short - Medium	Establish an annual program involving at least 10 businesses.
	Establish processes to facilitate the succession planning of businesses so that business opportunities are created for younger generations, and the continuation of the established businesses is ensured.	BSC-EDO, BEC	Medium - Long	Run regular training programs on succession planning annually. The appointment of trainee managers in local business. Transfer of business to next generation rather than closure.
	Develop a series of events that encourages the business owners of the Shire to come together to share ideas, offer support and network.	BSC-EDO, NNCP	Short	Regular business network meeting.
	Establish a business brokerage service to facilitate and co-ordinate the sale of businesses.	BSC-EDO, BEC, NNCP	Medium	Preservation of existing businesses and sale of businesses to new owners.



Business Development (continued)

OUTCOME/ISSUE	PLANNED ACTIONS OR PROJECTS	STAKEHOLDER	TIME FRAME	KEY PERFORMANCE INDICATORS
	Establish a Cadet Program and a Youth Employment Exchange Program to assist the youth of the Shire to increase their skill base and commence their employment with businesses in the Shire.	BSC-EDO, BEC, NNCPC	Medium	Establishment of a Cadetship Program involving 20 youth per year.
	Identify whether the Bogan Shire has or can create any world unique product that can be developed and exported outside the Shire and Australia.	BSC-EDO	Long	Identification of the unique product.
	Develop industry profiles listing existing local businesses, and complete supply chain reviews, to identify missing links in the local profile and to identify potential opportunities for new or existing businesses.	BSC-EDO, BEC, NNCPC	Medium	Create opportunities for local businesses to grow and to attract new businesses or agencies.
	Identification of export opportunities for local businesses, and linkage to appropriate organisations to facilitate export development.	BSC-EDO, AusIndustry	Medium - Long	Export opportunities created in the Bogan Shire.
	Increase the skills and the web based business applications for local businesses by continuing to link businesses to the strategies of the Community Technology Centre's Business Plan.	BSC-EDO, BSC-CDO	Medium - Long	Increase the number of businesses generating income and promoting their business over the internet by 100% within 2 years.
Incorporate the appropriate strategies and funding requirements based upon the implementation of this Plan into the Management Plan of the Bogan Shire Council over the next five years.	Identify strategies that have an implication on the funding requirements of the Bogan Shire Council.	BSC	Short - Long	Inclusion of this Strategic Economic Development Plan in the Management Plan of the Bogan Shire Council.
	Develop budgets and a cost benefit analysis for different initiatives contained in this Plan.	BSC-EDO	Short - Long	
	Seek government funding to assist in the implementation of the strategies contained in this Plan.	BSC-CDO	Short - Long	
	Adopt the relevant strategies affecting the Bogan Shire Council necessary for the implementation of this Plan.	BSC	Short - Long	



New Business

OUTCOME/ISSUE	PLANNED ACTIONS OR PROJECTS	STAKEHOLDER	TIME	KEY PERFORMANCE INDICATORS
Encourage the establishment of new businesses in the Bogan Shire.	Improve the gross sales at the sale yards.	BSC	Short	Annual net increase in the number of businesses operating in the Shire.
	Investigate the establishment of a machinery dealership.	BSC-EDO, NNCPC	Medium	
	Establish a gym and squash courts.	BSC-EDO, NNCPC	Medium	Increase in the number of employment positions available in the Shire.
	Establish a sporting goods outlet.	BSC-EDO, NNCPC	Medium	
	Identify and assist in the establishment of value-added processes to agricultural industries, eg. a flour mill.	BSC-EDO, NNCPC	Medium - Long	
	Assist existing business owners or a new business to establish a white goods outlet in Nyngan.	BSC-EDO, NNCPC	Short	
	Develop a range of businesses in line with the tourism and agricultural strategies.	BSC-EDO/TDO, NNCPC	Medium	
	Assist in the establishment of businesses required to support the mining operations of Tritton, including those identified in the mining section of this Plan.	BSC-EDO, NNCPC	Medium	
	Establish a timber mill or plant to utilise the woody weeds of the Western Division.	BSC-EDO, NNCPC	Medium	
	Assist a range of small cottage business that would support the tourism, agricultural and aged care industries.	BSC-EDO, NNCPC	Medium	
	Assist the establishment of businesses, products and human services necessary to support the development of the aged care initiative.	BSC-EDO, NNCPC	Medium	
	Upgrade the buildings and shop frontages in the main street.	NNCPC, BSC-CDO	Medium	



New Business (continued)

OUTCOME/ISSUE	PLANNED ACTIONS OR PROJECTS	STAKEHOLDER	TIME FRAME	KEY PERFORMANCE INDICATORS
Attract potential new businesses from companies whose produce is transported through or to the Bogan Shire.	Work with transport companies to develop a database of businesses that transport their products through or to the Bogan Shire, and identify the opportunities that may exist for them to relocate part or all of their business to the Shire.	BSC-EDO	Medium - Long	The establishment of agencies or storage or processing facilities within the Bogan Shire.
	Examine the supply chain of companies that supply product to the Bogan Shire and the outback to identify opportunities for them to locate distribution, packaging and storage centres, or manufacturing processes in the Shire.	BSC-EDO	Medium – Long	
	Survey transport companies to identify what produce travels through the Shire.	BSC-EDO	Long	
	Encourage interstate transport companies to establish depots or service centres within the Shire.	BSC-EDO	Long	
	Identify companies that provide value-added services to mining companies, or who fabricate or repair mining equipment, and explore the opportunities for their relocation or expansion to the Shire.	BSC-EDO	Medium - Long	
Seek funding support for market research and the implementation of strategies.	Work closely with the BSC-CDO, ODEC, DSRD and other government departments to obtain funding to assist in the surveying and collection of data in target markets, market research, business planning, obtaining venture capital, implementation of strategies, relocation of business, etc	BSC-EDO, BSC-CDO	Short	Annually obtain additional funding to assist business and fund projects contained in this Plan.
Assist in the establishment of a range of different types of local markets to attract customers from outside the Shire as well as locals.	Facilitate the establishment of a variety of local markets to create new selling methods for local businesses and cottage industries, and that may attract traders to sell product not currently available in the region, eg. local produce markets, white goods second hand auctions, a Rundles type auction for farm machinery, fashion and fabric fairs, the quality clearing auction centre, the country liquidator's sale centre.	NNCPC, BEC, BSC-EDO	Medium	Create at least one new regular major market event (similar to the Ag Expo in size) as well as local market days.



Health & Aged Care

OUTCOME/ISSUE	PLANNED ACTIONS OR PROJECTS	STAKEHOLDER	TIME	KEY PERFORMANCE INDICATORS
Develop a range of independent living units to meet the future aged care accommodation needs in Nyngan.	Conduct a community survey for aged requirements.	ORDB Project	Short	The development of a coordinated long term aged care strategic plan. Construction of independent living units.
	Review the recommendation of the report on the Aged Care & Retirement Needs Study, and develop a Bogan Shire Strategic Plan which will provide a range of options on the development of more independent living units (ILU's)	NNCPC, BSC-EDO	Short	
	Co-locate the independent living units and other facilities near the Mick Glennie Hostel and the new Multi-Purpose Health Service to increase the utilisation of these resources and reduce the need of outside resources such as transport.	NNCPC, BSC	Medium	
	Work with the Department of Housing to explore the opportunities and develop a long term works program.	NNCPC, BSC-EDO	Short	
	Incorporate and integrate the housing strategies of the Bogan Aboriginal Corporation into the overall development of aged care facilities.	NNCPC, BAC, BSC-EDO	Short - Medium	
	Facilitate the possibility of creating joint ventures between developers and the Department of Housing which may expand the capacity and capability to provide a broader range of independent living units.	NNCPC, BSC-EDO	Short	
	Develop a prospectus for potential developers based on the ORDB Aged Care & Retirement Needs Study to attract investment capital to construct independent living units.	NNCPC, BSC	Medium	The attraction of developers to fund the expansion of facilities.
	Develop marketing strategies and promotional packages to give to prospective tenants highlighting the advantages and facilities of the Bogan Shire.		Medium	The retention of older people of the Shire to remain in Nyngan for their aged care needs. The relocation of other older people from region to the Bogan LGA.
	Develop options that may incorporate and allow the acquisition of the homes of those aged persons who wish to live and be cared for in their own home, and provide for their subsequent transfer to facilities such as the Mick Glennie Hostel.	BSC-EDO, BSC-CDO, NNCPC, developer	Medium - Long	Acquisition of existing homes as part of a long-term aged care strategy.



Health & Aged Care (continued)

OUTCOME/ISSUE	PLANNED ACTIONS OR PROJECTS	STAKEHOLDER	TIME FRAME	KEY PERFORMANCE INDICATORS
Development of a Multi-Purpose Health Centre as a result of the closure of the Nyngan Hospital.	Continued participation on the committee for the redevelopment of the hospital.	BSC, MAH	Current	The construction of the Mutl-Purpose Centre.
	Completion of a value management study and infrastructure requirements report.	MAH, BSC	Short	
	Examine the opportunity or need for other government departments to co-locate their human service resources to provide protection and security.	MAH, BSC	Short	
	Locate the independent living units and the secure aged care accommodation near the Hostel.	MAH, BSC	Medium - Long	
	Submit preferred plan for inclusion in the budget for the State Government capital works program in 2004/05.	MAH	Short	
	Lobby government for the prioritising of the MPHPC development in the 2004/05 program.	BSC, NNCPC	Short	
	Issue a public works tender, and construction of the Centre.	MAH	Medium	
	Assist local construction businesses to identify opportunities to be part of the development.	BSC-EDO	Medium	Contracts allocated to local companies for participation in construction.
Maintenance of health care staffing levels and the growth of human resource services and personnel so that they are not depleted by the aging of the workforce.	Develop a clinical service plan and human services development and resource plans for the Bogan Shire.	MAH, BSC, BSC-CDO	Medium	Development of relevant plans.
	Develop promotion and recruitment strategies to attract new staff at all levels of health care to Nyngan to ensure the maintenance of staffing levels and the replacement of retiring staff.	MAH, BSC-EDO, NNCPC	Medium	Maintenance of existing staffing numbers for existing programs.
	Develop the initiative to attract members of the local community to choose a career in health care and human services. This would include linking these programs and potential attendees with other resources within the region, leading to higher long-term retention of skills within the Bogan LGA.	NNCPC, BSC-EDO, TAFE, schools	Short	Opening of new services.
	Develop local training courses and orientation programs to increase the skills of potential casual employees and full time professionals in the health care industry.	NNCPC, BSC-EDO, TAFE, schools	Short - Medium	New health and human services programs available in Nyngan. More trained people available in the community.
	Develop and maintain a local staffing resource register to track local resources.	MAH, BSC-EDO	Medium	Register developed.



