

**STRATEGIC PLAN FOR THE HUME
AND HOVELL TRACK**

Final Plan 5 November 2023

DIAGNOSIS & PLANNING • PRODUCT DEVELOPMENT • FEASIBILITY STUDIES



Authorship

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Disclaimer

Specific investment decisions addressing recommendations in this report require further planning, engineering, environmental and heritage advice, and costing by an estimator. Costings should not be used for construction.

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Hume and Hovell Track Acknowledgement

We acknowledge and pay our respects to the Aboriginal and Torres Strait Islander peoples as the Traditional Owners of the lands where we live, learn and work as well as across the lands and waters that we travel through.

We also acknowledge our Elders past, present and emerging.

Project acknowledgements

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Definitions

Aboriginal tourism: an interpretation of the wider concept of Indigenous tourism (see below) that involves tourism interpreting Aboriginal cultures and stories.

All wheel drive road: suitable for a class of car that provides split distribution of variable % drive to front and back axles, but not equally and not constantly and wheels can completely stop turning in slippery conditions. AWD vehicles (and tyres etc) differ vastly as to capability, but they are all far more capable than 2WD cars, being more capable, stable and safe on rough dirt roads, and typically have increased ground clearance, approach and departure angles, can traverse light mud and sand.

Brand: source of a distinctive promise for customers from a product, service or place. Everything the lead organisation does in collaboration with its partners and community should be orientated around delivering and constantly enhancing the promise. Not just a logo.

Indigenous tourism is generally regarded as tourism specifically to interpret Indigenous cultures and stories, but it can also include and of the following attributes: Indigenous people directly operating or investing in tourism operations; business partnerships between Indigenous organisations and tourism operators; Indigenous people employed in tourism operations; mainstream tourism incorporating Indigenous culture and stories to enhance their programs; and Indigenous input into the way tourism is managed.

Interpretation: an experience that enriches our lives through engaging emotions, enhancing experiences and deepening the understanding of places, people, events and objects from the past and present. Interpretation communicates ideas, information and knowledge in a way which helps people to make sense of their environment.

Marketing: the management process through which goods and services move from concept to the customer. It includes the coordination of four elements called the 4 P's of marketing: identification, selection and development of a product ; determination of its price; selection of a distribution channel to reach the customer's place, and development and implementation of a promotional strategy.

Product: a good or service (tangible or intangible) than an organisation offers to customers.

Seasonal road: a road that is seasonally either closed or impassable in heavy weather conditions, or has culverts or tributaries that flood, or deep mud etc that render it virtually impassable (except for management vehicles/forestry/ emergency).

Target market: the portion of actual and potential visitors that an organisation most wants to attract to their destination or product. The target market is chosen because the needs of the market segments chosen most naturally fit what the destination or product can offer and offer the best return on any marketing investment to attract them

The Track: The Hume and Hovell Track as described in section 1.3 of this document

Trackhead: a location along a walking track that has two wheel drive or at least all wheel drive vehicle access and provides walker facilities such as information, amenities, picnic area / campground and potable water

Visitor (local): a person who comes from within village / township within the local government area

Visitor (day tripper): a person who comes to a destination from outside the immediate local area (such as a local government area) and leaves in the same day.

Visitor (overnight): a person who comes to a destination from outside the immediate local area and stays overnight within the same immediate local area.

WOW factor: a highly differentiated experience that is so distinctive that it is a primary motivator to visit a region – which may in turn be thought of as an iconic product. The delivery of a wow factor experience should surprise and excite the consumer to such an extent that it motivates them to do it again or at least strongly recommend it to their friends and relatives. Not every visitor needs to do the wow factor, but typically those that don't want to do it still want to watch others do it.

Year round access: a track or road that is never closed to any 2WD due to inclement weather, rain, flood, snow etc.

Strategic relationships with the Hume and Hovell Track

Crown Lands

Crown Land 2031 - State Strategic Plan for Crown Land (2021) reflects government and community aspirations to deliver social, environmental and economic benefits from Crown land. The Hume and Hovell Track contributes to a range of Crown Land 2031 priorities including, strengthening community connections with Crown Land, accelerating economic progress in regional and rural NSW, protecting cultural heritage on Crown Land, and protecting environmental assets, improve and expand green space, and build climate change resilience.

National Parks and Wildlife Service (NPWS)

Land reserved under the National Parks and Wildlife Act 1974 (NPW Act) as national parks, historic sites, state conservation areas, regional parks, karst conservation reserves and Aboriginal areas are managed to protect their unique values and provide for sustainable visitor use and enjoyment. This includes the provision of visitor experiences and, where appropriate, the provision of visitor facilities including visitor accommodation. The NPWS Plans of Management recognise that the Hume and Hovell Track is managed by Crown Lands.

Forestry Corporation of NSW (FCNSW)

Forestry Corporation of NSW recreational and tourism policy (2018) says that state forests provide a distinct blend of leisure and visitor opportunities, differing from other NSW land manager and/or NSW public lands. Whilst the provision of

traditional camping, picnicking and bushwalking experiences remains important, FCNSW recognises a role in providing safe, innovative and high-quality nature-based visitor experiences. The development of commercial R&T opportunities is seen as a key means by which FCNSW can provide on-forest experiences of a high standard that promote FCNSW and State forests brand.

Destination Riverina Murray (DRM)

Destination Riverina Murray are one of the regional destination networks established by Destination NSW, the state department supporting the visitor economy in NSW. The Destination Management Plan for the Riverina Murray was developed by DRM and advocates for the development and promotion of the Hume and Hovell Track for inclusion in the Great Walks of Australia collective (2022 – 2026).

Destination New South Wales (DNSW)

Destination New South Wales are the state department supporting the visitor economy in NSW. Destination NSW has a focus on unearthing, developing and growing nature-based visitor experiences in line with NSW's strengths and consumer interest in this emerging sector. Regional NSW is a key feature of the NSW Visitor Economy Strategy 2030 with the ambition for visitor expenditure in regional NSW to reach \$25 billion by 2030.

EXECUTIVE SUMMARY

This Strategic Plan is to guide the further development and management of the Hume and Hovell Track (the Track), which stretches 426km between Yass and Albury in New South Wales, Australia. This Strategic Plan is designed to address the 'big picture' of what the Track should be and what is needed to achieve this.

This Strategic Plan proposes to transform the Hume and Hovell Track:

- from a focus on vast and intimidating length to bite sized differentiated and achievable sections;
- from a focus on extreme self-reliance to an offer of a diverse range of services that make exploring the Track safer, easier, exciting, more comfortable and more efficient for those that are time poor;
- from conventional interpretation to creative interpretation that is emotionally engaging and relevant to contemporary society, including a shared history and deeper understanding of Aboriginal people's ongoing connection to country and culture; and
- from a largely unknown asset and walk opportunity, to one widely known and used because it is different and offers choices to how it can be experienced.

Seven principal strategic opportunities for the Track are identified:

1. Enhance governance
2. Develop prioritised track development opportunities
3. Develop several interpretation-driven short, medium and longer walks
4. Improve the road network to service the focus experiences
5. Develop mountain biking on selected sections near visitor servicing hubs

6. Engage the local Aboriginal community in the interpretation, and management of the Track
7. Reform marketing to an experiential focus

In response, the Strategic Plan proposes seven strategic directions:

1. Reform governance and funding
2. Enhance Track management systems
3. Develop and scale back sections of the Track to deliver key focus areas
4. Enhance directional and wayfinding signage
5. Develop and grow support services to Track users
6. Deliver opportunities for local Aboriginal people
7. Evolve marketing from promoting Track sections to Track experiences

Each of these seven strategic directions are then supported by individual sets of actions to be implemented over the next 10 years. Each of the seven action plans also has a suggested priority and timeframe for implementation.

The Strategic Plan was developed through two rounds of consultation:

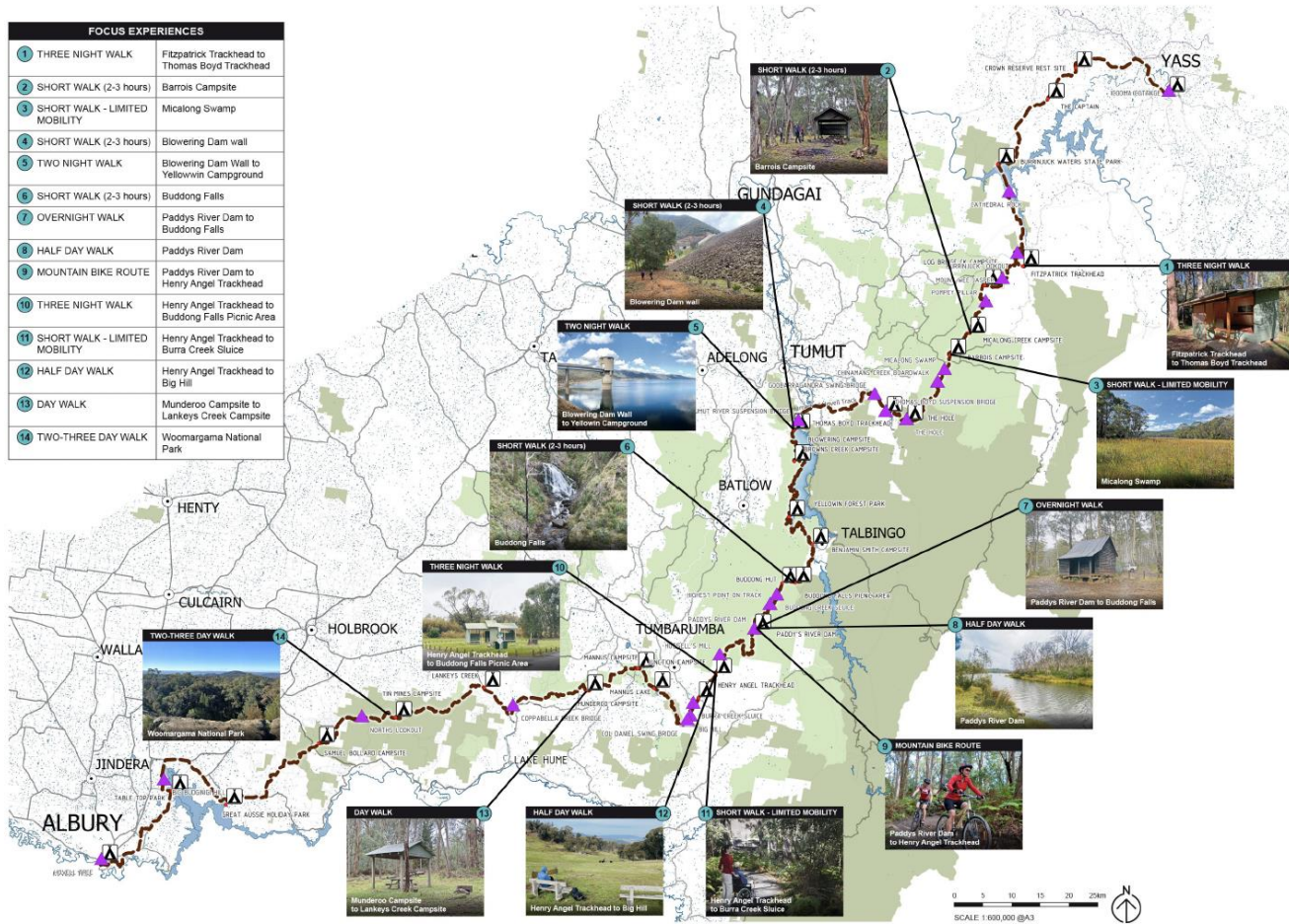
- Round 1 presented a detailed Situation Analysis and sought feedback on what the strategic directions should be;
- Round 2 presented the Draft Strategic Directions and Implementation Plan and sought feedback on how to further improve the Draft to a Final.

Both rounds of consultation generated consultation reports that documented what stakeholders suggested and what they prioritised.

Implementing this Strategic Plan should significantly lift visitation to the region, lift and diversify use of the Track, and generate social, cultural and economic benefits for the region and its stakeholders.