Health & Aged Care (continued)

OUTCOME/ISSUE	PLANNED ACTIONS OR PROJECTS	STAKEHOLDER	TIME FRAME	KEY PERFORMANCE INDICATORS
Expansion of existing human service resources and facilities, and link them with the new MPHS and new secured aged accommodation.	Promote access for aged people with town businesses.	NNCPC	Long	80% compliance within 2 years.
	Establishment of new businesses or service providers to expand human service resources for the aged at the MPHS.	MAH, BSC-CDO, BSC-EDO	Medium	Net increase in human service resources available.
	Establish a community bus service to provide access to services.	BCS	Medium	New infrastructure.
	Establish a heated pool and gym facilities for use by the aged.	NNCPC, developer	Long	
Develop an accommodation plan for locums and transitional medical staff and human services providers as a result of the decommissioning of the hospital and expanding of the aged care needs.	Establish a range of premises for visiting specialists, doctors and visiting nursing staff at the new MPHC or in Nyngan.	BSC, MAH	Medium	Provide access to a range of accommodation.
	Conduct a survey of the accommodation needs and requirements of locums and transitional medical staff.	BSC-EDO, MAH	Short	
	Establish relationships with investors to create or provide appropriate accommodation on long-term contracts.	BSC-EDO, NNCPC	Medium	
	Identify the role and responsibility of BSC to provide accommodation as part of a medical staff retention program and package.	BSC	Medium	The ability of the Shire to retain the existing range of medical services by practitioners who live in the Shire.



Marketing Of The Bogan Shire

OUTCOME/ISSUE	PLANNED ACTIONS OR PROJECTS	STAKEHOLDER	TIME	KEY PERFORMANCE INDICATORS
Confirm that the brand of the Bogan Shire has market penetration, and that the market recognition correlates to the location of the Bogan Shire. Before developing any marketing we need to ensure a consistency between the brand name and product recognition. We need to avoid situations of creating multiple brands.	Consult with the community as to the acceptance of the name of the Bogan Shire, and their understanding of its appropriateness and representation as opposed to the use of the name Nyngan Shire.	BSC	Short - Medium	Acceptance of a brand name and image that can be consistently applied to all Bogan Shire promotional material, and that is effective in its recognition in the marketplace.
	Conduct telephone surveys on regional businesses outside the Shire to gain an understanding of the outsider's awareness of the location of the Bogan Shire. This survey group could include supply chain partners of local businesses.	BSC	Short	
	Conduct face-to-face surveys on visitors at tourist information centres in the Orana Region as to recognition of the location of the Bogan Shire.	BSC	Short	
	Based on the results of the above surveys, engage consultants to evaluate whether the name Bogan Shire has significant market penetration to warrant the development of marketing campaigns around that name.	BSC	Short	
Create a marketing campaign for the New Nyngan Central initiative, and link it to the long-term marketing of the Bogan Shire.	Develop a logo, theme and image for the campaign and the town.	BSC, NNCPC	Short	Implement a range of priorities and co-ordinated actions developed in this and other strategic plans.
	Develop a Marketing Plan for tourism and town businesses.	BSC-EDO, NNCPC	Short	
	Develop a tourism brochure.	BSC-TDO	Medium	
	Upgrade website www.nyngan.com for tourism/events/business marketing.	BSC	Short	
	Market Nyngan's sporting assets.	BSC, NNCPC, Local Sporting Assocs.	Medium	
	Establish an Open for Inspection program – showcase local houses/businesses for sale.	BSC-EDO & NNCPC	Long	
Increase the sales turnover of businesses in the shopping centre by encouraging the community to shop local and increase the value of the average dollars spend per customer per annum.	Establish a Nyngan Business Marketing Group for group advertising.	NNCPC	Short	Establish a Buy Local campaign.
	Conduct a Shopping Basket Survey to establish price differences.	NNCPC, BSC-EDO	Short	
	Conduct a 'shop local' advertising campaign using flags, banners etc.	NNCPC, BSC	Short - Medium	
	Conduct a 'shop local' retail promotion.	NNCPC, BSC-EDO	Medium	



Marketing of the Bogan Shire (continued)

OUTCOME/ISSUE	PLANNED ACTIONS OR PROJECTS	STAKEHOLDER	TIME FRAME	KEY PERFORMANCE INDICATORS
Develop a diverse range of events and entertainment activities.	Expand the existing Agricultural Expo – create a flagship event for Nyngan.	AEC, NNCPC	Short	Establishment of a range of viable long-term events.
	Establish the Steam Train to Nyngan.	NHS	Short	
	Enhance and expand the ‘shearing’ events – attract high profile personalities.	MSSSC, BSC-TDO	Short	Regular distribution of the Nyngan Community Newsletter.
	Lobby Council for Christmas bunting for the main street and town entrances.	NNCPC	Short	
	Develop a ‘camel race’ meet (or similar) novelty race meet.	NNCPC	Short - Medium	
	Develop a Nyngan Community Newsletter.	NNCPC	Short - Medium	
Develop a range of popular and attended activities and facilities for Youth and that will create new opportunities	Conduct Community Survey	NNCPC & BSC-CDO	Short	Regular and strong participation by youth in new youth programs.
	Enhance and expand the Palais Theatre complex as a youth entertainment area	BSC-CDO & NNCPC	Short - Medium	
	Involve students and local businesses in annually conducting a Young Achiever’s Program.	NNCPC, Young Achiever’s Group	Short	Complete one program per year.
	Creation of cadetships within local businesses, both farming and non-farming, for the employment of youth in the community.	BSC-EDO, BSC-CDO, BEC	Medium	
	Creation of a Youth Business Exchange Program with the business community of another larger country towns (in both farming and non farming) to expand their experience and to help focus them on their future employment in the Bogan community.	BSC-EDO, BSC-CDO, BEC, Service Clubs	Medium	20 youth involved in business cadetships annually.
	Facilitated annual youth forums to gain their input into the development of new youth activities. Create more activities for youth.	NNCPC	Short - Medium	
Expand the range of cultural and art skills and activities in the Bogan Shire.	Re-invigorate the local Dramatic Group and local theatrical society. Establish skill development workshops.	NNCPC	Short	Expanded calendar of regular cultural events that have a growing attendance and reputation.
	Establish the Cobb & Co Coach at the Museum	BSC-TDO, C&C	Short	
	Work with the Outback Regional Arts Board to develop a diverse and regular program of activities for the community.	BSC-CDO, ORAB	Short	
	Enhance the Biannual Art Show (Catholic school). Include an Acquisitional Award.	NNCPC, St Josephs	Short - Medium	
	Conduct an audit and establish a cluster of artists/creative people, and plan opportunities.	NNCPC	Short - Medium	
	Establish more community murals.	NNCPC, BSC-CDO	Medium	



Tourism

OUTCOME/ISSUE	PLANNED ACTIONS OR PROJECTS	STAKEHOLDER	TIME	KEY PERFORMANCE INDICATORS
Establish the capability in the Bogan Shire Council to co-ordinate the development of tourism and tourism businesses.	Establish the Tourism Development Officer's role as part of the EDO's position, and independent of the CDO.	BSC	Short	Appoint of an EDO, and the inclusion of a defined TDO role within that position.
	Develop the job description and key performance measures for the role of Tourism Development Officer.	BSC	Short	
	Develop a tourism business plan for the Bogan Shire, incorporating a coordinated marketing plan.	BSC-TDO	Medium	Implement a funded marketing plan.
	Explore State and Federal Government funding opportunities for the development and maintenance of the TDO position, and for the development of tourism products.	BSC-CDO		Increase travellers' awareness of the Bogan Shire.
	Develop an annual marketing budget.	BSC-TDO	Medium	
The repositioning of the role and location of the Tourist Information Centre.	Undertake customer service and tourism training for the Tourism Development Officer, the staff of the Tourist Information Centre, and local tourist service businesses.	BSC-EDO	Short	Acceptance and utilisation of the Tourist Information Centre by the tourist industry.
	Relocate the Tourist Information Centre to the Cobb & Co / Woolshed tourism area.	BSC	Medium	High level of customer satisfaction by visitors to the Tourist Information Centre.
	Develop a contact management program between the Tourism Development Officer, the staff of the Tourist Information Centre, and local tourism businesses. The program will include newsletters, network meetings, and other activities that will encourage the exchange of ideas and build awareness and trust within the industry.	BSC-TDO	Short	
	Conduct training and business development programs for local tourist providers to assist them to create sustainable businesses and expand their marketing expertise.	BSC-TDO	Short - Medium	Increase in the number of tourist sites in the Bogan Shire patronised by each visitor to the Tourist Information Centre.
	Assist local tourist providers to develop their own marketing campaigns, and seek opportunities for them to co-market and link with other tourist providers, both within and outside the Bogan Shire.	BSC-TDO	Short - Medium	Increase in the average number of nights visitors stay in the Bogan Shire.
	Develop a marketing program which consolidates all the marketing activities of local tourism providers, and seek opportunities to link this with the Bogan Shire's tourism marketing plan to maximise the impact of the consolidated marketing dollar.	BSC-TDO	Medium	Implement a coordinated Bogan Shire Tourism Marketing Plan. Identification of Key Performance Indicators for the measurement of the implementation of specific marketing strategies.



Tourism (continued)

OUTCOME/ISSUE	PLANNED ACTIONS OR PROJECTS	STAKEHOLDER	TIME FRAME	KEY PERFORMANCE INDICATORS
	Develop a Bogan Shire tourism marketing plan which incorporates the activities of local tourist providers and links these activities to ORTO, Explorer Country and Cobb & Co.	BSC-TDO, ORTO, C&C, Explorer Country	Medium	
Maximise the opportunity of the Bogan Shire's links to the Cobb & Co Committee's Heritage Trail for the 150 th Anniversary of Cobb & Co	Offer the Shire's continued willingness to be part of the planning of the celebration and delivery of the Cobb & Co's business and marketing plan.	BSC-TDO, C&C	Short	Participation in the 150 th Year Cobb & Co celebrations.
	Identify the proposed role the Shire can take in the marketing, the possible access to the Shire's Cobb & Co coach and other resources, the co-ordination of activities, the promotion to and involvement of the local tourism operator and community, as part of the 150 th Heritage celebration. Prepare a budget as to the likely cost of being involved in the celebrations.	BSC-TDO, C&C	Short	
	Support the initiative proposed by the Cobb & Co Committee for the RTA to fund road signposting of the original Cobb & Co trails, offer the Shire's roads be included as part of the initial Bathurst to Bourke trail, and test this type of promotion.	BSC-TDO, C&C	Short	
	Establishment of a cross referral relationship with Explorer Country, and the development of packages and products linking tourism experiences to targeted market segments.	BSC-TDO, C&C, & Explorer Country		
	Position the proposed development of the Cobb & Co attraction in Nyngan into the future plans and packages to be developed by the Cobb & Co committee.	BSC-TDO, C&C	Medium - Long	Establish the Nyngan Cobb & Co attraction and other related Shire products in the promotional material developed and marketed by Explorer Country.
	Encourage the development of other products to enhance the Cobb & Co experience by facilitating meetings with landholders, businesses and the historical society, and assisting in the promotion of these new resources	BSC-TDO	Medium - Long	
	Facilitate the linkage of the Cobb & Co heritage trail (an initiative of Explorer Country) as one of the products and packaging offered by ORTO.	BSC-TDO	Medium - Long	

**Tourism (continued)**

OUTCOME/ISSUE	PLANNED ACTIONS OR PROJECTS	STAKEHOLDER	TIME FRAME	KEY PERFORMANCE INDICATORS
Encourage the development of new and existing tourism products and their packaging to create a range of Bogan Shire Experiences.	Conduct an audit to establish the range of tourism products already available in the Bogan Shire.	BSC-TDO	Short	Increase in the number of sites visited and the number of visitors.
	Identify Bogan Shire's competitive advantage or image.	BSC-TDO	Short	
	Develop a database of products available within the Shire and other products outside the Shire that will link and complement a traveller's experience.	BSC-TDO	Short	Develop packages bringing travellers from outside the Shire.
	Identify existing packages in the marketplace and their linkages to other products within and outside the Shire, and identify their methods of promotion and representing agents.	BSC-TDO	Medium	
	Develop a customer survey to identify the travel pattern purpose and local product feedback.	BSC-TDO	Medium	
	Assistance in the development of marketing and promotion material, signage, brochures, the website or electronic material, and provide recommendation to their placement in line with their target market and initiative of ORTO and Cobb & Co, as well as links to appropriate websites and agencies.	BSC-TDO	Medium	
	Expand the range of accommodation and rural experiences by developing a network of B&Bs and farm stays.	BSC-TDO	Medium	
The updating and distribution of the range of tourism resource material.	Develop a register of locations where Bogan Shire tourism resource material can be displayed, ensuring that it includes locations identified by ORTO, Cobb & Co, Explorer Country and Tourism NSW.	BSC-TDO	Short	Updated brochures.
	Reconfirm the graphic designs, logos and other features for common usage and identification on all marketing and signage material.	BSC-TDO, ORTO	Short - Medium	Database of distribution points.
	Redevelop local tourism brochures and utilise the strategies identified by ORTO and Cobb & Co.	BSC-TDO	Short	Maintain resource material at distribution points.
	Provide active input into the development of tourism resource material produced by ORTO, Cobb & Co and Tourism NSW to ensure that the facilities of the Bogan Shire are adequately signposted.	BSC-TDO, ORTO, C&C, TNSW	Short	



Tourism (continued)

OUTCOME/ISSUE	PLANNED ACTIONS OR PROJECTS	STAKEHOLDER	TIME FRAME	KEY PERFORMANCE INDICATORS
Develop relationships with ORTO, Cobb & Co, Explorer Country, Big Sky, Tourism NSW, and other regional tourism organisations to maximise the opportunity to link Bogan Shire tourism products into a traveling experience.	Continue the membership of ORTO, and actively participate in the development and implementation of ORTO's business and marketing plans.	BSC-TDO	Short - Medium	The development of marketing strategies that attract visitors to enter the Outback Region Tourism through Nyngan. The development of Nyngan overnight entry and exit packages.
	Encourage ORTO to conduct a detailed survey of the market segmentation of travellers moving through the northern region of ORTO, similar to the exercise completed by Explorer Country.	BSC-TDO	Medium	Detailed market segmentation analysis.
	Work with the surrounding shires to link tourist products and services available within the Bogan Shire with theirs, and to seek opportunities to coordinate Bogan Shire's activities and advice to tourism so as to maximise the piggy-backing opportunities of local tourism events.	BSC-TDO	Medium	Regular meetings with TDO's from surrounding shires. Development of packages to piggy-back on existing events.
	Provide assistance on how to develop products that will link to packages proposed by ORTO or Cobb & Co, and that are target at different market segments.	ORTO, C&C, BSC-TDO	Short	Development of new products within the Shire, and the linkage of products to create new packages and experiences.
	Provide assistance in the Shire to recognise product shortfalls not currently available in the Shire, and provide the relevant market information and product linkages so that businesses may be encourage to establish the relevant products and services.	ORTO, C&C, BSC-TDO	Short - Medium	Increase in the average night stay per tourist customer.
	Provide the BSC-TDO and tourism operators with market research and trends, market segmentation analysis and marketing strategies for individual segments and advise in advance of target market promotions whether focused at either a region or market segmentation so that operators can make marketing decisions that may give them a higher return for their dollar and increase exposure for the region, the package or experience, and them.	ORTO, C&C, BSC-TDO	Medium	The promotion of Nyngan events through ORTO. The establishment of Nyngan and the Bogan Shire as to the easterly gateway to enter and depart the Outback.
	Provide assistance in developing special events or activities that may link to a particular initiative or promotion.	ORTO, C&C, BSC-TDO	Medium	
	Develop packages specifically encouraging a minimum overnight stay in Nyngan and the Shire.	ORTO, C&C, BSC-TDO	Medium	Identification by travellers and on promotion material of ORTO that Nyngan has all necessary resources required by traveller with a range of different experiences and attractions.
	Provide assistance in changing the perception, organisation and packaging of tourist coach operators that Nyngan is more than short/lunch stop on the way to and from Broken Hill or the Outback.	ORTO, C&C, BSC-TDO	Medium	

**Tourism (continued)**

OUTCOME/ISSUE	PLANNED ACTIONS OR PROJECTS	STAKEHOLDER	TIME FRAME	KEY PERFORMANCE INDICATORS
	Develop standards for tourism products, and assistance in coordinating the appropriate training of product providers.	ORTO, BSC-TDO	Medium	
Continue the development and upgrading of tourism infrastructure.	Erect signage to direct tourists through the main street (not trucks). Use flags at Nyngan's entrance from Dubbo to draw travellers around the corner into the main street.	BSC, RTA, C&C, ORTO	Short	An inside average number of night stays per visitors in Nyngan.
	Improve signage for tourism experiences and traveller destinations in the Bogan Shire.	NNCPC, BSC	Short	An increase in the number of visitors staying over night.
	Expand the range of camping services available at the caravan park to include a basic service, or provide alternative arrangements or a short-term casual camping area.	BSC-MES	Short	An increase in the number of visitors to tourism facilities.
	Create casual camping sites with basic facilities along the Cobb & Co Trail.	BSC-TDO	Short	Development of the Cobb & Co attraction area and other facilities.
	Explore opportunities to receive funding for the development of the Cobb & Co tourism initiative.	BSC-TDO	Short	
	Develop an interactive Cobb & Co tourism facility as proposed in the plans submitted to Council at the September Council meeting.	BSC	Medium - Long	Relocation of the Tourism Information Centre.
	Develop children's playground facilities and interactive displays at tourist attractions, particularly at the Cobb & Co / Woolshed area, as well as a shaded family BBQ, meal and restroom. Playground facilities are also required in parks and nominated rest or stop over points for travellers and tourists.	BSC, Tourist Operators, Moteliers	Medium - Long	
	Relocate the Tourist Information Office to be co-located with the Cobb & Co / Woolshed development.	BSC	Medium - Long	
	Support local business developers to create new or redevelop existing sites to broaden the range of tourist facilities available, such as the reconstruction of the Barretts Hotel.	BSC and developers	Medium - Long	
	Relocate the Cobb & Co stables, blacksmith's shop and other facilities from rural properties to the Cobb & Co development site.	BSC, BSC-TDO	Medium	
	Develop basic infrastructure along local waterways and the Cobb & Co Trail to encourage fishing, camping and bird watching.	BSC and community sporting & interest groups	Medium - Long	
	Increase the standard and variety of eating out experiences available throughout the day in the Shire.	NNCPC, BEC, BSC-EDO	Medium	
Continue the release of fingerlings into local waterways to maintain and develop fishing stocks.	BSC, catchment management groups & local fishing club	Short		



Tourism (continued)

OUTCOME/ISSUE	PLANNED ACTIONS OR PROJECTS	STAKEHOLDER	TIME FRAME	KEY PERFORMANCE INDICATORS
	Lobby government for improved internet access and mobile access on highway.	BSC-CTC/CDO	Medium	
	Develop and maintain an events calendar for the Bogan Shire and local Shire events, and display an update on the relevant websites associated with the Bogan Shire tourism activities. Notify local tourism operators and related service providers of coming events and updates as they occur.	BSC-TDO	Short	
	Assist local businesses to develop web based tourism promotional material, and web sites where appropriate, and assist with linking such material or sites to relevant tourism sites which may be associated with either an experience, a destination, or a regional focus.	BSC-TDO	Short - Medium	
	Develop a range of contacts with key magazines, brochures, TV and radio programs, etc, such as the NRMA's Open Road, a 4WD magazine, Fishing Australia, Country Style, Wine Selector, ABC Radio's regular interviews, etc, for the regular inclusion of experiences, events, activities and destinations within the Bogan Shire.	BSC-TDO	Medium - Long	
	Network with other shires for the inclusion of Bogan Shire product with their tourism assets and promotion activities for the purpose of developing packages and promoting tourism experiences.	BSC	Medium - Long	



Mining

OUTCOME/ISSUE	PLANNED ACTIONS OR PROJECTS	STAKEHOLDER	TIME	KEY PERFORMANCE INDICATORS
Develop infrastructure prior to production by Tritton Resources.	Complete the \$2,000,000 Yarrendale Road upgrade from Hermidale to the new mine site as part of the Bogan Shire Council commitment to the development	BSC	Current	Commence site development on time.
	Develop rail infrastructure at Hermidale	Tritton	Short	Commence mining on time.
	Develop electricity substation to provide consistent supply	Tritton, Country Energy	Short	
	Appoint contractors to develop the site ready for mining	Tritton	Short	Provide the necessary accommodation at Hermidale for construction teams by January 2004.
	Develop temporary accommodation at Hermidale and Nyngan for the construction stage	BSC, Tritton, Developer	Short	
Create clear communication with Tritton to facilitate growth opportunities.	Develop a regular meeting (formal and informal) process and coordinate functions to assist Tritton to use and resource their needs from the Nyngan Community.	BSC-EDO, BEC	Short	Regular meetings and strong working relationship with Tritton Resource's management.
Develop a relationship and hold regular communications with the mining contracting companies who will employ many of the workers.	Develop a regular meeting (formal and informal) process and co-ordination function to assist mining contractors to use and resource their needs from the Nyngan Community.	BSC-EDO, BEC	Short	Regular meetings with mining contractors.
	Lobby the management of the mining contractors to encourage their employees to relocate their families to Nyngan by assisting them in developing accommodation packages.	BSC-EDO, BEC	Short	Relocation of families to the Bogan Shire.
	Identify the range of business services and product supplies required by the individual mining contracting companies. Establish where there are any different needs in the pre-mining stage of the project.	BSC-EDO, BEC	Short	List of services, resources and products required by mining contractors.
Assist existing businesses and create new businesses to support mining operations.	Establish a bus service to transport workers to and from Nyngan and Hermidale to the mine.	BSC-EDO, Tritton	Short	The creation of new businesses in the Shire to support Tritton.
	Work with existing businesses to help provide supplies, parts, mechanical repairs for light fuel vehicles, (discussions have already commenced with the local Toyota dealership).	BSC-EDO	Short - Medium	Increased employment within existing businesses.
	Encourage dealerships such as CAT, TAMROCK and others to establish an agency or depot in Nyngan to support Tritton and contractors.	BSC-EDO	Medium - Long	Tritton and mining contractors are shopping locally for products and services.
	Assist local businesses supporting mining operations to expand their marketing to provide services to other mining companies throughout Australia by helping them to identifying their unique products or services.	BSC-EDO	Medium - Long	