Focus Experiences for the Hume and Hovell Track on one map (TBLD)

FOCUS EXPERIENCES	
1	THREE NIGHT WALK Fitzpatrick Trackhead to Thomas Boyd Trackhead
2	SHORT WALK (2-3 hours) Barrois Campsite
3	SHORT WALK - LIMITED MOBILITY Micalong Swamp
4	SHORT WALK (2-3 hours) Blowering Dam wall
5	TWO NIGHT WALK Blowering Dam Wall to Yellowwin Campground
6	SHORT WALK (2-3 hours) Buddong Falls
7	OVERNIGHT WALK Paddys River Dam to Buddong Falls
8	HALF DAY WALK Paddys River Dam
9	MOUNTAIN BIKE ROUTE Paddys River Dam to Henry Angel Trackhead
10	THREE NIGHT WALK Henry Angel Trackhead to Buddong Falls Picnic Area
11	SHORT WALK - LIMITED MOBILITY Henry Angel Trackhead to Burra Creek Sluice
12	HALF DAY WALK Henry Angel Trackhead to Big Hill
13	DAY WALK Munderoo Campsite to Lankeys Creek Campsite
14	TWO-THREE DAY WALK Woomargama National Park



FOCUS EXPERIENCES ALONG THE ENTIRE TRACK

5 SEPT 2023

STRATEGIC PLAN FOR



HUME + HOVELL
track

1. PURPOSE OF THIS STRATEGIC PLAN

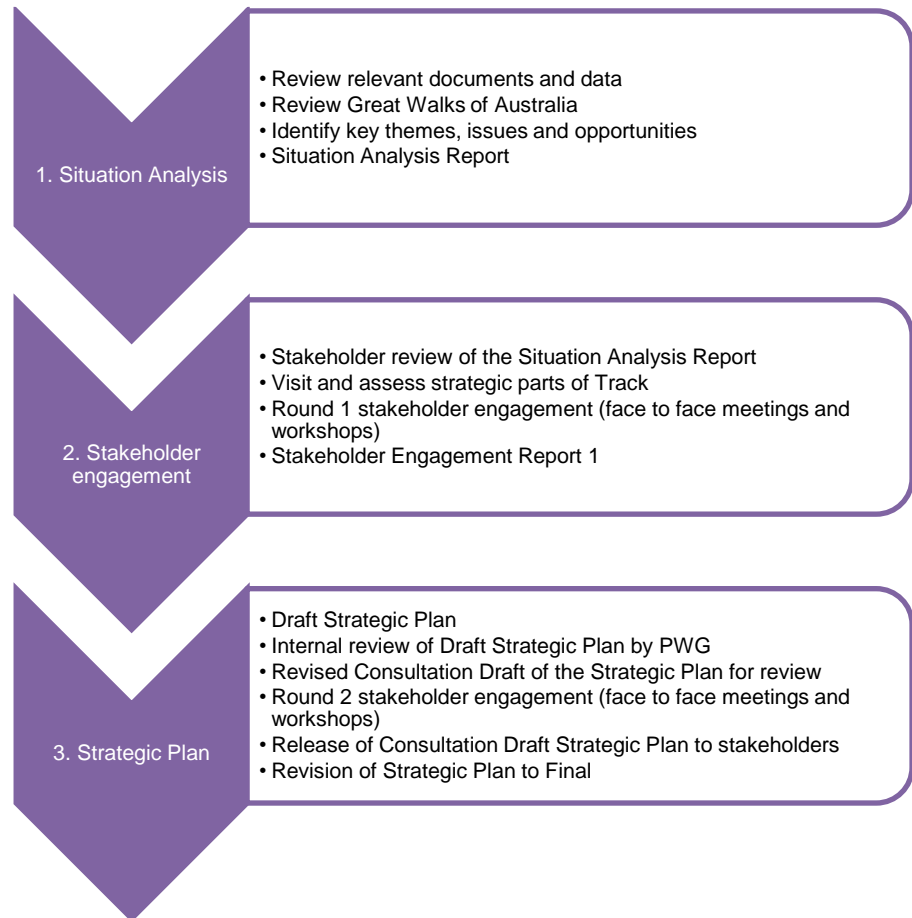
Strategic planning is a process in which an organisation's leaders define their vision for the future and identify their organisation's goals and objectives. The process includes establishing the sequence in which those goals should be realised so that the organisation can reach its stated vision. It involves stepping back from your day-to-day operations and asking where your business is headed and what its priorities should be.

This Strategic Plan has been overseen by a Project Working Group (PWG), comprising Crown Lands NSW, Snowy Valleys Council (SVC) and Destination Riverina Murray (DRM). The Plan has been prepared to guide the further development and management of the Hume and Hovell Track (the Track), a 426km track between Yass and Albury in New South Wales, Australia. For a background to the development, operation, use, management and funding of the Track, see **Attachment 1**. This Strategic Plan is designed to address the 'big picture' of what the Track should be and what is needed to achieve this. It presents seven strategies to deliver this vision, supported by sets of actions for each strategy to be implemented over the next 10 years. To take major development proposals forward, a business case is proposed to follow this Strategic Plan. The business case would further define the development proposals so that they could be costed and the visitation and economic benefits forecast.

The approach to reaching the Strategic Plan is presented in **Figure 1.1.1**. Consultation engaged with local Aboriginal groups, public land managers, local governments, visitor economy representatives, recreation groups and users and

local community representatives. This Draft of the Strategic Plan is being released to generate stakeholder feedback and fine tuning to gather support for implementation.

Figure 1.1.1 The approach to developing a Strategic Plan for the Hume and Hovell Track



2. THE BIG PICTURE

2.1 Vision

Become one of the best multi-day walks in NSW and one day to become one of the best walks of Australia by:

- capturing the pioneering spirit of Hume and Hovell historic expedition;
- recognising and interpreting First Nations culture; and
- growing visitation by adopting the strengths of European long-distance paths, where people can choose from differing activities, lengths, duration, challenge, services and story.

2.2 Positioning

This Strategic Plan proposes to transform the Hume and Hovell Track:

- from a focus on a vast and almost intimidating length to bite sized differentiated and achievable sections;
- from a focus on extreme self-reliance to an offer of a diverse range of services that make exploring the Track safer, easier, exciting, more comfortable and more efficient for those that are time poor;
- from conventional interpretation to creative interpretation that is emotionally engaging and relevant to contemporary society, including a shared history and deeper understanding of Aboriginal people's ongoing connection to country and culture; and

- from a largely unknown asset and walk opportunity, to one widely known and used because it is different and offers choices to how it can be experienced.

2.3 Target markets

Target markets are the portion of actual and potential visitors that an organisation most wants to attract to their destination or product – in this case the Hume and Hovell Track. The target market is chosen to focus the Track experiences and marketing on people whose needs naturally fit with what the Track can offer.

In this case, the Track experience and its interpretation and marketing should be shaped to most reflect the needs of the target markets above other potential visitor and user markets. This strategy should result in these markets being the dominant type of visitor and Track user.

2.3.1 Source markets

At the current level of brand awareness, it is those living in closest proximity to the Track that will be the largest source markets. From this assumption, it is suggested that the target market source markets are likely to be:

- 10% Albury, Wagga Wagga, Tumut, Goulburn and some smaller towns (eg. Tumbarumba);
- 45% Canberra;
- 20% Sydney;
- 15% interstate; and
- 10% International (United Kingdom, USA, Germany and Scandinavian countries).

Initially it is anticipated that higher proportions of track visitors and users will be from the regional towns and centres, until marketing can reach international and interstate markets.

2.3.2 Market segments

- 30% Younger Baby Boomers (born 1946 – 1964), aged 59 – 67 years;
- 40% Young Gen X (born 1965 – 1980), aged 40 – 58 years; and
- 30% Millennial families / Generation Y (born 1981 – 1996), aged 27 – 42 years.

Initially a higher proportion of Younger Baby Boomers and lower proportions of Young Gen X is anticipated.

Younger Baby Boomers

The Younger Baby Boomer market, identified as being born between 1955-1964, will gradually replace much of the traditional Grey Nomad market. Compared to the Grey Nomads, the Boomers will have a higher level of education, greater spending capacity and higher expectations for experiences, quality service and authenticity. The Boomers will arrive into the region having thoroughly researched opportunities, and will use digital sources over visitor centres.

Boomers will travel in a variety of forms. Compared to the Grey Nomads, the Boomers travelling with a caravan will have lighter and more self-sufficient vans, capable of some free camping and greater exploring than Grey Nomads. The Boomers may mix and match their accommodation, leaving their van for a night or two per week to stay in eco cabins or a heritage retreat. Other boomers will travel for shorter but more intense trips, targeting the best art galleries, museums, restaurants and quirky localised retail, where they will be prepared to spend more but expect much more than the Grey Nomads.

Young Gen X / Older Millennial Families

The family market, identified as parents born between 1975-1980 (Young Gen X) and 1980-1985 (older Millennials) with preschool to primary aged children, present a short to medium term opportunity to the Track that is larger than normal. While economic conditions remain challenging (eg. inflation and interest rates) they will choose cheaper, closer and safer options than interstate and international alternatives.

The family market has been most represented by those travelling with children of primary school aged children. Families with teenagers are more of a secondary than target market because the Track doesn't offer internet access or a sufficiently 'cool' adventure. The family market has traditionally been concentrated within school holiday periods, which presents challenges for accessing sufficient self-contained accommodation.

Millennials / Gen Z

The Millennial / Gen Z market, identified as being born between 1991-1996 (younger Millennials) and between 1997-2002 (older Gen Z) have not been a significant portion of visitation to the region, but it needs to become so to support overall visitation growth, as Baby Boomers age, and in recognition that families will always have limited time around school holidays and long weekends. To grow this market will require further development of the food and beverage and accommodation sectors in the local area. The development of mountain biking trails is likely to be a major catalyst to growth in this sector.

3. STRATEGIC STRENGTHS AND CONSTRAINTS

This section provides a synopsis of key strengths and the strategic constraints of the Track. This collection was distilled from many matters raised in the Situation Analysis and, from follow-on physical analysis of the Track and its access and supporting facilities, and through stakeholder consultation. It is acknowledged that there are many other matters raised, some of which have been included in these sections or have otherwise been included in the strategic directions.

3.1 Strategic strengths

3.1.1 The Hume and Hovell Expedition

The connection of the Track to the historic expedition of Hume and Hovell. This expedition provides a strong collection of historic stories and flow on land uses that differentiate the Track from most long-distance tracks and that provide a rich source for interpretation experiences

3.1.2 Proximity to service centres

The proximity of the Track to neighbouring townships with visitor servicing potential. This increases the potential of the Track to be used for shorter experiences and offers the opportunity for users considering multi-day day walks to access hard roofed accommodation and meals overnight between day walks

3.1.3 The length of the Track

At 426km, the particularly long distance of the Track is a differentiator from most long distance tracks, that are less than half of this length.

3.2 Strategic constraints

Strategic constraints restrict growth in in both the usage of the Track, and the range of users of the Track, which limits the effective management of the Track.

3.2.1 The track is situated in areas subject to extreme natural occurrences

The track route and its historic infrastructure is extremely vulnerable to natural disasters and when these occur, affected sections of the Track have to be closed for extensive periods.

Much of the Track passes through areas highly vulnerable to natural disasters such as bushfires and flooding (as occurred in 2019-20 and 2022 respectively). This leads to landscape damage, such as erosion, embankment failure and changes to vegetation.

Continuing climate change will increase the likelihood of severe storms, high rainfall and flooding, high temperatures and bushfire. In addition, there are frequent tree falls across much of the Track, snow falls in higher sections, and high temperatures and insects are experienced in summer.

Past track infrastructure has not been designed or built to withstand extreme natural occurrences, so when these occur, it generally requires the Track to be

closed while a process of insurance claims, design, procurement and construction is undertaken.

The immediate issue associated with these events is the safety of walkers and other track users. Much of the Track has poor or no mobile phone coverage. Many sections of the Track cannot be quickly accessed to extract walkers.

Following the recent natural disasters, funds have been wisely designed and procured to reconstruct bridges to be more resilient to these events and last longer. Reconstruction of track assets affected by natural disasters (fire) were paid by a Crown Lands insurance claim with the completion of these works contracted to Snowy Valleys Council. This insurance money cannot be used for track maintenance. The reconstruction work is completed independently of the maintenance work i.e. no resources are displaced to complete this work.

3.2.2 Multiple land ownership and management

The track passes through many different private land-owners and several public land tenure managers (including DPE-Crown Lands, NPWS, NSW Forestry Corporation, local government). The number of different land managers makes it more complicated and therefore difficult to coordinate Track management (eg. lack of consistent and identifiable directional and wayfinding signs), and there is currently no coordinating body to bring these stakeholders together to integrate Track management policy, marketing, monitoring, signage and works.

Private land-owners have easements to permit the Track to be built and operate on their land, they have no obligation to do any more towards its management. Some private land-owners have directly advised through consultation for this project that they do not want use of the Track on their land to significantly increase.

While some public land managers have allowed the Track to be built or have inherited the Track from a land transfer from State Forest or Crown Land to National Park, they do not see the Track as a priority and therefore have minimal intention of funding its maintenance or improvement.

Multiple land ownership and management, and the lack of a coordination mechanism results in varying levels of Track access, maintenance, visitor management policy and appetite for improvement and growth in use. In essence, this prevents Track management as an integrated collection of parts.

3.2.3 High cost of capital works and maintenance over a long track

It costs a lot of money to maintain a 426km Track and its 350 built assets valued at nearly \$20M. An averaged annual budget of more than \$0.54M per annum has been spent on the Track since 2017.

However, it has been reported that the general state of the Track's surface has been in poor condition, with surface management of the Track seriously neglected. For example, there has been collapsed benching leading to a predominantly sloping surface along single-track sections. In addition, there are significant sections of Track where infestations of blackberries are not being kept back from the Track corridor. Limited and time-consuming access to some track sections make them difficult and time consuming to monitor, so it is possible that identifying issues, such as a fallen tree across the Track, can take months if not reported by users. Many road sections of the route are severely potholed and muddy, and it can be dangerous to walk alongside log trucks and inexperienced drivers. The allowance of access for vehicle-based camping into what were to be overnight walker campsites has led to degradation of sites and facilities, and sometimes

displacement of walkers as these 4WD campers take over the facilities, damage surfaces and dominate the sites.

Normally, sections of tracks are prioritised and aligned to pre-set maintenance programs. For example, high appeal and high use sections are given more maintenance than their lower appeal counterparts. In this case, the maintenance program and subsequent resourcing system for Track maintenance could improve its strategic decision making and accountability.

In addition, the reporting system for maintenance spend and human resource allocation against subsequent Track condition could be improved. For example, any occasional underspend of annual maintenance could be better accounted for. These improvements could assist to strategically evaluate the effectiveness and value for money of the main contract given to Snowy Valleys Council and determine priorities for one off funding that enhance sections of the Track and its supporting infrastructure.

3.2.4 Low level of use and low level of understanding of users

Very little data about the nature of use of the Track is available – from how many people use it to where they use it and how they use it.

There need to be many more locations where Track use is monitored – especially short walk use. The Track data that is collected needs to be grounded with observations. It is currently difficult to interpret and use to make informed decisions about Track management.

There are no Track user profiles, no indications of satisfaction, no gap analysis or suggested improvements. There is no system to enter such data, analyse it for

trends or cross tabulate it to understand what different user segments want.

Significant improvements to monitoring and reporting will allow Track management and Track marketing to make more informed decisions and evaluate the success of their implementation.