Mining (continued)

OUTCOME/ISSUE	PLANNED ACTIONS OR PROJECTS	STAKEHOLDER	TIME FRAME	KEY PERFORMANCE INDICATORS
	Establish a shot creator business and a hydraulics repairs business.	BSC-EDO	Short - Medium	
Maximise the long-term employment opportunities of the re-establishment of mining in the Bogan Shire.	Develop a Nyngan prospectus for issue to potential Tritton and mining contractor employees outlining the features offered and available to employees.	Tritton, BSC-CDO, BEC	Current	Development of prospectus to assist relocation to Nyngan by December 2003.
	Due to the proposed mining roster (of 12 hour shifts of 4 days on and 4 days off, and 4 nights on and 4 nights off), work with Tritton management to develop strategies that will encourage a large proportion of long-term employees to relocate their families to the Shire rather than be transient workers who send and spend the majority of their salaries outside the Shire.	Tritton, BSC-CDO, BEC	Short	
	Develop assistance packages for the relocation and re-employment of past local employees of the previous mining project.	BSC-CDO	Short	
	Develop a range of accommodation solutions for mining staff for both short and long term accommodation.	BSC-EDO, NNCPC	Short	
	In conjunction with Tritton and mining contractors, develop training programs that will assist to increasing the skill base of their employees and the local community, including appropriate apprenticeship programs, machine operating licenses and tickets, work place trainee and assessor qualifications, OH&S training, and other programs.	BSC-EDO, BEC, TAFE, other Registered Training Organisations	Short - Medium	Establishment of a range of programs by late 2004 for commencement in 2005.



Agriculture

OUTCOME/ISSUE	PLANNED ACTIONS OR PROJECTS	STAKEHOLDER	TIME	KEY PERFORMANCE INDICATORS
To capitalise on the region's expanding image as conservation farmers.	Work with Sustainable Nyngan Agricultural Group and the Department of Agriculture to develop a program of workshops that will attract farmers to the Bogan Shire to develop and enhance their skills in conservation farming techniques.	BSC-EDO, SNAG, Dept of Ag	Short	Training programs offered in conservation farming techniques by June 2004.
	Coordinate the development of a TAFE based conservation farming training program to enhance the skills of local farmers and their employees to stimulate further interest in agricultural development in the Shire.	BSC-EDO, TAFE	Medium - Long	
	Attract research bodies and the Department of Agriculture to benchmark the conservation farming practices, and importantly, their impact on the sustainability of the environment.	BSC-EDO, Dept of Ag, CSIRO, USyd Orange Campus	Medium - Long	Establishment of conservation farming benchmarks by 2005.
Continue the growth of the Ag Expo held in August each year.	Work with the Ag Expo Committee to identify and target new exhibitors to enhance the image of Nyngan being the home of conservation farming.	BSC-EDO & NAEI	Short	Increased attendance by exhibitors and visitors to the Ag Expo each year.
	Develop piggyback promotion and cross-linking programs for products, activities and services provided in the Bogan Shire so that there is a continual reference to activities throughout the year.	BSC-EDO/TDO, BSC-CDO, NAEI, other function committees	Short	
	Develop a prospectus to give to exhibitors to encourage either their relocation or expansion of business to the Bogan Shire, or to encourage the establishment of agencies or partnerships with other businesses.	BSC-EDO, BEC & NAEI	Short	
	Encourage the inclusion of mining companies to exhibit at the Nyngan Ag Expo.	BSC-EDO	Short - Medium	
	Encourage the inclusion of small farm irrigation technology companies to exhibit at the Expo.	NAEI	Short	
	Assist the Nyngan Ag Expo Inc. to develop a contact management system for past and potential exhibitors, and past visitors.	BSC-EDO, NAEI	Short	
Expand the irrigation potential of the Bogan Shire.	Encourage the development of small farm irrigation in the Bogan Shire.	BSC-EDO, Dept of Ag	Medium	New businesses or applications using technology that increases the efficient use of water.
	Conduct an assessment of the irrigation potential of the Bogan Shire in the regulated market where water licenses can be transfer freely within the Macquarie Valley Catchment Area.	BSC-EDO, DIPNR	Medium	



Agriculture (continued)

OUTCOME/ISSUE	PLANNED ACTIONS OR PROJECTS	STAKEHOLDER	TIME FRAME	KEY PERFORMANCE INDICATORS
	Engage consultants to conduct a feasibility study of potential crop selection and water utilisation matching to identify unique or diverse opportunities for irrigation in the Bogan Shire to utilise the low land costs.	BSC-EDO	Long	
Encourage the development of hobby farms within the Bogan Shire.	Rezone the land surrounding Nyngan to allow for smaller acreage lots than the current minimum of 650 ha.	BSC-MES	Short - Medium	Minimum of 30 hobby farms around Nyngan by 2008.
	Encourage current property owners to develop hobby farms within a defined radius of Nyngan, Hermidale and Girilambone.	BSC	Medium	
Support and expand existing agricultural and rural activities.	Identify and establish a database of existing agricultural businesses, their production potential, and their expansion expectations and requirements.	BSC-EDO	Short	Established database and maintain regular contact program by June 2004.
	Develop a contact management program with potentially expanding producers, to be in constant contact to assess their changing needs and communicate the progress of developing support.	BSC-EDO, Dept of Ag, Rural Counsellors	Short	
	Develop service packages to assist expanding producers to achieve their objectives.	BSC-EDO, Dept of Ag, Rural Counsellors	Medium	EDO working with 10 farmers per year.
	Develop supply chain management tracking systems to assist expanding producers to develop relationships and efficiencies so they gain market penetration.	BSC-EDO, Dept of Ag	Medium	Development of expanding businesses and value-adding businesses within the Shire.
	Identify existing value-adding businesses and assist them in expanding their operations and diversifying their product range and services.	BSC-EDO, Dept of Ag	Short	
	Create a prospectus identifying the advantages of Nyngan, such as cheap available land, extensive product range, existing business services, and service packages, so that new agricultural and value-adding businesses are aware of the assistance available for establishing new businesses in the Bogan Shire.	BSC-EDO	Medium	
	Lobby for the maintenance and upgrading of rail infrastructure within the Shire.	BSC	Short	Maintaining rail services.
Attract new value-adding processors	Assist prospective processors to evaluate Nyngan as a viable location to develop value-adding processing plants, and work with them to establish their operations.	BSC-EDO	Medium - Long	Establishment of one new external value-adding processor in the Shire.



Indigenous Employment Opportunities

OUTCOME/ISSUE	PLANNED ACTIONS OR PROJECTS	STAKEHOLDER	TIME	KEY PERFORMANCE INDICATORS
To work with the Aboriginal community to create employment opportunities.	Work with the Binaal Billa Regional Council to incorporate the Bogan Shire into their economic development plan.	BSC-EDO, ATSIC, BAC	Short	Development of an indigenous employment strategy for the Bogan Shire that is included in the economic development plan of the Binaal Billa Regional Council.
	Work with the Bogan Aboriginal Council to expand housing opportunities as part of and funded by the National Aboriginal Health Strategy.	BSC-EDO, BAC, NSW Premier's Dept	Medium	
	Identify the longer-term housing needs of the Aboriginal community in the Bogan Shire to establish if there is potential for a major housing development such as that completed in the Gilgandra Shire.	BAC	Short	
	Identify employment opportunities as part of the housing initiative currently maintained by the Bogan Aboriginal Corporation, and linking with the two projects above.	BAC	Short	
	Conduct an employment and training needs survey of the Aboriginal community.	ATSIC, BSC-EDO	Short	
	Establish a link with the CDEP for Small Communities that is currently being established in Griffith by ATSIC, to identify projects in the Bogan Shire.	BSC-EDO, ATSIC, BAC	Medium	
	Creation of a new weir below the bridge on the Bogan River on current aboriginal land for the creation of a native fishing and tourist attraction to be managed by the Bogan Aboriginal Council maintained by the CDEP.	BAC, DSRD, TNW, NPWS, ATSIC	Long	Creation of new jobs for indigenous people.
	Establishment of a botanical garden in conjunction with the Cobb & Co development, to be managed by the Bogan Aboriginal Council maintained by the CDEP.	BAC, DSRD, TNW, NPWS, ATSIC	Medium	Development of new resources for the Bogan Shire.
	Establishment of a market garden and recycling business at "Warrigal" managed by the Bogan Aboriginal Council maintained by the CDEP.	BAC, DSRD, TNW, NPWS, ATSIC	Medium	
	Co-ordinate activities and develop other programs for the CDEP.	BSC-EDO, BAC	Medium	Creation of new jobs for indigenous people.



Infrastructure Improvements

OUTCOME/ISSUE	PLANNED ACTIONS OR PROJECTS	STAKEHOLDER	TIME	KEY PERFORMANCE INDICATORS
The development of a range of hobby farms to small farm home accommodation within a 20km radius of Nyngan.	Complete a review of the 100-year flood plain, undertake a risk assessment review, and invite comment on the impact on the potential to create rural subdivision for small rural lifestyle holdings within a 20km radius of Nyngan.	BSC-MES	Short	A minimum of 30 hobby farms available for sale or subdivision around Nyngan by 2008.
	Review the local government legislation, water and catchment management issues, land and environment guidelines, and other relevant legislation to develop the BSC policies on creating small rural lifestyle holdings with potential ranging from 10ha to 200ha.	BSC-MES	Short	
	Assess the economic impact of the rural lifestyle holdings on farming and mining activities in the Shire.	BSC-EDO, BSC-MES, NNCPC	Short	
	Establish a set of development guidelines and advertising to land holders, real estate and stock and station agents, and potential developers.	BSC	Medium	
The development of new businesses on land owned by the Bogan Shire Council and zoned commercial.	Develop a commercial land development package to promote businesses to establish new commercial and industrial businesses and storage facilities on land owned by the Shire. The land is to be offered at long- term peppercorn rates or for sale at minium values, and would include a prospectus on the benefits of Nyngan.	BSC, BSC-EDO	Short	Establish 5 new developments on land owned by the Bogan Shire Council zoned commercial by 2008. Development packs available by Jan 2004 for the mining contractors to consider.
	Develop a marketing campaign and promotion material, including signage on the blocks and on the highways around Nyngan, promotion on the www.boganshire.com and fliers available for distribution at the Ag Expo, conferences and other events and sites.	BSC, BSC-EDO	Short	
	Identify and establish a zoning area suitable for heavy industrial so the town will not be impacted by noise and dust problems. This land may be required for businesses that will support the mining operations or other industries like forestry. Land may be required both in and outside the levy banks.	BSC, BSC-EDO	Short	Allocate land for heavy industrial purposes.
Increase the efficiency and effectiveness of telecommunication services in the Shire.	Participate and support the review of telecommunications, with the aim to establish an improved system similar to the Riverina model which offers expanded telephone, internet and broadband services, reduced costs, and expanded mobile services.	ODEC, ORDB, OROC, BSC	Short - medium	New telecommunications infrastructure.



Infrastructure Improvements (continued)

OUTCOME/ISSUE	PLANNED ACTIONS OR PROJECTS	STAKEHOLDER	TIME FRAME	KEY PERFORMANCE INDICATORS
Establishment of an online trade and investment strategy.	Work with ODEC and ORDB to enhance the www.boganshire.com The enhanced capability will provide online trading for local businesses and the Shire through linkages to an online auction system, www.local-e.nsw.gov.au , access to new resources and the opportunity to source investment strategies.	ODEC, ORDB, BSC	Short	Implement the upgrade.
Protection of existing freight-rail services and infrastructure, and the upgrading of rail lines servicing grain silos in the southern end of the Shire.	Continue lobbying for the upgrade of track to grain silos in the Region to avoid the impact of grain being moved by road hence significantly impacting on the cost of road maintenance.	BSC, other councils	Short	Upgrade of rail facilities. Non-closure of the lines servicing grain handling facilities.
	Conduct a range of planning meetings with Silverton Rail, other shires and councils, interested companies, and port authorities to explore the opportunity to increase the rail freight opportunities for the region and potential grow business opportunities.	BSC, ODEC, ORDB, Silverton Rail	Medium - Long	
	Facilitate the collocation of the Silverton Rail freight centre with the AWB to centralised facilities, increase the capabilities and flexibility of the area, and reduce the infrastructure costs.	BSC, AWB, Silverton Rail, DSRD	Short	
The creation of public transport services within the Bogan Shire and to other centres.	Establish a 15-seater community transport bus to operate on the weekends (booze bus).	NNCPC, BSC-CDO	Long	Community bus and taxi services, running around town and out to the Tritton mine.
	Utilise the school buses to create a community bus service that would operate within the town, and link it to the transport of miners to the Tritton Resources mine at Girilambone coinciding with the commencement of each 12-hour shift.	NNCPC, BSC-CDO	Long	
	Establish a community-based taxi service in Nyngan.	NNCPC, BSC-CDO	Medium	
	Work with other local shires to create a local bus service between the towns, and to Dubbo, to assist the community to access health specialists, other resources not available in the local communities, and to link up with other transport services such as airlines.	NNSPS, BSC-CDO & surrounding local councils	Medium	Regular bus service to Dubbo and neighbouring towns. Interstate bus service.
	Maintain existing interstate and intrastate bus services, currently supplied by McCafferty's	BSC-CDO	Short	



Infrastructure Improvements (continued)

OUTCOME/ISSUE	PLANNED ACTIONS OR PROJECTS	STAKEHOLDER	TIME FRAME	KEY PERFORMANCE INDICATORS
Create new, and improve the utilisation of, the resources of the Bogan Shire through the implementation of the current Capital Works programs.	Complete the \$200,000 extensions to the library.	BSC	Short	Complete in 2004.
	Construct the new deep-water storage reservoir to secure the town's water supply and reduce the impact of evaporation and conflict with irrigation use from the Bogan River.	BSC	Short	Complete in 2004.
	Evaluate the acquisition of additional water licenses to ensure the security of water for the Shire and local business development, as well as create the opportunity to generate income from the sale of excess water entitlements or allocation to the weir for sporting or environmental purposes.	BSC	Medium - Long	Acquisition of water licences.
	Introduce a user pays system for water and sewerage use and trade waste disposal. The system will be based on the best practice systems established on water consumption and pricing policy guidelines.	BSC	Medium	Complete in 2005.
	Put the power underground at the showground.	BSC	Short	Complete in 2004.
	Commence processes for the evaluation of the development of a new office complex or the redevelopment of the existing facility operated by the Bogan Shire Council. Develop a plan and complete a feasibility study and costing.	BSC	Short - Medium	Target commencement of construction by 2008.
	Undertake construction of new premise.	BSC	Long	
Increase the utilisation of Shire resources through involvement with other shires, be an effective member of a regional lobby group of council and Shire issues, and position the Shire to benefit from networking opportunities and projects for the region.	Continue memberships, and be an active member of, organisations such as OROC, ORTO, ODEC, ORDB, C&C, BEC, Outback Regional Arts Board, Shires Association C Division and Western Division, and potentially the Bogan-Darling resource-sharing group.	BSC	Continue	Continue independence of the Shire. The development of a long-term regional strategic plan.
	Maintain the independence of the Bogan Shire and oppose the merger of councils in the region.	BSC	Continue	Joint projects with other shires.
	Work with neighbouring councils to identify opportunities to efficiently utilise resources and capitalise on business or development opportunities.	BSC	Continue	



Infrastructure Improvements (continued)

OUTCOME/ISSUE	PLANNED ACTIONS OR PROJECTS	STAKEHOLDER	TIME FRAME	KEY PERFORMANCE INDICATORS
	Lobby for the establishment of and the inclusion of the Shire in an Outback enterprise zone that receives significant government support to assist businesses for their relocation or start up, and to assist to create new infrastructure in the region. The Shire could also apply for the region to be included in the income tax zone rebate system for remote communities.	BSC, OROC, ODEC	Medium - Long	
	Encourage the development of a long-term regional strategic plan that will provide a blue print for the sustainable and holistic development of the shires of Bogan, Cobar and Bourke, similar to the Macquarie 2100 plan.	BSC, OROC, ODEC, DSRD and the shires of Cobar and Bourke	Medium - Long	
Improve the sporting facilities available to provide greater flexibility and allow the development of sporting events.	Establish lighting at the oval.	BSC, Sporting Assocs.	Short	New enhanced sporting facilities.
	Develop sporting exchange programs.	NNCPC, Sporting Assocs.	Short	
	Establish a Fitness Centre.	NNCPC, BSC	Medium	
	Establish walking tracks.	NNCP, BSC-EDO or TDO	Medium	
	Establish high profile sporting events.	NNCPC, Sporting Assocs.	Medium	
	Develop local junior sports people.	Local Sporting Groups	Medium	
Develop a waste recycling service and grey water re-use system.	Recommence recycling of rubbish at the tip – garden and tree waste mulching for town gardens.	BSC-MES	Short	Increased reuse of grey water.
	Develop the use of gray water for irrigation.	BSC-MES	Short	Recycling depot by 2008.
	Recycling incentive deposit to be charged on all bottles and P.E.T. containers.	BSC-MES	Short	
Enhance the town's appearance and establish a program of town building improvements.	Improve Nymagee Street area between shearing museum and Moonagee Street.	BSC-TDO	Short	Enhance the town's appearance.
	Clean up and enhance entrances to town – remove all litter.	BSC-MES, NNCPC	Short	
	Establish more garden areas around town.	BSC-CDO, NNCPC	Medium	
	Establish an irrigation system for the trees in town.	BSC-MES	Medium	
	Paint the showground grandstand.	BSC	Medium	
	Improve the Race Track.	TAB, BSC, BRA	Medium	
	Seek government grants and loans for the development of community resources.	BSC-CDO	Short - Medium	







BOGAN SHIRE COUNCIL

“Comfortable Country Living.”

A Review of the Implementation of the 1995 Co-ordinated Development Strategy

As part of the Bogan Shire’s
Strategic Economic Development Plan to 2008

November 2003



Goals	Success Strategies in the 1995 Plan	Comments
<p>1. Nyngan Town Development</p>	<ol style="list-style-type: none"> 1. Prioritise findings and schedule 2. Main Street program 3. Main Street Beautification and Heritage funding 4. Relocation of Mitchell Highway 5. Get support and assistance from RTA & SRA 6. Retail Sector Development Program <ul style="list-style-type: none"> - Publicise comparative shopping expenses - Community projects - Frequent shopper program, incentive scheme, and a market scheme - Promote locally made goods - Increase trading hours - Saturday street markets - Promote qualities of a smaller centre 7. Entice visitors to stop and buy 8. Town Centre for Government Services 9. Development Officer 	<ul style="list-style-type: none"> - Not developed - Received funding from DS&RD - Report completed by Jenny de Greenlaw in July 2003 - Some development has been completed - Creative Village concept was not developed - Not developed - Relationship continuing - Not developed - As a campaign - not developed - Decrease in government services due to consolidation - Appointed in 2002 for 6mths - Position not maintained