Very few people use the Track. With the exception of Eastern Hill Albury (where short walk locals are using a hilltop view walk rather than intentionally going on the Hume and Hovell Track), there are 6,000 to 8,000 users at multiple points that visit the Hume and Hovell Track. Based on the Burrinjuck boat transfer figures, less than 30 people walk end to end per annum. In contrast, approximately 9,000 people walk Tasmania's five to seven day Overland Track each year, and approximately 200,000 people take a short walk at its start or finish.

Use of the camping sites at the Hume and Hovell Trackheads is highly seasonal (December to January) and Easter (April) holiday periods. Most people want to walk and camp along the Track in warm and dry periods, or have greater all-weather supporting facilities and services in cooler and wetter periods.

3.2.5 The Track was built for end to end, but isn't used that way

At 426km, this is one very long, linear, challenging and under serviced route track. The competitor analysis prepared as part of this planning process revealed that the 426km Track is unlikely to ever become a Great Australian Walk in its entirety. There is a minimal market wanting to walk more than three to four days, and no guided walking tour operators servicing more than this duration in Australia.

User feedback tells us that most of these people choose to walk the Track after walking most other distance walks, and after completing the Track, these users

have said that they are more relieved to finish than eager to recommend the experience to others.

The northern and southern bookends of the Track have low appeal and low use¹, and even the most hardened and self-reliant users walking end to end reflect afterwards that these sections are to be endured more than enjoyed.

It is counterproductive to apply general marketing of the Track as an end-to-end long walk, and counterproductive to market the two bookend sections for anyone but the most hardened bushwalker.

The more popular overnight walks instead offer:

- a three to four day walking experience, with high appeal sections providing expansive views and a diversity of rugged and attractive landscapes;
- a regular guided service; and
- eco-luxury hard roofed accommodation along the route and ideally, matching quality food and wine offer as part of the walk

The Track has a limited number of easily accessible points, which are explored and identified in the focus walk maps.

¹ Acknowledging that the Eastern Hill section near Albury has moderate use but this is driven by localised short walkers, rather than a Hume and Hovell focused walker

4. STRATEGIC OPPORTUNITIES

This section highlights seven principal strategic opportunities for the Track:

1. Enhance governance
2. Develop prioritised track development opportunities
3. Develop several interpretation-driven short, medium and longer walks
4. Improve the road network to service the focus experiences
5. Develop mountain biking on selected sections near visitor servicing hubs
6. Engage the local Aboriginal community in the interpretation, and management of the Track
7. Reform marketing to an experiential focus

This collection was distilled from many issues raised in the Situation Analysis and follow on physical analysis of the Track and its access and supporting facilities, and stakeholder consultation. It is acknowledged that there are a range of other matters that have been raised, some of which have been included in these sections or have otherwise been included in the strategic directions.

4.1 Enhance governance

The Hume and Hovell Track is governed by DPE-Crown Lands, who contract the Snowy Valleys Council (SVC) to provide maintenance and marketing. Most of the actual work is then done by sub-contractors to Council. While this is a simple, convenient and workable arrangement, it may not be the ultimate model to provide targeted delivery efficiencies, local access for decisions, visible accountability and value for money.

The multi tenure nature of the track requires regular liaison between Crown Lands, SVC and other land managers (for example Forestry Corporation and National Parks and Wildlife Service) to acquire works approvals and advise of upcoming works. These necessary processes can be enhanced through the formation of a track coordinating group made up of key land managers and tourism organisations. The track coordinating group would be coordinated by Crown Lands and would meet as a group a few times each year to advise and discuss maintenance, capital works and marketing and explore partnering and other opportunities to deliver high quality visitor experiences more efficiently and effectively.

Over the last decade there have been an increasing number of arrangements established to involve locally based First Nations people in track management. Consultation for this strategic plan confirmed that there is great interest from First Nations people in engagement and involvement in the Hume and Hovell Track, particularly in the central third of the Track, where this interest extends to land and track management, rehabilitation, interpretation and cultural tourism development.

In the short-medium term, there is merit in exploring and shifting to an alternative management/funding model for the Track. This could be a formal partnership management model that value adds a track coordinating group. This could be in the form of a not-for profit foundation that could manage marketing, volunteers, on / off Track product and service development.

An alternative model could allow access to seek other funding across the public and private sector, as well as from philanthropists. It could also increase the engagement of a range of stakeholders, including First Nations representatives and volunteer groups interested in being responsible for sections of the Track to contribute to integrated management of the Track. An alternative model could also

integrate approvals for events like the Hume and Hovell Ultra Marathon to create a single approval across tenures, making it easier for volunteer event coordinators and tour operators to gain approvals/permits.

4.2 Develop prioritised track development opportunities

While there is very little demand to walk end to end, there is significant demand for one, two and even three-night walks that deliver diversity of experiences in varied settings that offer a good return on walking effort. The return on walking effort is increased when campsites are enhanced with facilities such as tent platforms, walker hut accommodation and improved camping infrastructure. These reduce concerns about enduring inclement weather, which increases appeal and visitation.

There is a significant opportunity to develop two or three of these overnight walks and give them a real point of difference with significant visitor servicing. Servicing could include transfers between townships and Trackheads, delivering food drops and waste removal, hiring equipment and setting up campsites. Developing an overnight walk while concurrently developing the visitor economy to service them is a significant opportunity to enhance the profile of the Track, increase visitation and in particular, generate visitor spend in the local visitor economy.

Unlike short walks, overnight walks are a direct trigger to visit a region, so they deliver greater economic benefits to host communities. Visitor servicing further increases this benefit and helps justify investment in the Track.

Two to three night walks in locations that offer varied experiences and campsites that have improved camping infrastructure, will create enhanced increased interest in multi-day walks, and opportunities for repeat visitation. Servicing could also provide a level of convenience and comfort for multi day walkers, with delivering food drops and waste removal, hiring equipment and setting up campsites. Some multi days walks can be specifically more remote to provide a point of difference.

The development of a multi-night walk with a real point of difference and significant visitor servicing is a major opportunity for this section of the Hume and Hovell Track to become one of the best walks of Australia.

The Track offers a range of varied distance and multi day opportunities that can be prioritised for development, enhancement and promotion.

Figures 4.2.1, 4.2.2 and 4.2.3 present a visual depiction of Prioritised Track Development Opportunities for short and medium walks, features and attractions.

Figure 4.2.1 Prioritised Track development opportunities Hume and Hovell Track Map 1/3 (source TBLD)

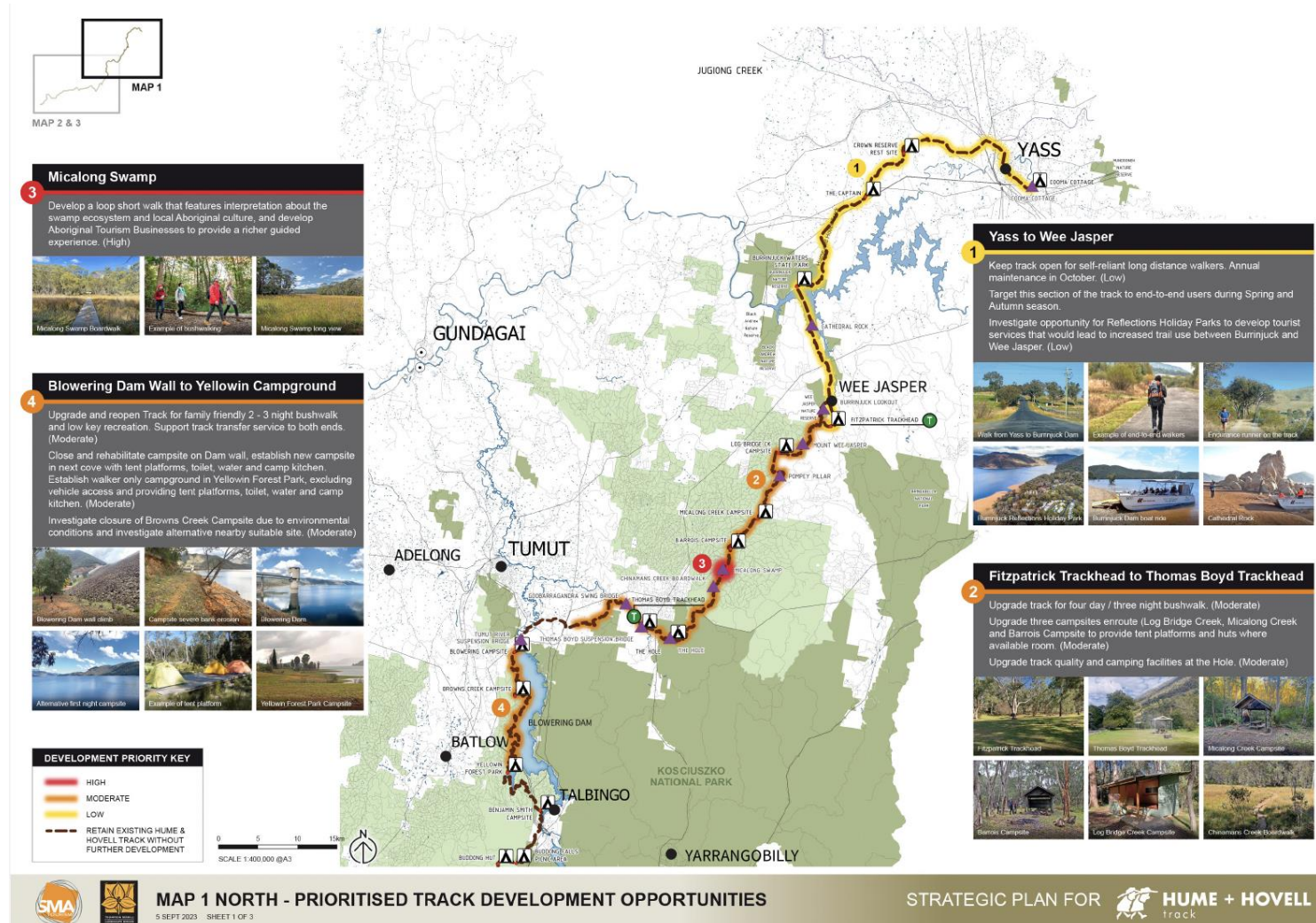


Figure 4.2.2 Prioritised Track development opportunities Hume and Hovell Track Map 2/3 (source TBLD)