<p>Nyngan Town Development (continued)</p>	<p>10. Involve youth in the Town Improvement Program</p> <ul style="list-style-type: none"> - Assist youth to find work in Nyngan businesses - Ask youth what industries they would support in town - Encourage youth to involve them in planning and beautifying Nyngan - Youth Development Officer <p>11. Voluntary media liaison officer</p> <p>12. Establish the greening of Nyngan and year round colour</p> <p>13. Set the heritage walkway direction</p> <p>14. Encourage business people to become ambassadors for Nyngan</p> <p>15. Establish a Service Award for people in business to strive for</p> <p>16. Database of resources for town and district</p> <p>17. Explore and apply for funding for programs and projects</p> <p>18. Monitor and review:</p> <ul style="list-style-type: none"> a. Relative shopping expense b. Attractiveness of Nyngan for shopping c. Development and beautification of Nyngan d. Youth Development Officer Program 	<ul style="list-style-type: none"> - CTC initiative was developed - Skate park was developed - No increase in government or community programs for youth - Reconnect Program is running for youth leaving home - Not developed - BSC has made some improvements in this area - Not developed - Not developed - Not developed - Developed 2002 - The role of obtaining funding has been include in the role of the Community Services Officer - The funding has also been received for the establishment of the CTC and other CTC related programs - Not developed
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<p>2. Tourism</p>	<ol style="list-style-type: none"> 1. New Products 2. Steam Trips 3. Walks 4. Holidays and Conferences 5. Regional Tourism 6. Regional Development with Dubbo and Sydney 7. Commercialise Features 8. Long Pond 9. Southern Cross Centre of Excellence 10. Logo 11. Information and Brochures 	<ul style="list-style-type: none"> - Shearing shed has been built - 2 new B&B's are operating - No packages have been developed - Not developed - Not developed - Not developed - CTC conference only conference held - ORTO – not focused on this entry point to the region, and it is not effective for Nyngan - Dubbo is committed to Explorer Country - Sydney has no regular activity - ORTO does trade shows but has no Nyngan presence - Heritage buildings – No - Copper Mine – is developing, but not for tourism - Not Developed because of objection due to environmental impact - Sporting Facilities – not developed - Not developed - Not developed - Website information is getting responses, but these are not tracked - Developed without support of ORTO and now, out of date - Not clear
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<p>Tourism (continued)</p>	<p>12. Appoint development officer</p> <p>13. Air port</p> <p>14. Signage</p> <p>15. Data base & maintenance</p> <p>16. Links to flood cities in other countries</p> <p>17. Virtual reality computer video display</p>	<ul style="list-style-type: none"> - Funding approved by DSRD but not fully allocated - Appointed in 2002 for 6mths - Position not maintained - Doesn't motivate stopping - Air-link services have limited patronage and are not expanding - Not developed or maintained - There is no contact program - Not developed - Copper city - sister city Thong Lin has not developed to provide any economic opportunities at this stage, and the Shire has embarked on a voluntary student exchange program - Not developed
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<p>3. Promote Nyngan to Other Business</p>	<ol style="list-style-type: none"> 1. Development of Cottage Industry 2. Retirement facilitates 3. Mining 4. Grain storage development 5. State Rail Authority 6. Raw water for Parks & Gardens 7. Identify supplementary enterprises for mining, and provide incentives 8. Appoint development officer 	<ul style="list-style-type: none"> - Not developed - Members of the Bogan Shire community instrumental in encouraging the ORDB Plan 2003 Aged Care and Retirement Needs Study - Opening of additional beds in 2003 at Mick Glennie Hostel - On Council plan - No link to market - Closure of GCC - Opening of the Tritton mine in 2004 - The Bogan Shire Council has committed significant resources to improve the infrastructure, and has worked with the Tritton to assist them in progressing with the development - Developed in 2002 by the AWB - Have reduced their activities - One park bore - Raw water has not been developed - Offer assistance to Tritton - No new enterprises - Appointed in 2002 for 6mths - Applied and received funding grant in 2001 - Position was not maintained - Conducted 2002 business survey - 2001 CTC developed business plan
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<p>4. Agricultural and Rural Product Processing</p>	<ol style="list-style-type: none"> 1. Educate Primary Producers 2. Increase storage potential of Nyngan Weir 3. Monitor existing and new agricultural and agribusiness processing and value adding 4. Promote the growth of higher value crops and the production of higher value alternative livestock 5. Establish a commercial soil testing laboratory 6. Make more efficient use of feral animals 7. Encourage hobby farms around Nyngan 8. Establish a small cypress pine saw mill close to town 9. Local grain made available for local industries 10. Develop industries to process local produce 11. Develop industries to provide products imported into Nyngan 	<ul style="list-style-type: none"> - Not developed – no additional services have been provided - Nyngan Network provided some training, but limited because of poor internet service - Not developed - Problem due to irrigators over-using entitlement due to lack of monitoring during drought - Not developed - No new value added business established - Establishment of SNAG, Sustainable Nyngan Agricultural Group and this farmer group has employed it own farm consultant - Not developed - Establishment of Roo processes operation - Not developed - Not developed - an interested party could not meet environmental requirements to establish plant within levee bank, and suitable site outside levee not found. There is no formal process for tracking interested developers and assisting them through the development process. - Not developed - Not developed - Not developed
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<p>Agricultural and Rural Product Processing (continued)</p>	<p>12. Develop warehousing and handling facilities</p> <p>13. Target environmentally sensitive industries away from where their environment is causing problems</p> <p>14. Investigate reasons for high transport costs and explore possibilities to mitigate expense</p> <p>15. Maintain “lid” on council charges</p> <p>16. Feasibilities for regional, state, national and international markets</p> <p>17. Approach target industries to relocate plant to Nyngan</p> <p>18. Create packages for investing industries and link to decentralisation incentives</p> <p>19. Aim for one new industry by 2000</p> <p>20. Investigate problems of financing new agricultural ventures</p> <p>21. Monitor decentralisation trends</p>	<ul style="list-style-type: none"> - New storage facility developed in Nyngan by AWB 2001 - Establishment of a gypsum spreading business in Nyngan 2002 - Not developed - Not developed - Achieved, land available at peppercorn lease rates for new business in commercial zoning areas - Not developed - Not developed - Not developed - Achieved - Not developed - Not developed
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<p>5. Forging Links with Regional Centres</p>	<ol style="list-style-type: none"> 1. Develop cooperative linkages with regional organisations and committees 2. Involve the region in the Nyngan 2000 program 3. Proactively initiate regional activity and positive regional communication 4. Facilitate migration of regional retirees 5. Surveys of Nyngan residents and for eg Dubbo retirees 6. New initiatives to be of regional benefit 7. Long Pond 8. International markets with overseas consultants 9. Regional retirees 10. Cultural Exchange 11. Joint sports carnivals with other towns 12. Council policies also benefit other centres 13. Encourage participation of other centres in Nyngan's tourist and business activities. 	<ul style="list-style-type: none"> - Shire is a member of Orana Region Organisation of Councils, Local Shires Association – C Division and Western Division, represented on the Orana Development and Employment Council, Outback Regional Tourism Organisation and the Cobb & Co Heritage Committee - Minimum success, strong support from NSW DSRD - Achieved through the Nyngan Network CTC and the CTC Conference in 2002 - Not developed - Not developed - Not developed - Not developed - Not developed - Not developed - Not developed - Occasional visits to and from our “Sister City” with Tong Lin in China and student exchange program over the past seven years - Not developed - Not developed - No significant advantages yet achieved through relationship with ORTO. The Cobb and Co Heritage Trail and the ORDB Aged Care and retirement Needs Study may provide some new opportunities.
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SUMMARY OF THE REVIEW

The following conclusions can be drawn from this analysis:

1. There was no accountability for the delivery of the plan.
2. Resources were not allocated for the appointment of an Economic Development Officer for the implementation of the plan.
3. The majority of the strategies have not been implemented.
4. Of the strategies implemented the following comments apply:
 - a. Most of the strategies that have been implemented have done so only within the last two or three years
 - b. They have been initiatives of the community
 - c. They have been achieved without proactive or co-ordinated management or monitoring
 - d. The major projects of the Nyngan Network, the new AWB facility and the Tritton Mine development have had considerable input from the Bogan Shire Council.
5. The Bogan Shire Council was not in a financial position to implement many of the strategies when the plan was originally released due to the impact of rebuilding resources after the 1990 flood.
6. There was a lack of understanding, and therefore commitment, by the Councillors to the plan's implementation as a result of the rotation of Councillors through the election process. This has been reflected in the Council not reappointing an Economic Development Officer and utilising the grant made available by the NSW Department of State & Regional Development to partly fund this position.
7. There was a lack of understanding as to the impact of the falling and ageing population on the long-term viability of the Shire.
8. Many of the tourism and signage strategies are now out of date, and need to be readdressed to be effective.



BOGAN SHIRE COUNCIL

“Comfortable Country Living”

Tourism Market Information

This Is An Extract
Of The Cobb & Co Heritage Trail 150th Anniversary Report
– July 2003 Prepared For Explorer Country Tourism

As part of the Bogan Shire's
Strategic Economic Development Plan to
2008

November 2003



**THIS IS AN EXTRACT OF THE COBB & CO HERITAGE TRAIL 150TH ANNIVERSARY
REPORT – JULY 2003 PREPARED FOR EXPLORER COUNTRY TOURISM**

TOURISM MARKET INFORMATION

While no specific segmentation research was commissioned for this project, reference has been made to other research conducted with visitors to the broad area of Central and North Western NSW.

Two areas of quantitative market research have been examined, namely:

- The Roy Morgan Research Market Profiling Report, and
- The Explorer Country Tourism Market Segmentation Study

a) Roy Morgan Research

The tables on Pages 6, 7 & 8 following were developed from information contained in the Roy Morgan Research Market Profile Reports for the two Regional Tourism Organisations:

- Explorer Country Tourism – including the Trail route through Bathurst/Evans/Orange/Cabonne /Dubbo/Narromine/Warren LGAs, and
- Living Outback – including the Trail route through Bogan/Brewarrina/Bourke LGAs

The Roy Morgan Research information indicates that the largest demographic grouping of Australians likely to visit the Central West/North West NSW will be older Australians (50 years +), accounting for nearly half (49%) of all visitors to the region. This is 40% higher proportion than this age group represents of the national holiday market (35%).

When looked at in terms of market segments, this research identifies the dominant groupings of visitors as those who see themselves/display *Traditional Family Life* values (25-30% of visitors to the regions), followed by those who display *Visible Achievement* values (20%), or *Socially Aware* values (16%)
In terms of Tourism NSW segments, visitors to these regions are predominantly those *Touring by Car* (31%)

(see below for descriptions of segments)

b) Explorer Country Tourism Segmentation

The table on Page 9 was developed from the Explorer Country Tourism Market Segmentation Study (yet to be published), using the See Australia developed market segments (described below).

In all the LGAs involved on the Cobb & Co Trail route, the dominant market segment are those who see themselves as *Compatriots* (40%), followed by *Wanderers* (25%). A potentially important and quite distinct segment for Cobb & Co could also be the *True Traveller* (13%)



While these different sets of market research use different approaches to segment the market, there appears to be a degree of similarity between the findings in regard to this region. For example:

- Tourism NSW – ‘Touring by Car’ segment 31% of visitors, compared with the national average of 14%
- Roy Morgan Research – ‘Traditional Family Life’ segment 27% of visitors compared with a national average of 20%
- Explorer Country Tourism – ‘Compatriots’ segment 40% compared with a national average of 25%
‘Wanderers’ segment 25% compared with a national average of 17%

These segments have been described as:

- ‘Touring by Car’ – Have travelled in the last 2 years, are aged 50 plus are couples with no children under 16.
- ‘Traditional Family Life’ – Personified by middle-aging Australia- home owners with a relatively stable income that meets the needs of a smaller household (now the children have left home). Keen holiday tourers, a planned itinerary is a priority, sightseeing is important as is visiting friends and relatives.
- ‘Wanderers’ - Unabashed “rubber-neck” tourists - look rather than do. Prefer new locations. Undemanding, self-sufficient, do it yourself (DIY) mindset. Predominately older (54-75 years). Prefer non-school holiday periods to travel
- ‘Compatriots’ - Family oriented - choose holidays to cater for “the children”. Predominately middle aged (25-44 years). Dogged advocacy for Australian holidays. Prefer the reassurance of familiar places than the risk of new ones.
- ‘True Travellers’ - Looking for new experiences. Self-image of being a traveller as opposed to a tourist. Mostly under 45, often travel by themselves. Prefer to get totally immersed in the activity- do it not watch it. Prepared to make the effort to get what they want.