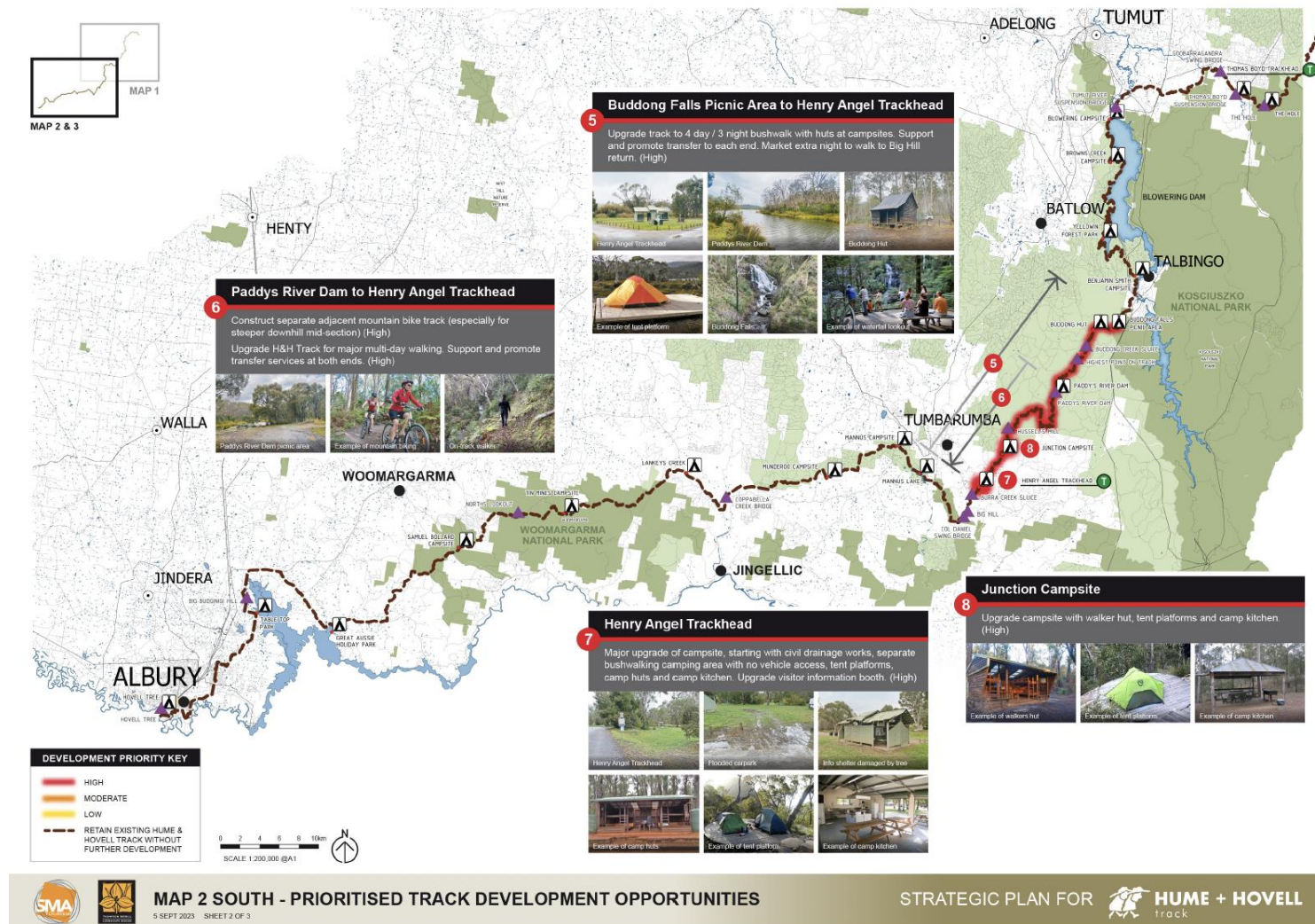
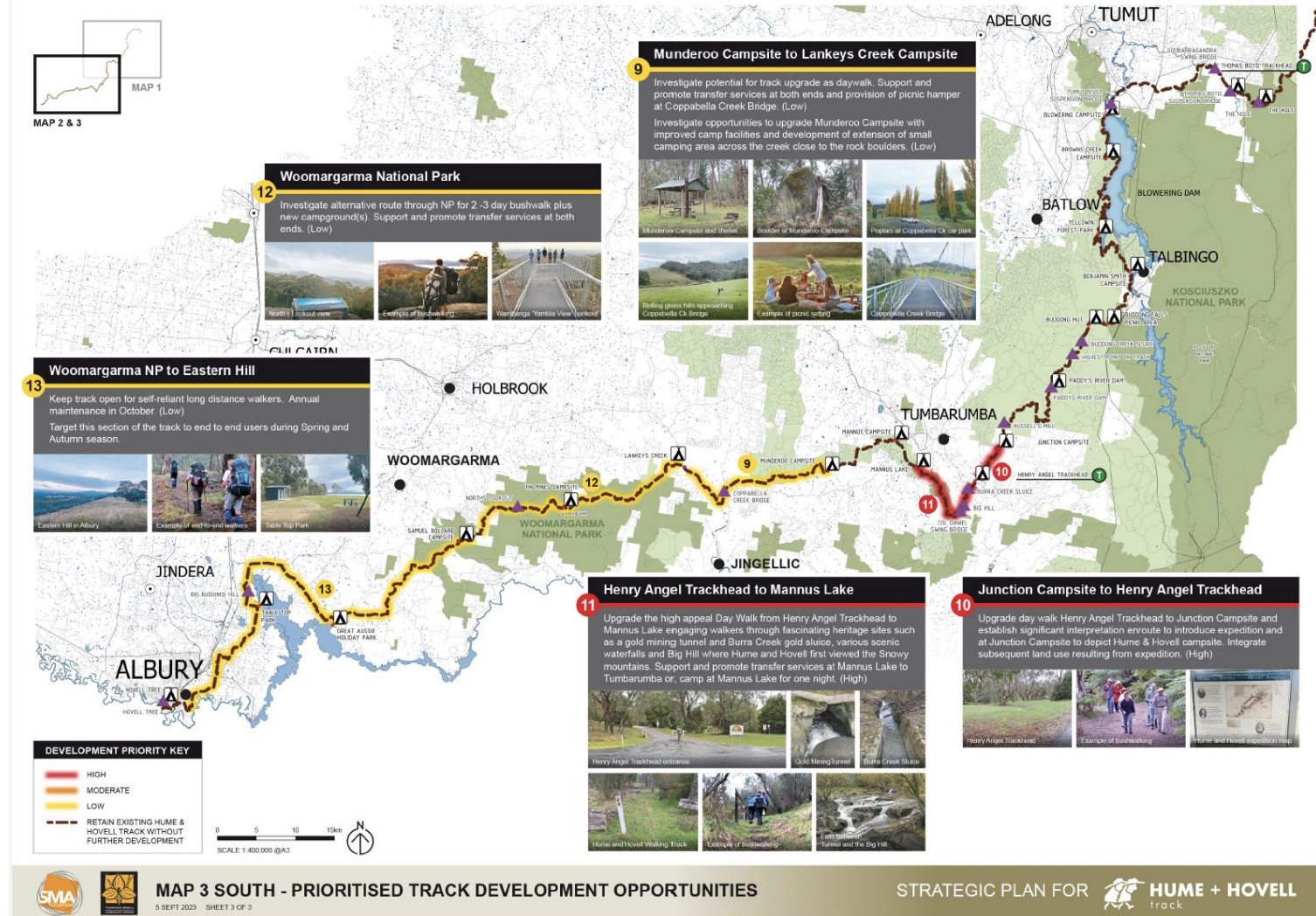


Figure 4.2.3 Prioritised Track development opportunities Hume and Hovell Track Map 3/3 (source TBLD)



4.3 Develop several interpretation-driven short, medium and longer walks

While very few short walks (ie less than half a day) are a trigger to stimulate visitation to a region, they are excellent experience infills to whatever was the motivation to visit, and they can increase overall satisfaction with a regional visit. While the economic benefit from short walk investment is smaller than overnight walks, when short walks are given really creative and differentiated interpretation, their appeal, satisfaction and word of mouth recommendation significantly increases. Where possible, creating loop walks further adds to these benefits and helps sequence interpretation as a story with a build-up and conclusion.

There are at least five potential shortlisted locations in the central third of the Track where interpretation-driven short walks could be developed (see **Figure 6.4.1 to 6.4.3**). Short walks provide the opportunity for much more creative ways to interpret the Hume and Hovell expedition and follow on affects (such as flow on economic development activity, loss of land and related negative impacts on Aboriginal welfare and culture²) to a wider audience. There is also an opportunity for an Aboriginal perspective on the land prior to the Hume and Hovell Track. Integrating this suite of interpretation driven experiences from the onset will allow them to work as a package that could then increase satisfaction, length of stay and economic benefits. Aboriginal interpretation could help with cultural exchange, increased respect for culture and reconciliation. Some longer walks can also offer more

² This was a logical story that the original proposal for the Track sought to interpret as documented by The Crown Lands Proposal.

immersive interpretation experiences which builds sequentially over a 2-3 day walk, providing intrigue and a daily interaction with the story as it unfolds.

4.4 Improve the road network to service the focus experiences

The current local road system used to access the Track has evolved to address the needs of rural properties, fire and forestry management, private land holders and some other public agencies. However, there are limited roads providing access to the Track that are suitable for 2WD and 4WD road access alone will not support increased visitor access, increased visitation and subsequent stimulus of the visitor economy.

There is no need to convert 4WD to 2WD access to the Track. Unfortunately, investment to upgrade and maintain specific sections of some roads to access focus experiences on the Track is really expensive.

Figures 4.4.1 and 4.4.2 document the road access to the two ends of the track development opportunities and provide a brief summary of the road name, the current 2WD/AWD/4WD capability, if the road is seasonal or open all year, the road type (sealed or unsealed), if an upgrade is required, and the distance to the nearest town. Additional notes pertaining to the additional road access to campsites have been added where known. The maps also indicate where the investment in road

surface and condition can have the most benefit to the delivery of track development opportunities – they are not intended to be comprehensive or technically accurate. These maps could also act as a starting point for a feasibility assessment for the respective road management agencies to further justify the investment.

If investment in targeted road upgrades could lift the average standard of road condition to allow an AWD to traverse the road to key Track focus areas in all seasons, there could be a significant increase in Track usage and associated stimulus to the local visitor economies.

Figure 4.4.1 North – Road access to prioritised track development opportunities (TBLD)

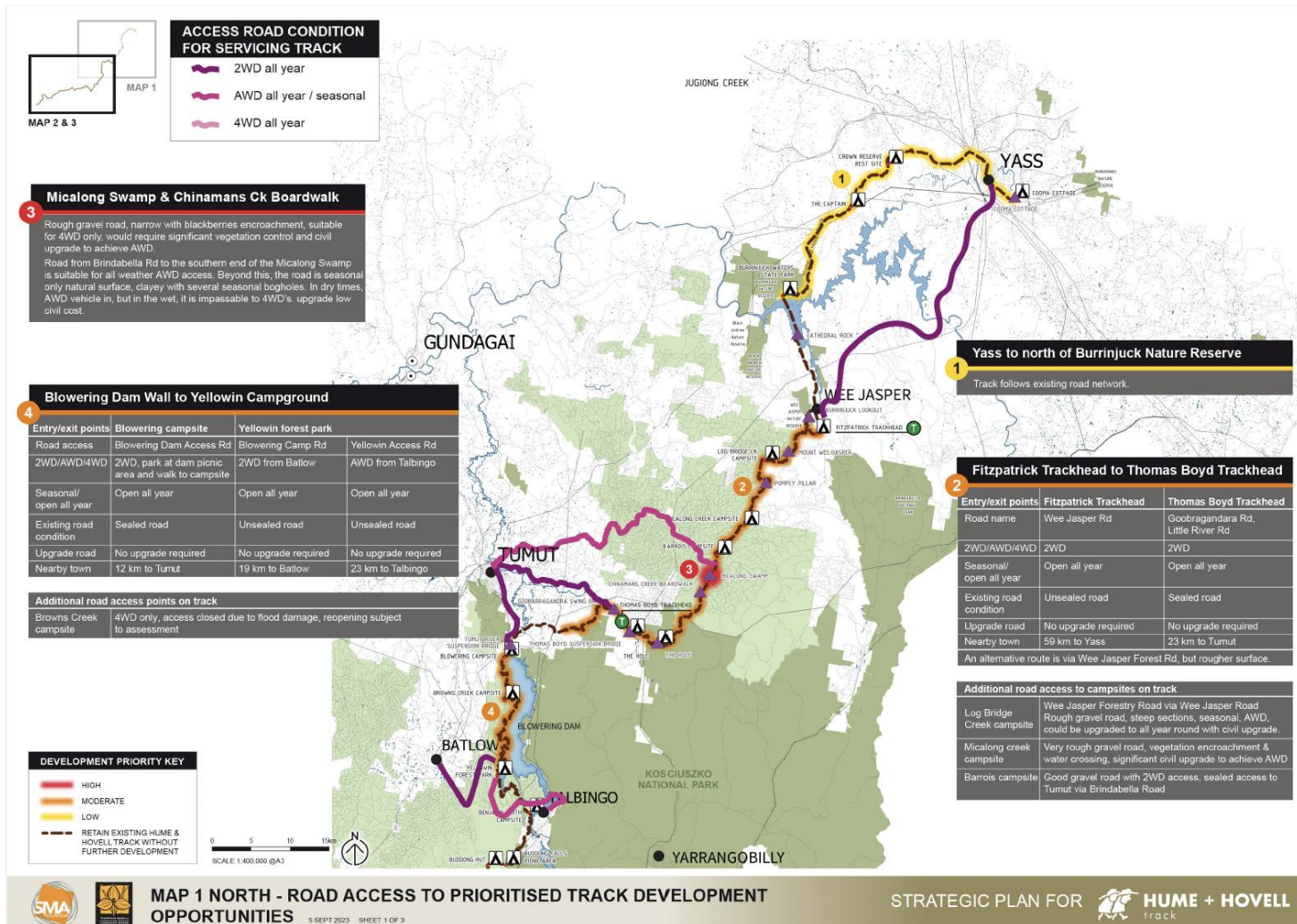
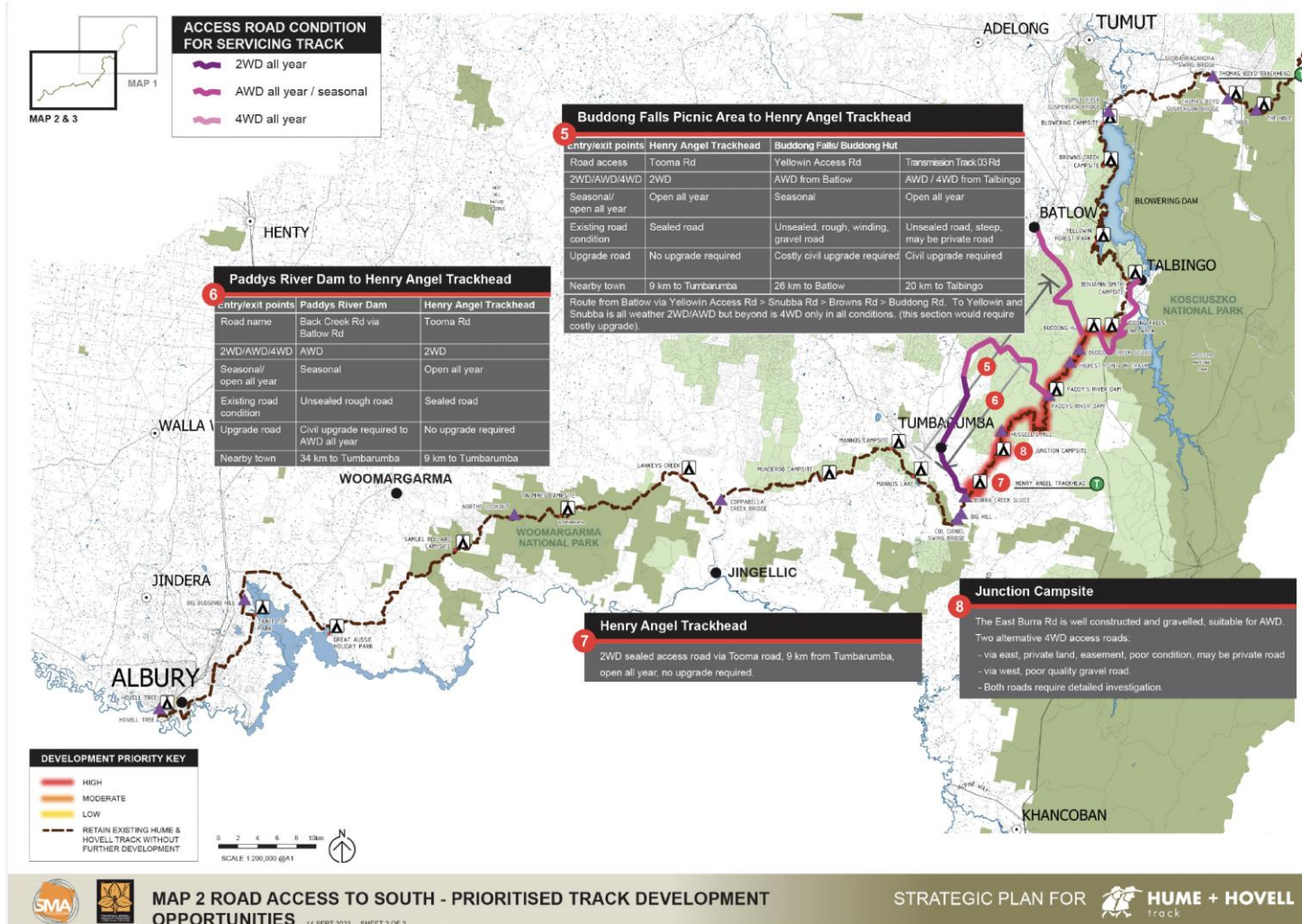


Figure 4.4.2 South – Road access to prioritised track development opportunities (TBLD)



4.5 Develop mountain biking on selected sections near visitor servicing hubs

Like overnight walks, there is strong evidence that the development of mountain biking trails leads to a diversified visitor economy and increased economic benefits for host towns. Mountain biking introduces a diverse range of visitors who stay overnight and spend well on food and beverage.

Local mountain biking groups are keen to be the proponents of some parallel new trails to the Track and some shared use of the Track – where safe. Two sections of track near Tumbarumba have been proposed to be investigated for the feasibility for staged development and could link with a trail network nearby (see **Figure 4.2.2**).

Mountain biking can be compatible with the function and use of the existing Track via the creation of a parallel mountain bike single track that does not impact on walking experiences. The nature of single track is that it is very narrow and follows the natural terrain. The Tumbarumba MTB community are self-motivated and keen to build a trail along the alignment of the Hume and Hovell Track. Development of a parallel MTB trail will first require the in-principle support of the Forestry Corporation, followed by detailed investigation / feasibility, Environmental Impact Assessments, safety assessments and relevant approval processes.

4.6 Engage the local Aboriginal community in the interpretation, and management of the Track

Several Local Aboriginal Land Councils and Aboriginal Representative Organisations representing land that the Track passes through are interested in contributing to the delivery of Aboriginal interpretation and experiences, track maintenance and environmental management. A wide range of initiatives have been proposed. The engagement of local Aboriginal communities in these aspects could greatly help create cultural connections for local Aboriginal people and visitors and diversify the appeal of the Track.

4.7 Reform marketing to an experiential focus

Track maps and supporting website content are currently being upgraded to better reflect user needs, reflecting a more contemporary and richer portrayal of the Track and its stories. When numerous sections of the Track were closed for repair from bushfire damage, the Track website began to transition away from promoting the entire route to promoting shorter walks and attractions. There is a major opportunity to complete this transition, and focus on promoting various types of experiences, and then plan for where to do them. This would require a restructure and rewrite of parts of the website, but it will be worth it, because it will then directly match user needs and this Plan's strategic directions.

Concurrently, there is an opportunity to convert conventional visitor information at Trackheads and the more popular short walks and lookouts into marketing tools. At these locations interpretation signs that creatively promote the Track and link to its website could be installed to convert local users into wider Track users (use of this technique will be dependent upon the signal strength of mobile phone use). Obvious places to start include: Cooma Cottage in Yass; Fitzpatrick Trackhead; Henry Angel Trackhead; Thomas Boyd Trackhead; Norths Lookout within Woomargama National Park; Eastern Hill; and the Hovell Tree in Albury.

5. STRATEGIC DIRECTIONS

After considering the opportunities, seven strategic directions are proposed for this Strategic Plan:

1. Reform governance and funding
2. Enhance Track management systems
3. Develop and scale back sections of the Track to deliver key focus areas
4. Enhance directional and wayfinding signage
5. Develop and grow support services to Track users
6. Deliver opportunities for local Aboriginal people
7. Evolve marketing from promoting Track sections to Track experiences

This section addresses each of these in turn.

5.1 Reform governance and funding

Governance could be enhanced to more effectively manage the Track, engage with stakeholders, address issues and opportunities and develop partnerships. This could start with a revised contract offer that includes a better asset management system, improved monitoring and reporting and incentives to increase productivity. Concurrently there is value in establishing a management agreement between Crown Lands, NPWS and the Forestry Corporation to collectively deliver adequate access to shared priority sections of the Track and deliver high quality visitor experiences. Also concurrently should be the establishment of a full-time position to oversee the implementation of this Strategic Plan. Core staff responsible for

governance should be predominantly regionally based to be more accessible and time effective in undertaking these roles.

Thereafter, assuming the Action Plan is implemented on schedule, and the Key Performance Indicators (KPIs) suggest improvements in performance, there is merit in establishing a more independent model capable of attracting funds from a range of sources and a more representative decision-making body that includes representation from First Nations and the visitor economy. This medium-term initiative could be a separate organisation to manage the Track or at least a Trust / Foundation to raise funds for the Track (as is the case for the Bibbulmun Track in Western Australia – see Case Study). The NSW Land Registry Services provides more information on the State government's ability to undertake this.

This Strategy should be considered with the background on governance provided in a separate background report (SMA Tourism 2023), the constraints documented in **Section 3.2** and the opportunities documented in **Section 4.1**. Actions to deliver this strategic direction are presented in **Section 6.1**. Two case studies below provide some inspiration.

Case study – Bibbulmun Track Foundation

The Bibbulmun Track Foundation is an incorporated, not-for-profit organisation established to provide support for the management, maintenance and marketing of the Bibbulmun Track.

Whilst the Department of Biodiversity, Conservation and Attraction's Parks and Wildlife Service, acts as Manager of the Track, the Bibbulmun Track Foundation is recognised as the primary focal point for community-based support and involvement, and has primary responsibility for promoting the Track to potential walkers and maintaining the Track through the Newmont Boddington Gold Eyes on the Ground volunteer maintenance program.

The relationship and key roles of the Foundation and the Parks and Wildlife Service are outlined in a Memorandum of Understanding.

The vision for the Bibbulmun Track Foundation is to be a vibrant, soundly managed and economically stable organisation which utilises a strong community base to provide essential support for the ongoing management, maintenance and marketing of the Bibbulmun Track.

The Foundation's mission is to support the management of the Bibbulmun Track so that it remains a sustainable long distance walk trail of international significance and quality through:

- Community participation contributing to physical and social well-being
- Development of opportunities for tourism, employment and education
- Protection of the natural, cultural and heritage values of the Track
- Attraction of funds and other resources and
- Being an advocate for the Track in relation to the formulation and implementation of relevant government economic, social and environmental policy.

Source: <https://www.bibbulmuntrack.org.au/get-involved/about-the-foundation/#>

5.2 Enhance Track management systems

Track management needs to evolve to be able to adopt a more sophisticated approach that reflects differing management approaches for differing Track sections, continuous input on Track use and user needs, greater connectivity between Track marketing and development work, and reporting that comprehensively addresses a works program against budget and subsequent results. It is suggested to:

- introduce condition ratings to match maintenance standards and a maintenance program;
- establish a 'dashboard' and works reporting system to be more user-friendly and generate easily usable statements of works being done and what needs to be done;
- ideally, input user data alongside asset maintenance data; and
- provide the information to assist ability to evaluate options for major works.

Over the next few years Crown Lands will be implementing an Integrated Asset Management System (AMS) that will make data and information transparent, available and readily accessible and spatially enabled. There will be real time access and visibility of:

- asset type and management arrangement;
- expenditure and budgeting;
- asset condition/status;
- reporting features;
- information technology system to generate work orders and influence budgeting; and
- integrated with additional systems to reduce user complexity.

There will be Web enabled applications to allow:

- asset condition data collection in the field; and
- risk assessments available on app Triggers workflow.

The system will have reliable data management with:

- objectives measures and accountability embedded in workflow - tech is single source of truth - data transferable and useable for strategic purposes.

This strategy also covers the development of visitor counting, visitor profiling, data storage, analysis and reporting on visitation as a critical input to key performance monitoring and building business cases for further investment in the Track.

This Strategy should be considered with the background to Track management in a separate background report (SMA Tourism 2023), and the constraints documented in **Section 3.2**. Actions to deliver this strategic direction are presented in **Section 6.2**.

5.3 Develop and scale back sections of the Track to deliver key focus areas

This strategy represents a repositioning of the Track away from it being a solely 426km end to walk that can be done in its entirety or as sections, towards a Track that provides different experiences for different visitor needs. To achieve this requires:

- development of several short walks;
- development of several day walks;
- development of several overnight walks;

- development of one or two mountain bike trails; and
- repositioning, operation and marketing of the end to end use of the Track to seasonal use only, and the subsequently changed marketing of the northern and southern bookends of the Track to reflect seasonal use.

This Strategy should be considered with a separate background report (SMA Tourism 2023), constraints documented in **Section 3.2** and opportunities addressed in **Sections 4.2 to 4.5**. Actions to deliver this strategic direction are presented in **Section 6.3**. Two case studies are provided to help illustrate examples of the proposed direction.

Case study of creative interpretation on short walk

RidgeWalk is a contemporary art experience with stories expressed through a variety of creative platforms. Art and signage will be placed along the track to provide visitors with rich and diverse cultural encounters while preserving the natural experience.

Five nodes located along RidgeWalk each represent a key theme of the project. These designed spaces are destinations focused on learning through storytelling, heritage and interpretation. The role of the nodes is to engage visitors in learning experiences that heighten their curiosity of the themes and stories of RidgeWalk. The designated theme for each node informs its unique design. Stories, images and interpretive material expressed within the built elements of the nodes enable visitors to learn about the shared cultural histories of this place.

The collection of permanent art includes substantial sculptures or land art with a minimum lifespan of 15 years. These works are significant in concept, scale and material. They are site specific and respond to the surrounding country, community and history. Four permanent artworks are allocated funding in the RidgeWalk capital budget, and two of these are significant Indigenous art projects.

RidgeWalk maintains a diverse mix of temporary art and programming. Highlights include installations, performances and other actions occurring at specific locations for a defined period. The lifespan for temporary works can be from one day to one year. These ephemeral experiences are developed through artist residencies, partnerships, commissions or other targeted programs.

A webpage and app with audio-guide and augmented reality capabilities are developed for RidgeWalk. These digital tools function as practical visitor guides, learning hubs, participatory vehicles and tools for artists to express creative content.

Signage along the track provides both practical guidance and enriching cultural information. In addition to wayfinding, signage interprets many of the historical stories of the region and provides users with engaging provocations to enhance their journey.

Figure 5.3.1 Vibrant installations along the route



Case study of mountain biking driving a small town's visitor economy

Forrest is a small township in the Otway hinterland, Victoria. In the early 2000s dairy farms were restructured and native forest logging was phased out. Forrest continuously appeared high in the ranks of disadvantaged towns. The situation was transformed with the expansion of the Great Otways National Park, road developments and government investment in mountain bike trails.

A Strategic Plan was prepared to develop a network of trails (Thompson Berrill Landscape Design and SMA Tourism 2015). The Plan guided the development of over 16 MTB trails — all in an exhilarating tangle in the region north of the Barwon River. The trails have been designed around the village of Forrest and built with real mountain bikers in mind. They offer experiences for beginners as well as hard-core dirt fanatics. They showcase the natural beauty of the Otways — passing through tall eucalypt forests, dry heathy scrub and dense fern gullies. The Plan also proposed a management structure and three tier funding model. The general store has been transformed into a hip outlet, numerous run down homes have been renovated into Airbnbs, and there is a craft beer brewery and gin distillery.



5.4 Enhance directional and wayfinding signage

The multiple land tenures that Track users must drive through to access the Track, and then must pass through while using the Track, require greater attention to ensuring clear directions into and to and from Track use points, and to navigate along the Track. This links back to road access and partnership with stakeholders to implement adequate road directions. This requirement particularly applies to the

high appeal sections of the Track where marketing can promote less experienced users to access. Enhanced visitor information signage at Trackheads will help promote visitation, set realistic user expectations, reduce safety risks and promote Track user services.

This Strategy should be considered with constraints documented in **Section 3.2** and was a high priority in stakeholder feedback from the first round of consultation. Actions to deliver this strategic direction are presented in **Section 6.4**.

Case study – Exemplary signage system across multiple land tenures

The Victorian Department of Energy, Environment and Climate Action (DEECA) signage strategy and manual was designed, documented and delivered by Thompson Berrill Landscape Design (TBLD) as a comprehensive Statewide signage strategy and technical manual, reinvigorating the client's corporate brand image and providing a unique and identifiable suite of signs that are clear, visible and highly durable. The suite of signs address all aspects of road and site naming, reserve hierarchy, tenure and identity. The intent was to create an unambiguous identity for DEECA using a highly identifiable and bold design, and unique colour. TBLD developed a robust and legible signage hierarchy that ensures easy and fast recognition of the site, from the smallest road to the largest nature reserve. The technical design of the physical signs was a high priority, allowing fabrication and manufacture in any remote region across the state to the same specification. The signs are highly visible in bushland in all weather, which was a major safety requirement to aid visibility for fire fighters. The signs are designed to be bullet proof yet contemporary, and set a new benchmark for functionality, identity and durability for DEECA.