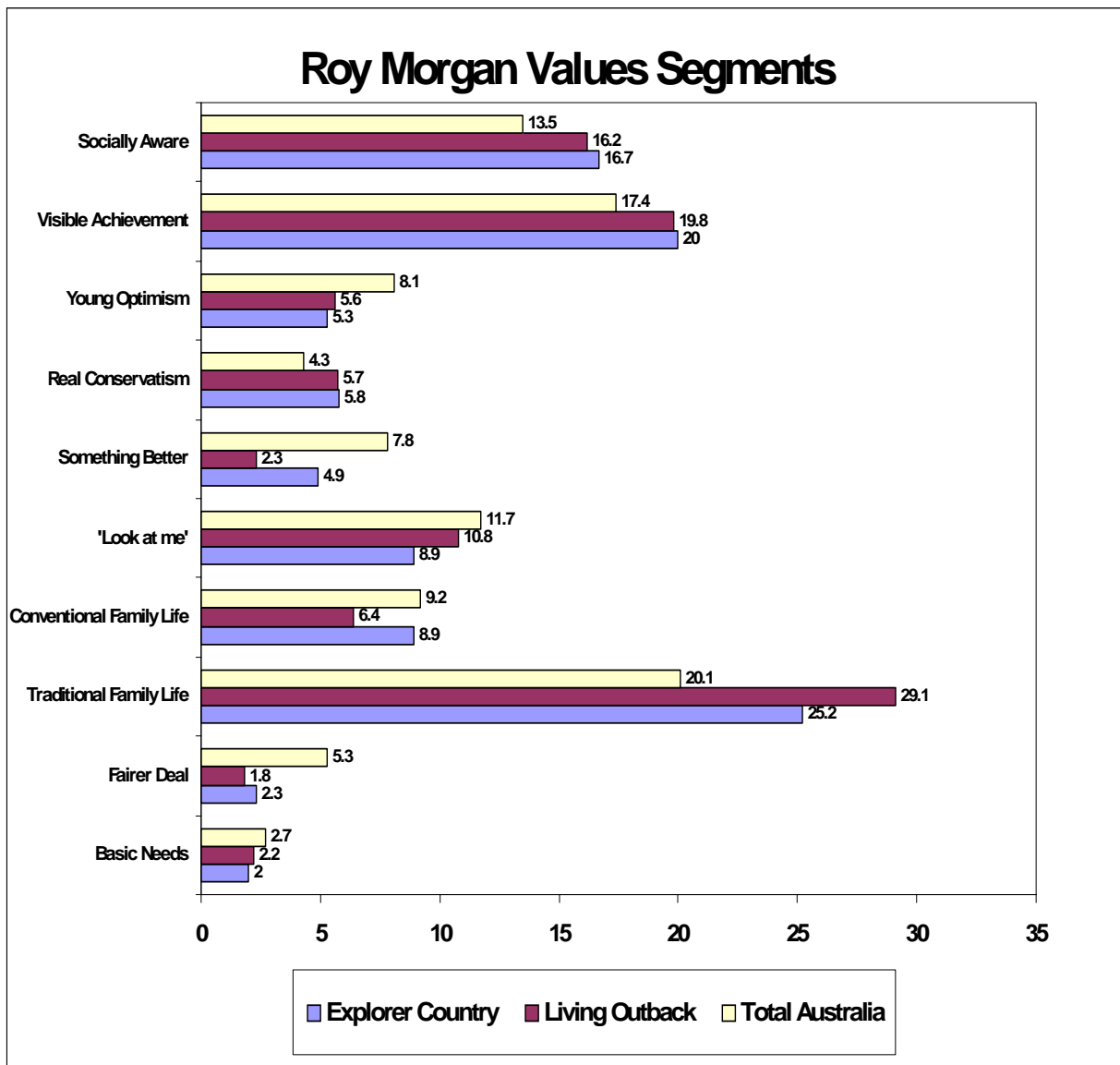


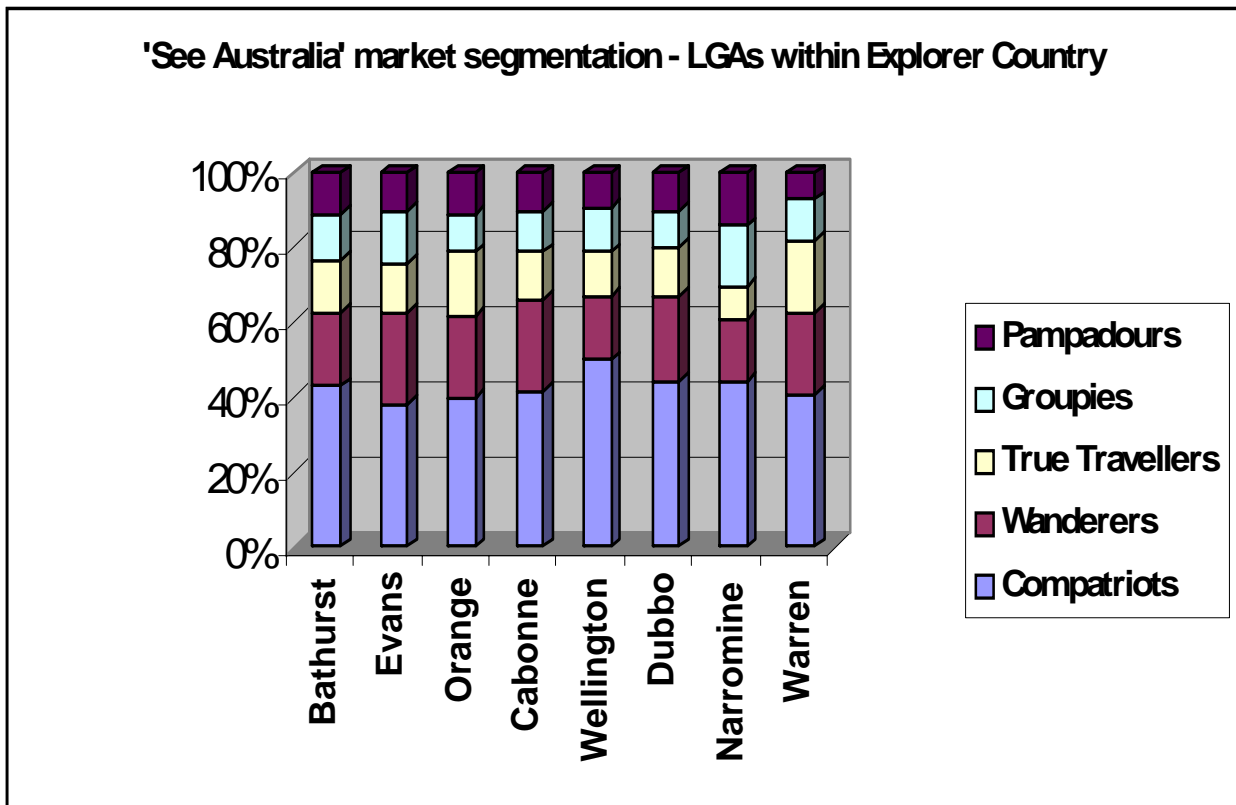
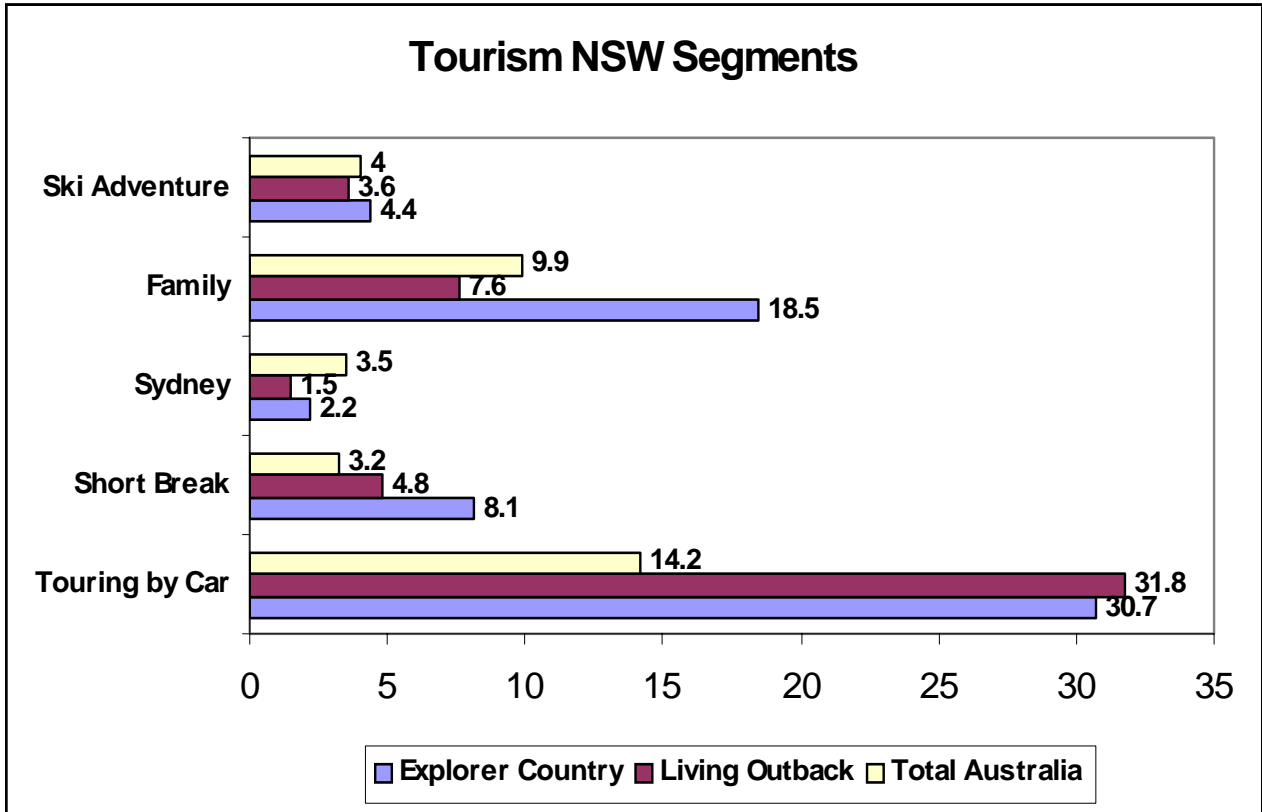
4. TARGET MARKET