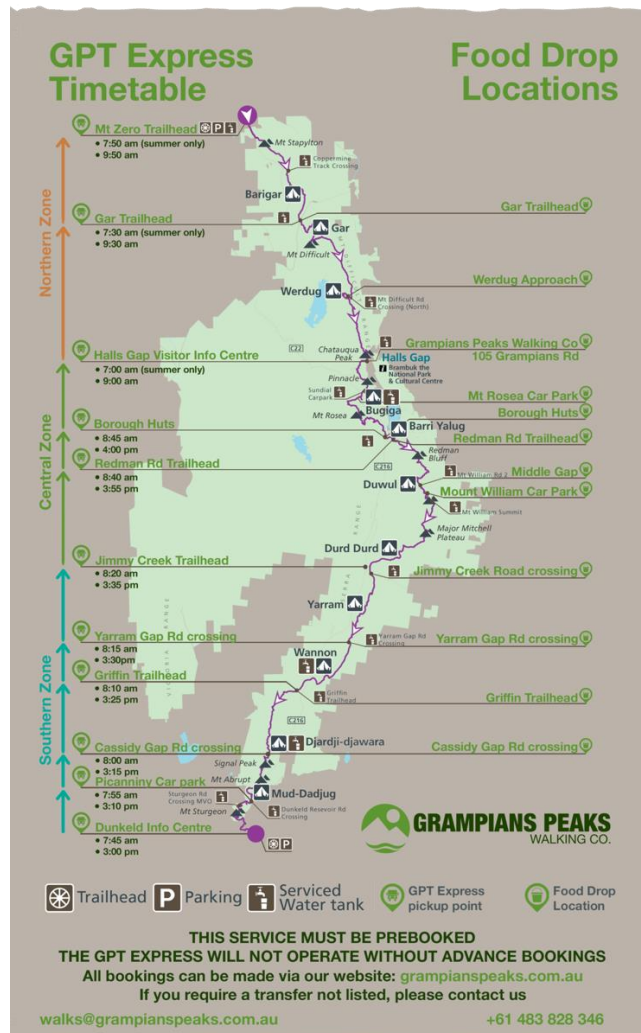
5.5 Develop and grow support services to Track users

The Hume and Hovell Track should be differentiated from other day and overnight walks in NSW by a high level of support services to Track users that make using the Track easier, safer and more comfortable, broadening the range and number of users from the visitation levels documented pre-2023. Track management should allocate time to help the local tour and service operators develop and market these Track services. This Strategy should be considered with a strategic strengths in **Section 3.1.3**, constraints documented in **Section 3.2**. Actions to deliver this strategic direction are presented in **Section 6.5**. A case study is provided below to provide inspiration for this direction.

Case study – Example of a serviced multi-night walk

The Grampians Peaks Walking Co. is designed to assist with walker planning and provide solutions to any logistical challenges they may encounter. The business provides hiker services in the form of transport, food drops and gear rentals.

Figure 5.5.1 Grampians Peaks Walking Co. location map for services



The GPT Express is a scheduled hiking shuttle service that runs the entire length of the trail from Dunkeld to Mount Zero. Its purpose and schedule are designed to move people from south to north so that they can walk north to south. For most hikes, customers leave their car at the end of their walk and book the GPT Express shuttle to get them to the start on their first day – that way there’s no time pressure to finish the walk on the last day and they have all they need waiting for them in their car.

Customers can use the Parks Victoria GPT maps or a GPT Express and Food Drop overview map to plan their route and determine which food drop locations will work best for them.

Customers come into the GPT Hiker Hub in Halls Gap and drop off their pre-organised food. Their containers are pre-labelled and ready for them to deposit their food and reconfirm the date they will access each container. As walkers pass each drop location, they access the drop, take out their food/supplies and deposit any rubbish they’d like to leave behind. After the walk, the company collects the container, disposes of any rubbish and sanitises the container for the next use.

5.6 Deliver opportunities for local Aboriginal people

Local Aboriginal people that were consulted for this Strategic Plan would very much like to play meaningful roles in Track management, access to land for cultural practices, healing surrounding land, interpreting and promoting Aboriginal culture through experiences and product, and subsequently generating a range of benefits for local Aboriginal people.

This Strategy should be considered with a strategic strengths in **Section 3.1.2** opportunities documented in **Section 4.1 and 4.3**. Actions to deliver this strategic

direction are presented in **Section 6.5**. A case study is provided below to provide inspiration for this direction.

Mossman Gorge Tours & Guided Dreamtime Walks

The Ngadiku Dreamtime Walks are conducted by the local Indigenous people and take customers on a guided walk along private, gentle tracks, visiting special places and culturally significant sites, past traditional bark shelters and over meandering cool rainforest streams.

The experience begins with a traditional 'smoking' ceremony to cleanse and ward off bad spirits. Next is a guided meandering stroll through rainforest, observing traditional huts or humpies along the way. The guide demonstrates traditional plant use, identifies bush food sources, and provides an interpretation of the rainforest and Aboriginal people's special relationship with it. Customers can make traditional bush soaps and try ochre painting. At the end of the tour is a traditional bush tea and damper.

The experience is approximately 1.5 hours, runs five times a day and is very popular.



5.7 Evolve marketing from promoting Track sections to Track experiences

Reforming the way marketing is done provides a strategic opportunity to reposition the Hume and Hovell Track from a very long Track to a suite of accessible walking-based experiences designed for particular users and featuring creative interpretation. This implies marketing profiles of a suite of experiences, then showing where these are available. This suite could be structured as:

- short walks (30 minutes to half day) accessible by 2WD, AWD or transfer
- day walks accessible by 2WD, AWD or transfer;
- overnight walks accessible by 2WD, AWD or transfer;

- mountain bike and e-bike riding accessible by 2WD, AWD or transfer; and
- more remote and challenging experiences, including other sections of Track not included above, 4WD accessible sections and end to end experience.

The reforms can help deliver a new brand, fresh image and enhanced vitality for the Track, delivering much higher usage, satisfaction, referrals and stimulation of local visitor economies.

This Strategy should be considered with constraints documented in **Section 3.2** and opportunities documented in **Section 4.7**. Actions to deliver this strategic direction are presented in **Section 6.7**. A case study is provided below to provide inspiration for this direction.

Case study – marketing experiences rather than trails and assets

The marketing of Thredbo Village avoids marketing each ski run or each walking track. Instead, marketing focusses on experiences. To maximise all year use, these experiences are clustered into Summer and Winter categories.

Clicking on ‘Walks’, the browser finds they have been broken up into ‘Bucket list hikes’, ‘Off the beaten Track’ and ‘Short Walks’. Each of these is further differentiated by whether it is self-guided, guided or both.

The screenshot shows the Thredbo website interface. At the top, there is a navigation bar with the Thredbo logo and the text 'Australia's Best Ski Resort'. The main navigation menu includes 'Plan & Buy', 'Events & Activities', 'Restaurants & Retail', 'About Thredbo', and 'Social & News'. Below the navigation, there is a weather widget showing a temperature of -1°, 0 cm of snow, and a wind speed of 63 km/h. To the right of the weather widget, there are three columns of activity lists: 'Events', 'Winter Activities', and 'Summer Activities'. The 'Events' list includes 'Events', 'Event Results', 'Event Planning', 'Schools', 'Groups', 'Weddings', 'Conferences', and 'Sports Training'. The 'Winter Activities' list includes 'Skiing & Snowboarding', 'Gondola', 'Unique On-Mountain Experiences', 'Backcountry Tours', 'Terrain Parks', 'Adaptive Guide', 'Thredbo Leisure Centre', 'Yoga', 'Saturday Night', 'Fireworks', 'Flare Run', 'Disc Golf', 'NASTAR', 'Zero Gravity', and 'Skate Park'. The 'Summer Activities' list includes 'Mt Kosciuszko', 'Hiking', 'Mountain Biking', 'Gondola & Chairlift', 'Alpine Bobsled', 'Thredbo Leisure Centre', 'Golf', 'Tennis', 'Fly Fishing', 'Disc Golf', 'Alpine Bungee', 'Skate Park', 'Springfree Trampoline', 'Abselling', and 'Other Adventures'. Below the activity lists, there is a section titled 'Snowy Mountains Bucket List Hikes' with three cards. The first card is for 'Mt Kosciuszko Hike' (SUMMER), described as 'Australia's Highest Peak', with a distance of 13km return, grade 3, and a hike type of 'Guided or Self Guided'. The second card is for 'Dead Horse Gap', described as 'Snowy Mountains Best Hikes', with a distance of 10km circuit, grade 3, and a hike type of 'Guided or Self Guided'. The third card is for 'Aries Tor Hike', described as 'Our Most Photogenic Hike?', with a distance of 7km, grade 4, and a hike type of 'Guided Only'. Each card has a red 'Learn more' button.

Off the Beaten Track



Alpine Lakes

Presented By Land Rover Defender
Distance: 19km return
Grade: 4
Hike Type: Guided Only

[Learn more](#)



Sunset Hike – Mt Kosciuszko

Presented By Land Rover Defender
Distance: 13km return
Grade: 3
Hike Type: Guided Only

[Learn more](#)



Mt Townsend

Presented By Land Rover Defender
Distance: 22km return
Grade: 4
Hike Type: Guided Only

[Learn more](#)

Short Walks



SUMMER

Mt Kosciuszko Lookout

A Thredbo Must-Do
Distance: 4km return
Grade: 2
Approx time: 1-2 hours
Hike Type: Self Guided

[Learn more](#)



SUMMER

Merritts Nature Track

All Downhill With Stunning Scenery
Distance: 4km
Grade: 3
Approx time: 2-3 hours
Hike Type: Self Guided

[Learn more](#)



SUMMER

Riverside – Golf Course Walk

Relaxed Walk Along Thredbo River
Distance: 4km
Grade: 3
Approx time: 1-2 hours
Hike Type: Self Guided

[Learn more](#)

6. IMPLEMENTATION PLAN

6.1 ACTION PLAN

The first section of the Implementation Plan is an Action Plan. There is an individual action plan for each of the seven strategic directions. Each Action Plan comprises of a list of actions against which has a prioritisation, suggested year of implementation and suggested lead and support organisations.

The timing refers to the year from the start of the implementation of the Strategic Plan. The actions are listed in the Action Plan in order of earliest to latest start year, while also being clustered with alike / sequential items, rather than by priority.

There is no new funding specifically allocated to implement the Action Plans. Some actions could be implemented within existing operational budgets. Some actions, especially those involving major new works, will need to firstly source funding. Major funding applications may require a business case, from which the proposal would be further defined and costed, and the economic and cultural / social benefits identified. There could be merit in packaging several development proposals into the one business case.

Major new works will also require detailed site planning, which could be integrated with a business case process. These projects may also require stakeholder consultation (particularly First Nations people), Environmental Impact Assessments (EIA) and approvals. A separate background report (SMA Tourism 2023), addresses environmental and cultural considerations relating to the Track.

6.2 ACTIONS TO ENHANCE GOVERNANCE AND FUNDING

Table 6.2.1 Actions supporting the strategic direction – Enhance governance and funding (lighter shade suggests a continuous or as needs implementation), timing refers to year from start of implementation of the Strategic Plan

Actions	Priority	Timing (year)										Lead and support organisations	
		1	2	3	4	5	6	7	8	9	10		
1. Establish a Hume and Hovell Track Coordinating Group to assist and guide implementation of Strategic Plan. Include representation from local government, Destination Riverina Murray, land managers hosting high appeal sections, at least one Local Aboriginal Land Council rep, Regional Development NSW	High	█											Lead: Crown Lands Support: Lead Contractor (Snowy Valleys Council), Destination Riverina Murray,
2. Develop a Business Case for a package of short-term and medium-term high priority development works to further scope, refine staging, cost, forecast use and economic benefits (compared to base case) and identify and mitigate risks, and input into the scoping of the multi-day / night walks elements that can maximise the potential of one or more to become one of Australia's best walks	High	█											Lead: Crown Lands Support: Lead Contractor (Snowy Valleys Council), Destination Riverina Murray, Department of Regional NSW, Business Case Consultant
3. Investigate potential options for the NSW government to implement the Business Case and transition management to a Trust / Foundation	High	█											Lead: Crown Lands Support:
4. Develop an alternative governance model for the Hume and Hovell Track to improve efficiencies in Track maintenance and marketing, and allow for private partnerships to improve funding for the Track	Medium					█							Lead: Crown Lands Support: Destination Riverina Murray
5. Pursue establishment of a full time Hume and Hovell Track Management position to oversee implementation of Strategic Plan	High	█	█	█	█	█	█	█	█	█	█	█	Lead: Crown Lands Support: Lead Contractor (Snowy Valleys Council)
6. Identify key contacts from all land management agencies associated with the Hume and Hovell Track for ongoing communication	High	█											Lead: Crown Lands Support: Lead Contractor (Snowy Valleys Council)

7. Establish regular meetings with Local Aboriginal Land Councils and Aboriginal Representatives to explore opportunities for their specific involvement in Track management, interpretation and cultural tourism activity	Medium	█																Lead: Crown Lands Support: LALCs and Aboriginal Representatives in region
8. Develop management agreements with the lead land manager(s) seeking a commitment to the Hume and Hovell Track and supporting high appeal Track and facility upgrades, starting with the NSW Forestry Corporation. Establish parameters for decision-making processes and stakeholders. Seek recognition of the Hume and Hovell Track as its own entity	High	█	█	█														Lead: Crown Lands, Forestry Corporation & NPWS Support: LALCs and Aboriginal Representatives in region
9. Seek initiatives for reductions in major blackberry infestations	Medium	█																Lead: Lead Contractor (Snowy Valleys Council) Support: LALCs and Aboriginal Representatives in region
10. Establish a trip notification system and emergency management process	High	█																Lead: Crown Lands, Forestry Corporation & NPWS Support: Lead Contractor (Snowy Valleys Council)
11. Investigate and establish biosecurity control measures	High	█	█															Lead: Crown Lands, Forestry Corporation & NPWS Support: Lead Contractor (Snowy Valleys Council)
12. Develop a volunteer program that supports Track maintenance and free for service interpretation activities similar to the NPWS Summer Ranger Program	Low			█														Lead: Crown Lands Support: Lead Contractor (Snowy Valleys Council), Bushwalking Clubs, Conservation Organisations, Conservation Volunteers Australia
13. Evaluate the implementation of the Strategic Plan and report to stakeholders	Medium				█					█								Lead: Track Coordinating Group Support: Crown Lands, Lead Contractor (Snowy Valleys Council)
14. Prepare a new Strategic Plan for the Hume and Hovell Track	Low																	Lead: Crown Lands Support: Strategic Planning Consultant

6.3 ACTIONS TO ENHANCE TRACK MANAGEMENT SYSTEMS

Table 6.3.1 Actions supporting the strategic direction – Enhance Track management systems (lighter shade suggests a continuous or as needs implementation), timing refers to year from start of implementation of the Strategic Plan

Actions	Priority	Timing (year)										Lead and support organisations		
		1	2	3	4	5	6	7	8	9	10			
15. Investigate alternative track counters or ways to enhance the existing counters to collect more useful data - including the time and day, direction of the walker, and having downloadable systems directly into data management systems. Install additional track counters along the Track to get a more accurate idea of total Track usage	Medium	█	█											Lead: Lead Contractor (Snowy Valleys Council), Track Subcontractors Support: NSW NPWS, Forestry Corporation
16. Require all licensed operators using the Track Revise to record customer numbers associated with Track services, then send monthly data back to Hume and Hovell Track management each quarter	Low	█	█	█	█	█	█	█	█	█	█	█	█	Lead: Crown Lands Support: Track Subcontractors
17. Establish a classification system (in alignment with the Australian Standards) for the Track based on proposed focus of use, so that different sections are given different classifications for construction and maintenance standards	High	█												Lead: Lead Contractor (Snowy Valleys Council) Support: Track Subcontractors, Crown Lands, NSW NPWS, Forestry Corporation
18. Develop a suite of new Hume and Hovell Track designs and corresponding maintenance standards for track infrastructure ie. signage, carparks, visitor information booths, shelters, picnic tables, toilets and campsites / walker huts (high priority, short term) to reinvigorate visitor satisfaction	High	█												Lead: Crown Lands Support: Track Subcontractors, Lead Contractor (Snowy Valleys Council), NSW NPWS, Forestry Corporation
19. Develop a suite of track infrastructure designs with contemporary materials to support and drive enhanced satisfaction with overnight accommodation along redeveloped track sections and focus area overnight walks, especially for dry tent platforms, toilets, simple camp kitchens, walker huts and infrastructure. The design language could source traditional Hume and Hovell designs for inspiration and continuity yet utilise contemporary materials and design practices to create a recognisable Hume and Hovell brand going forward.	Medium			█										Lead: Crown Lands Support: Track Subcontractors, Lead Contractor (Snowy Valleys Council), NSW NPWS, Forestry Corporation

<p>20. Design and implement a user survey to apply at multiple times of the year at multiple track points, to capture user profile, activities undertaken, satisfaction and suggested improvements. Enter data into a database and generate regular reports that interpret trends and feature suggested improvements and opportunities</p>	<p>Medium</p>		<p>Lead: Lead Contractor (Snowy Valleys Council) Support: Track Subcontractors, Crown Lands, NSW NPWS, Forestry Corporation</p>
<p>21. In the event of significant damage to major assets, undertake an evaluation of the asset's use and strategic value to the Track, and evaluate options to replace like for like, upgrade or downgrade. Avoid major upgrades on low appeal / low use sections of the Track</p>	<p>Medium</p>		<p>Lead: Lead Contractor (Snowy Valleys Council) Support: Track Subcontractors, Crown Lands</p>

6.4 ACTIONS TO DEVELOP AND SCALE BACK SECTIONS OF THE TRACK

All of the following development actions (especially roads and Track upgrades, new sections of Track and campsite upgrades) would be subject to the support of the relevant land manager, planning and approvals and suitable funding for construction and maintenance.

Table 6.4.1 Actions supporting the strategic direction – Develop and scale back sections of the Track to deliver key focus areas (lighter shade suggests a continuous or as needs implementation), timing refers to year from start of implementation of the Strategic Plan

Actions	Priority	Timing (year)										Lead and support organisations	
		1	2	3	4	5	6	7	8	9	10		
22. Conduct research and develop interpretation and storytelling content that can be allocated to different proposed visitor experiences	Moderate												Lead: Crown Lands, Snowy Valleys Council, Yass Valley Council, AlburyCity, Greater Hume Council Support: Interpretation consultant, Track Subcontractors, NSW NPWS, various local stakeholders
23. Upgrade the interpretation and presentation of the Hovell Tree to a contemporary visitor experience and include in the interpretation the promotion of the Hume and Hovell Track, as well as a link to the Track website (eg. QR code)	High												Lead: AlburyCity Support: Lead Contractor (Snowy Valleys Council)
24. Produce and install an interpretation sign about the Hume and Hovell Track where it passes through Eastern Hill and include in the interpretation the promotion of the Hume and Hovell Track, as well as a link to the Track website (eg. QR code)	Medium												Lead: AlburyCity Support: Lead Contractor (Snowy Valleys Council)
25. Subject to funding, upgrade sections of the Hume and Hovell track surface to improve accessibility, enhance walking enjoyment and reduce risk of injury. Focus on non-invasive hand methods to limit damage to the original track character	High												Lead: Crown Lands Support: Lead Contractor (Snowy Valleys Council), Forestry Corporation, NSW NPWS, Destination Riverina Murray
26. Advocate for targeted road upgrades to AWD or 2WD to enhance linkages between the Track and townships and other complementary trails to drive increased track visitation.	High												Lead: Crown Lands and Lead Contractor (Snowy Valleys Council) Support: Forestry Corporation, NSW NPWS

27. Introduce a seasonal open period for endurance events and self-reliant end to end users for several low appeal sections of the Hume and Hovell Track and support with marketing and signage at sections such as: Yass to north Burrinjuck Nature Reserve, or from Woomargama NP to the base of Eastern Hill	High									Lead: Lead Contractor (Snowy Valleys Council) Support: Track Subcontractors, Crown Lands, Yass Valley Council, AlburyCity, NSW NPWS
28. Subject to funding, upgrade Henry Angel Trackhead Campsite to provide a major visitor servicing point for overnight, day and short walkers. Undertake civil and drainage works to raise the ground level above flood levels, establish formal campsites and adjacent parking, upgrade the visitor information booth	Moderate									Lead: Crown Lands and Lead Contractor (Snowy Valleys Council) Support:
29. Subject to funding, create a family friendly entry level overnight bushwalking experience of 2 – 3 nights, supported by low key recreation opportunities like fishing and swimming. Develop track transfer service at both ends.	High									Lead: Crown Lands and Lead Contractor (Snowy Valleys Council) Support: Forestry Corporation
30. Subject to funding, upgrade section between Buddong Falls Picnic Area to Henry Angel Trackhead and position as a 4 day / 3 night bushwalk with simple walker huts and tent platforms at designated campsites and a wide range of walker services	High									Lead: Crown Lands Support: Forestry Corporation and NSW NPWS, Destination Riverina Murray
31. Subject to funding, create a more remote and challenging multi-night bush walk over four days and nights. Upgrade section of Track between Fitzpatrick Trackhead to Thomas Boyd Trackhead and install tent platforms and shelters at designated campsites. Develop track transfer service at both ends.	Moderate									Lead: Crown Lands Support: Forestry Corporation, NSW NPWS, Destination Riverina Murray
32. Develop a separate adjacent mountain bike track between Paddy's River Dam and Henry Angel Trackhead to attract mountain bikers into the region and stimulate additional spend in the visitor economy via stays in neighbouring townships (subject to investigation and EIA)	High									Lead: Cycle Tumbarumba, Forestry Corporation Support: Destination Riverina Murray, Lead Contractor (Snowy Valleys Council), Crown Lands
33. Develop a short walk as a new loop track (4km) around Micalong Swamp that provides a high level of accessibility and features interpretation about the swamp ecosystem and local Aboriginal culture, and develop Aboriginal business to provide a richer guided experience	High									Lead: Forestry Corporation, LALCs and Aboriginal Representatives Support: Crown Lands, Destination Riverina Murray

34. Subject to funding, develop a short walk by upgrading the existing track from Henry Angel Trackhead to Burra Creek Sluice and Tunnel (2km) and feature creative interpretation with augmented reality (iphone based) addressing the gold mining era	High																Lead: Crown Lands Support: Tumbarumba Historical Society, Destination Riverina Murray, Lead Contractor (Snowy Valleys Council)
35. Develop the section of Track between Paddy's River Dam and Mannus Lake to attract mountain bikers into the region and stimulate additional spend in the visitor economy via stays in neighbouring townships. (subject to investigation and EIA)	High																Lead: Cycle Tumbarumba, Forestry Corporation Support: Destination Riverina Murray, Lead Contractor (Snowy Valleys Council), Crown Lands
36. Investigate the merit of developing one or more of the following short walks: a) upgrading existing track along Mannus Lake (2km) and identify interpretation theme and technique to add value b) upgrading Horse Creek (Mundaroo) section (2.5km) and identify interpretation theme and technique to add value c) upgrading the section between Thomas Boyd Trackhead to the Swing Bridge (4km) and identify interpretation theme and technique to add value	Low																Lead: Crown Lands Support: Forestry Corporation, NSW NPWS Destination Riverina Murray
37. Construct a new alternative track through Woomargama National Park that avoids use of the road (subject to investigation and EIA)	Low																Lead: NSW NPWS Support: Crown Lands, Lead Contractor (Snowy Valleys Council)

Figure 6.4.1 Focus experiences Hume and Hovell Track Northern Map in more detail 1/3 (TBLD)

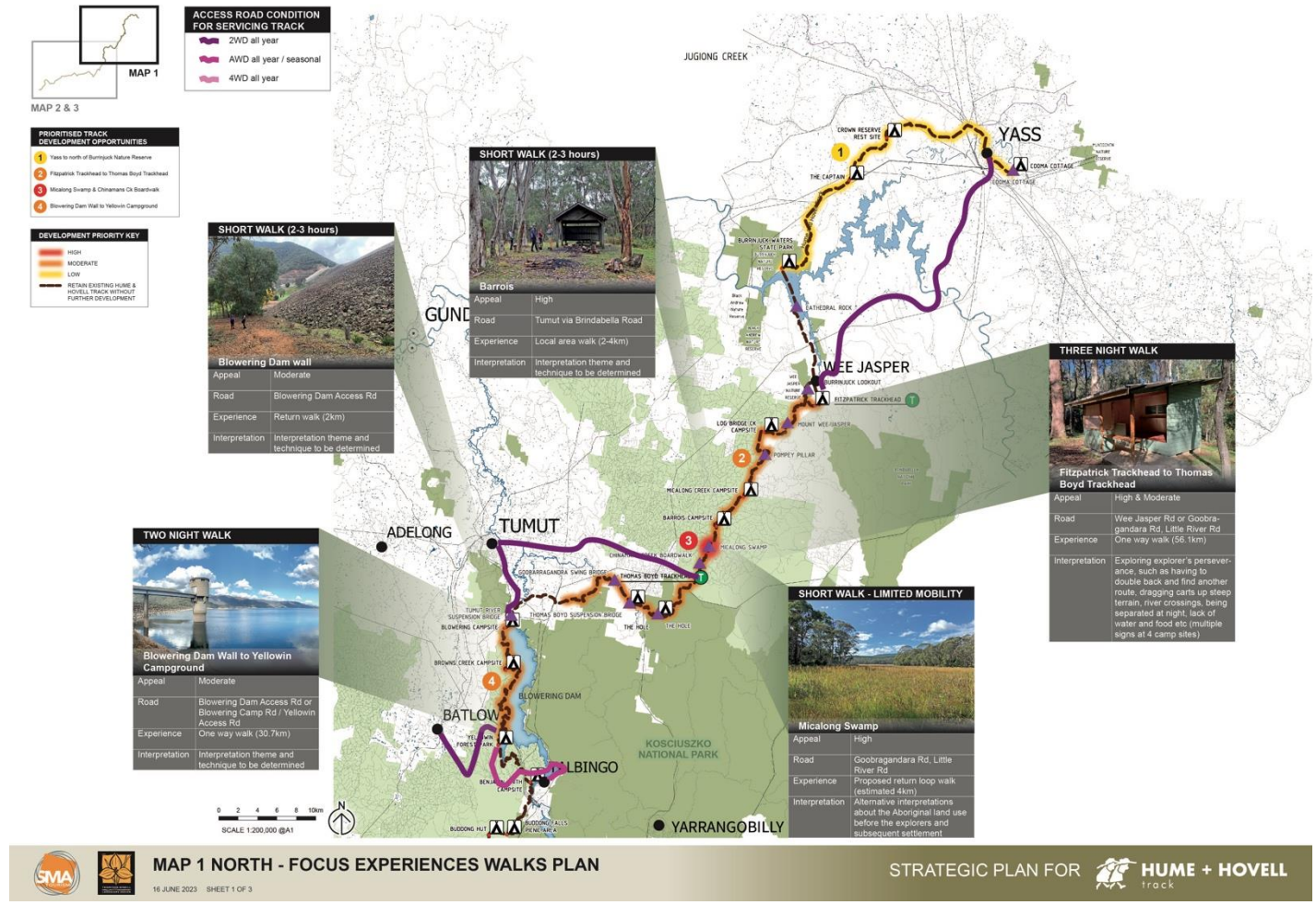


Figure 6.4.2 Focus Experiences for Hume and Hovell Track Southern Map in more detail 2/3 (TBLD)