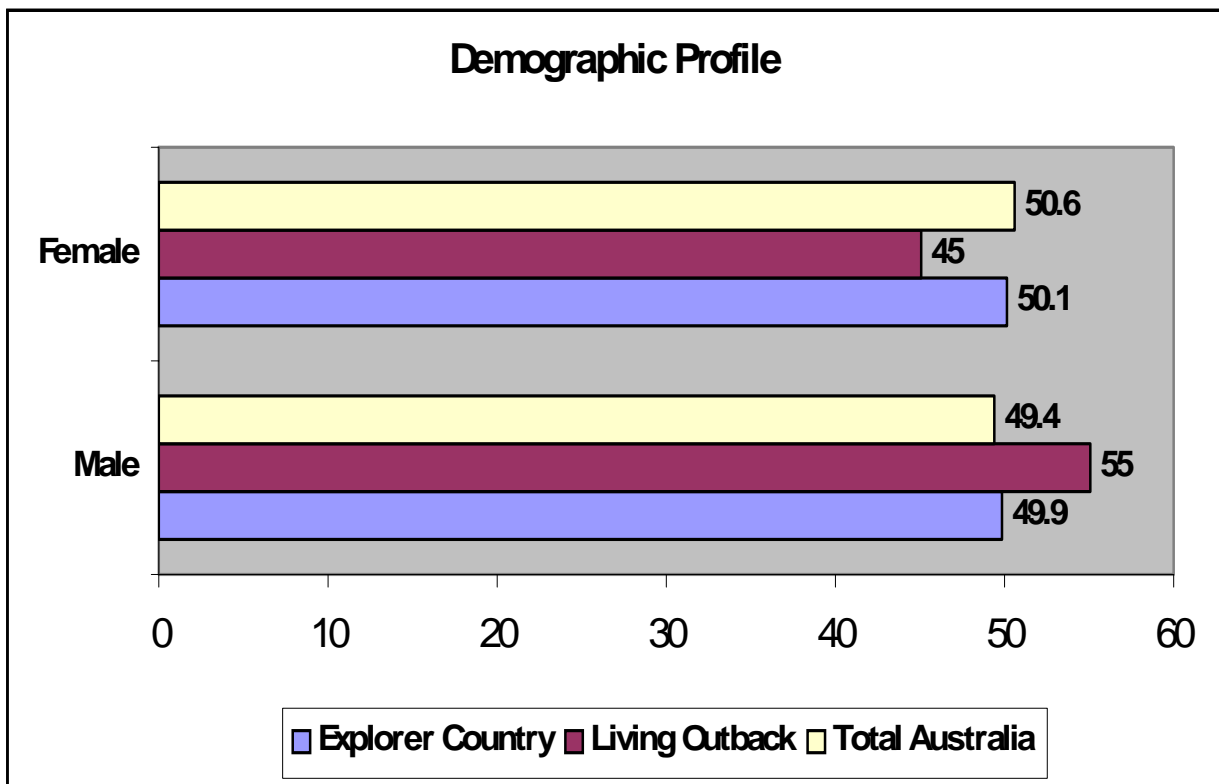
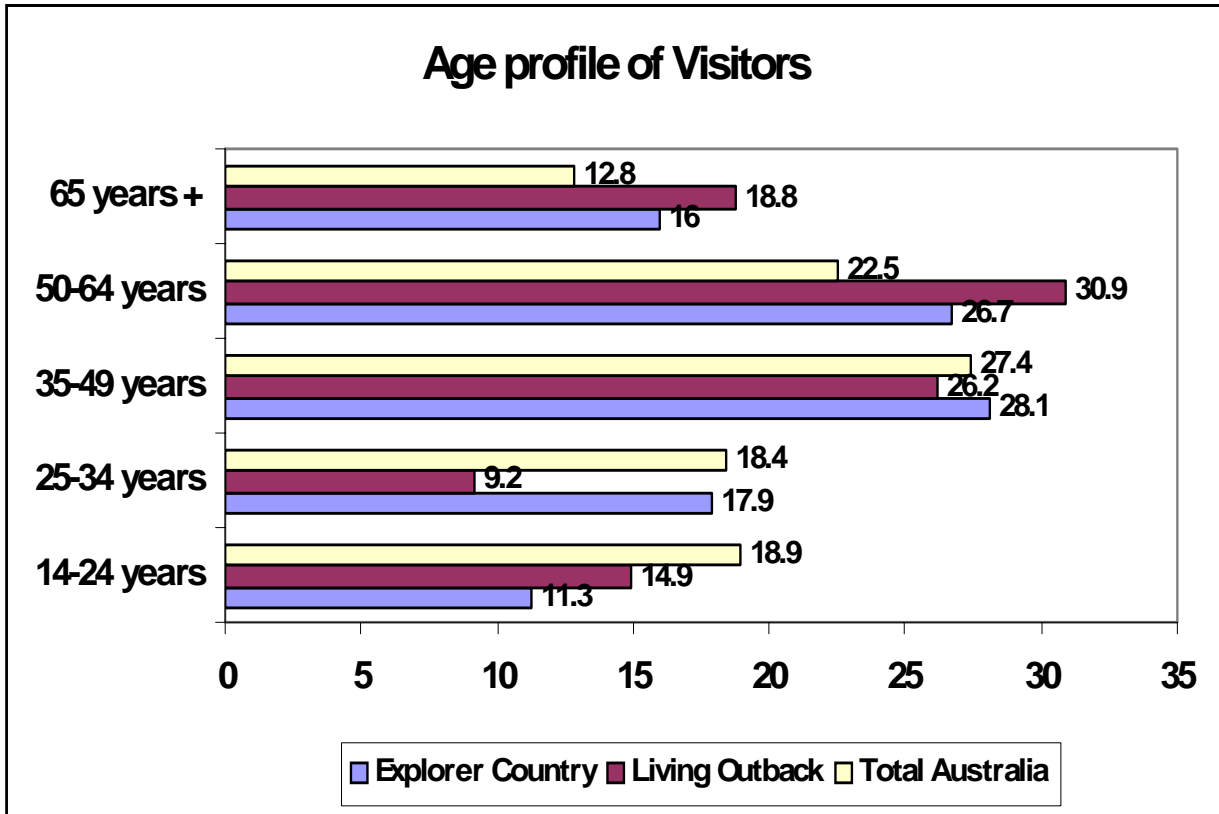
From considering this research information, it would appear that:

- the prime target market should be the Wanderers (a segment that is interested in history and visiting museums), followed by the Compatriots (a segment that is reasonably patriotic, and interested in attractions that can involve the children)
- A 'niche' secondary market should be the True Travellers (a segment that is interested in discovering different experiences and in becoming totally immersed in the culture of their destination)

As previous studies have identified (e.g. Bramley report – see page 19 to follow) heritage tourism is unlikely to attract visitors to a region by itself. Thus it is important the product is developed and presented in a way that will be attractive to the chosen market segment (s).









a. Wanderers Segment

The prime target market, the Wanderers are described as the typical 'rubber-neck' tourist. They are relatively time-rich and interested in 'seeing something different'. They are on a self-drive holiday, often weaving visits to friends and relatives into their trips. They tend to be older Australians (50 plus) and have an interest in history, including visiting museums. They are happy to be passive observers rather than becoming actively involved.

In the ECT region currently they can be broken into two fairly distinct groups:

- Those travelling interstate through the region (primarily north in the winter and south in the summer), using the Newell Highway; and
- Those coming into the region from the east (primarily Sydney) and returning home.

For various reasons, most of their travel paths cross at Dubbo, hence the reason for new tourism product development in that area. The possibility could exist for a Sovereign Hill or Bathurst Goldfields type development at Dubbo featuring the early colonial history of the region – including Cobb & Co; however with the recent failure of Old Sydney Town developers and financial backers for such a concept may not be easily found.

The alternative would be to develop pockets of interest built around existing interesting historical remains. Because of the quite different travel patterns and motivation of these two groups of Wanderers, different product offerings will be required for each. Logically that would seem to be around the Blue Mountains/Bathurst/Carcoar area in the east, and around Narromine/Nyngan/Bourke in the west. The majority of Cobb & Co product is in private ownership and has been converted to alternate uses over the years and/or is in a poor state of repair. Similarly it is widely dispersed throughout the region.

This puts severe restrictions on the development of tourism product beyond the identification of product (with plaques and interpretive information) and its location (with signage and self-drive/walk trails). For the majority of people, the interest in Cobb & Co is most likely to be within the context of early colonial history, particularly the gold rush and bushranger period. Thus it would seem essential that the Cobb & Co experience is presented in that broader context. Thus trails need to reflect that combination and blending of product.

Product development required

Most of the work has been done in locating and identifying product remaining from that era, however a lot more is required to develop satisfying tourism experiences from those remains. In particular this relates to signage (both road signage and interpretive site signage) and location details (driver-friendly maps including other historical or scenic attractions along the way).

Much of the supporting material, particularly the book, brochure and web site has already been produced and is being further added to with the identification of more product and the gathering of stories related to the people and events of the time. Similarly, a number of ideas have already been developed by the Cobb & Co Working Party in the 2000 Business Plan (refer Attachment 1); and a significant body of information is available on the necessary ingredients for successful historical trails (some of which has been summarised in Attachment 2)



b. Compatriots Segment

As noted earlier the Compatriots represent 40% of current visitors to the region, and while also interested in self-drive trails, they are generally on tighter time schedules than the Wanderers. Mainly being families travelling with children, they tend mainly to travel during school holidays and have a focus on 'keeping the children amused'.

As with the Wanderers, this market segment can be divided into:

- those interstate travellers passing through the region (the Newell travellers), and
- those touring through the region, mainly from the east and visiting the well known icons (such as Mt Panorama, Wellington Caves, Western Plains Zoo, The Dish, Warrumbungles/Siding Springs).

Here again, the paths of these two groups cross at Dubbo.

Thus while there are many parallels in the travel patterns of Compatriots and Wanderers, there are very distinct differences in the experiences being sought.

This segment tends to be looking for the readily accessible, participative, simply interpreted experience meeting the needs of both adults and children. This ready accessibility may involve moving product and/or creating replica product closer to other areas of interest. Interpretation may also need to be more romanticised, e.g. involving bush rangers, gold discovery etc.

For this segment, involvement with Cobb & Co is likely to be just one component of the total holiday experience and hence needs to be a 'potted' version of the Cobb & Co story. It also needs to be involving/participative.

In terms of timing priority, this is seen as a secondary target, to be tackled once the product is pretty much in place for the Wanderers segment.

Product development required

The signage, trails information, brochure, book etc. already developed will be relevant to this segment. This can be supplemented with specific activities designed for children (such as passports, self completion maps etc.).

Further expansion of the opportunity presented by this segment could well involve existing or new tourism operators moving and/or re-creating product to existing areas of high visitation.

With both the Compatriot and the Wanderer segments, increasing visitors' awareness of the Cobb & Co history in the region will be a major requirement. While locally available information will be essential (particularly through the network of Visitor Information Centres), inclusion in visitors travel plans before arriving is also important, particularly for the more time constrained Compatriots. While inclusion in advertising campaigns would be ideal, in most cases this is fairly unlikely. Research indicates that use of the Internet for planning holidays is growing rapidly and is already quite significant. Inclusion on Council and regional web sites with links to the Cobb & Co site is a relatively low cost immediate opportunity.



Efforts to raise the national awareness of Cobb & Co, working with other States and regions should also be an area for constant attention. This could involve gaining the support of organisations such as Australia Post and Country Rail (who have such direct links to the Cobb & Co, and have such obvious publicity opportunities); and others such as the Department of Schools Education with their ability to involve children in the history of the Cobb & Co era. (the reasons for the lack of acceptance by schools of the Cobb & Co Education Kit need to be further examined and rectified if possible).