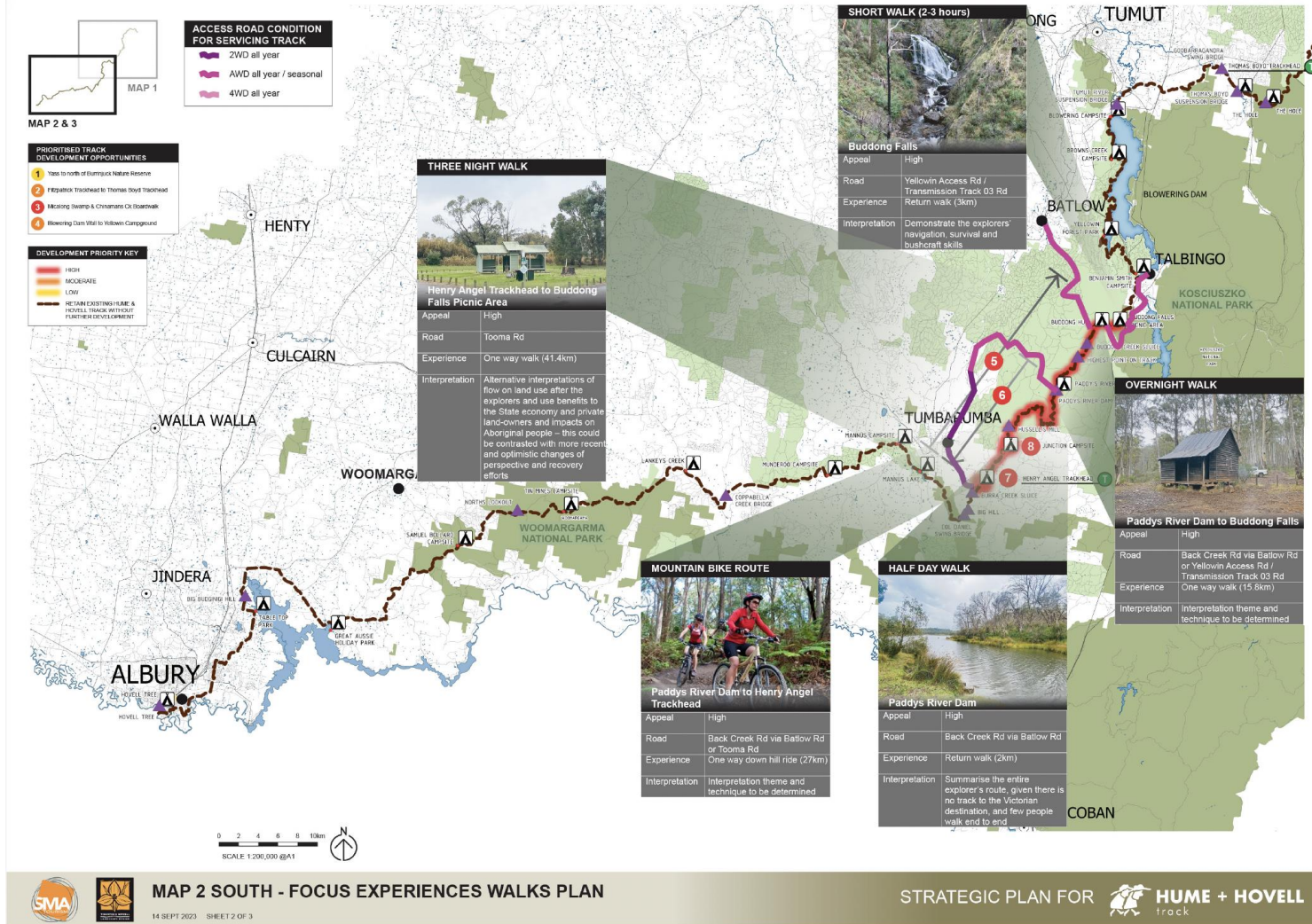


Figure 6.4.3 Focus Experiences for Hume and Hovell Track Southern Map in more detail 3/3 (TBLD)



6.5 ENHANCE DIRECTIONAL AND WAYFINDING SIGNAGE

Table 6.5.1 Actions supporting the strategic direction – Enhance directional and wayfinding signage (lighter shade suggests a continuous or as needs implementation), timing refers to year from start of implementation of the Strategic Plan

Actions	Priority	Timing (year)										Lead and support organisations
		1	2	3	4	5	6	7	8	9	10	
<p>38. Review the current signage upgrade proposal considering shared responsibilities between agencies. Develop an enhanced identity brand for iconic signage that is not agency branded but specific for the Hume and Hovell Track to enhance brand identity (recognition of the H&H Track as its own entity is required by land managers to allow the signage to be installed)</p> <p>Work with protected area managers to allow wayfinding and interpretation signs to include more of the Hume and Hovell Track branding</p>	High											<p>Lead: Crown Lands</p> <p>Support: Lead Contractor (Snowy Valleys Council), Forestry Corporation, NSW NPWS</p>
<p>39. Subject to funding, prepare comprehensive signage plans featuring adequate directional signs to and returning from Trackheads, short walks and attractions, as well as information signs and including any of those proposed as priority developments in Table 6.4.1 Information signage to include links to the Hume and Hovell Track website to access more information including track services, eg transfers, gear hire and food drops, safety (Also include information from Trackheads about distance to towns and facilities available). It is noted that some locations may not have phone access</p>	Medium											<p>Lead: Crown Lands</p> <p>Support: Lead Contractor (Snowy Valleys Council), Forestry Corporation, NSW NPWS</p>
<p>40. Produce and install signs contained in the comprehensive sign plans (see action 38 & 39)</p>	Medium											<p>Lead: Crown Lands</p> <p>Support: Lead Contractor (Snowy Valleys Council), Forestry Corporation, NSW NPWS</p>
<p>41. Develop “Working Farm” signs with property-specific information to ensure the safety of walkers and farm animals To be placed at entry/exit points describing conditions of entry.</p>	Medium											<p>Lead: Crown Lands</p> <p>Support: Lead Contractor (Snowy Valleys Council)</p>
<p>42. Install more Track directional signs and bollards with pictograms at junctions and add distance to next attraction and campsite.</p>	Medium											<p>Lead: Crown Lands, Track Subcontractors</p> <p>Support: Lead Contractor (Snowy Valleys Council), Forestry Corporation, NSW NPWS</p>

<p>43. Develop new designs for kilometre marking posts along the Track at a consistent distance (avoid using the current white design in areas that may experience snow)</p>	<p>Low</p>		<p>Lead: Crown Lands, Track Subcontractors Support: Lead Contractor (Snowy Valleys Council), Forestry Corporation, NSW NPWS</p>
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6.6 ACTIONS TO DEVELOP, GROW AND SUPPORT SERVICES TO TRACK USERS

Table 6.6.1 Actions supporting the strategic direction – Develop, grow and support services to Track users (lighter shade suggests a continuous or as needs implementation), timing refers to year from start of implementation of the Strategic Plan

Actions	Priority	Timing (year)										Lead and support organisations	
		1	2	3	4	5	6	7	8	9	10		
44. Work with the local visitor economy to provide shuttle services from local townships to the start and finish of high appeal sections of the Track	High												Lead: Destination Riverina Murray Support: Snowy Valleys Council, Yass Valley, Greater Hume & AlburyCity, Subcontractors
45. Work with the local visitor economy to provide alternative nature and / or farm-based accommodation in close proximity to High and Moderate appeal sections of the Track	High												Lead: Destination Riverina Murray Support: Snowy Valleys Council, Yass Valley, Greater Hume & AlburyCity, Subcontractors
46. Identify accommodation operators interested in hosting and servicing Track users (implying actively co-marketing Track experiences with an overnight stay and actively working with other Track service providers to enhance the Track user experience)	High												Lead: Destination Riverina Murray Support: Snowy Valleys Council, Yass Valley, Greater Hume & AlburyCity
47. Work with National Trust of Australia to update services and information provided to walkers, increase opening hours and group facilitation at Cooma Cottage.	Medium												Lead: National Trust of Australia, Crown Lands, Yass Valley Support: Destination Riverina Murray, Lead Contractor (Snowy Valleys Council)
48. Install food drop systems at the start and finish of high appeal / strategically important sections of the Track	Low												Lead: Crown Lands Support: Lead Contractor (Snowy Valleys Council), Forestry Corporation, NSW NPWS
49. Work with the local visitor economy to establish operators to provide rental camping equipment for use on the Track, to provide food packages and / or food drops to accessible sections of the Track and to set up and bump out camping set ups for overnight walking on high appeal sections.	Medium												Lead: Destination Riverina Murray Support: Snowy Valleys Council, Yass Valley, Greater Hume & AlburyCity Subcontractors, local visitor economy operators

50. Work with the local visitor economy to develop tour operations, experiences and product related to the Hume and Hovell Track	Medium																			<p>Lead: Destination Riverina Murray</p> <p>Support: Snowy Valleys Council, Yass Valley, Greater Hume & AlburyCity Subcontractors, local visitor economy operators</p>
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6.7 ACTIONS TO DELIVER OPPORTUNITIES FOR LOCAL ABORIGINAL PEOPLE

Table 6.7.1 Actions supporting the strategic direction – Deliver opportunities for local Aboriginal people (lighter shade suggests a continuous or as needs implementation), timing refers to year from start of implementation of the Strategic Plan

Actions	Priority	Timing (year)										Lead and support organisations	
		1	2	3	4	5	6	7	8	9	10		
51. Invite the LALCs and Aboriginal Representatives to a join a Hume and Hovell Track Coordinating Group	Medium												Lead: Crown Lands, Forestry Corporation, NSW NPWS Support: LALC's and Aboriginal representatives, Lead Contractor (Snowy Valleys Council), Destination Riverina Murray
52. Subject to funding, conduct a cultural heritage study of significant Aboriginal sites	High												Lead: Crown Lands, LALC's and Aboriginal representatives Support: Aboriginal consultant
53. Research potential Aboriginal stories for interpretation along focus areas of the Track	High												Lead: LALC's and Aboriginal representatives Support: Interpretation consultant, Crown Lands
54. Develop proposal for dual naming of significant Aboriginal sites along the Track	High												Lead: Crown Lands Support: LALC's and Aboriginal representatives, Aboriginal consultant, NSW NPWS, Forestry Corporation
55. Provide acknowledgement of First Nations on track signage and give recognition to Aboriginal lands	High												Lead: Crown Lands Support: LALC's and Aboriginal representatives, Aboriginal consultant, NSW NPWS, Forestry Corporation
56. Develop Aboriginal content on a short walk at Micalong Swamp	High												Lead: Crown Lands, Forestry Corporation Support: LALC's and Aboriginal representatives, Aboriginal consultant, interpretation consultant

6.8 ACTIONS TO EVOLVE MARKETING AND PROMOTING TRACK SECTIONS TO TRACK EXPERIENCES

Table 6.8.1 Actions supporting the strategic direction – Evolve marketing from promoting Track sections to Track experiences (lighter shade suggests a continuous or as needs implementation), timing refers to year from start of implementation of the Strategic Plan

Actions	Priority	Timing (year)										Lead and support organisations	
		1	2	3	4	5	6	7	8	9	10		
62. Revise the Draft Marketing Plan to include: a) Defining a brand and strategy for the Track b) Defining the experience focus for sections of the Track c) Defining target markets for the experience focus sections of the Track d) Forecast growth for sections of the Track e) A method, budget and timing of collecting user profile information and sharing it with Track management for subsequent decision making, and relevant stakeholders for further engagement f) A method for collecting, analysing and responding to user feedback	High												Lead: Lead Contractor (Snowy Valleys Council) Support: Destination Riverina Murray, Crown Lands, Marketing and Visitor Monitoring Consultant(s)
63. Input into the scoping of the multi-day / night walks elements that can maximise the potential of one or more to become one of Australia's top walks (eg. for Wee Jasper to Tumut OR Tumut to Tumberumba, the walk has high level of visitor access and servicing, high level of in situ hard roofed accommodation, highly creative interpretation)	High												Lead: Lead Contractor (Snowy Valleys Council) Support: Destination Riverina Murray, Crown Lands, Tourism Development Consultant
64. Acknowledge the 200th Anniversary of Hume and Hovell expedition with a program of small local events, and concurrently launch new Track marketing collateral	Low												Lead: To be determined Support: Lead Contractor (Snowy Valleys Council), Destination Riverina Murray, Crown Lands, Marketing Consultant
65. Support the Hume & Hovell Ultra event and increase the use of the Track for future trail running events.													Lead: Crown Lands Support: Destination Riverina Murray, Snowy Valleys Council
66. Initiate photoshoots, 'famils' and editorial stories to promote the Track's lead experiences supporting new short, day and overnight walks	Medium												Lead: Lead Contractor (Snowy Valleys Council)

7. Key Performance Indicators / Monitoring

7.1 Reporting on implementation progress

Table 6.2.1 proposed an action to 'Evaluate the implementation of the Strategic Plan and report to stakeholders' every few years. This would ideally be done by lifting the Action Tables into a separate report and adding a final column of Status, indicating whether each action is Not Started, In Progress or Completed.

7.2 Reporting on Key Performance Indicators

The second approach to monitoring and reporting is a monitoring system that checks actual status of various indicators against the desired status. **Table 7.2.1** provides a monitoring table to execute this.

Table 7.2.1 Preliminary monitoring system for the Hume and Hovell Track

Marketing based Key Performance Indicators		Acceptable range	Baseline	Monitoring method	Status
1.	Annual total number of visits to Hume and Hovell Track website	20,000 – 30,000	20,000	Website analytics	Current
2.	Annual total number of Hume and Hovell Track Instagram followers	2,000 – 5,000	1,604	Instagram analytics	Current
3.	Annual total number of Hume and Hovell Track Facebook followers	3,500 – 7,000	2,771	Facebook analytics	Current
4.	Annual total number of visits on Hume and Hovell Track profile on Australian Tourism Data Warehouse	50 – 200	0	ATDW analytics	Current
5.	Annual Score / 5 on Tripadvisor	4 – 5	0	Tripadvisor Analytics	Current
Visitor based Key Performance Indicators		Acceptable range	Baseline	Monitoring method	Status
6.	Annual total number of entries on Tripadvisor (could be Strava data)	20 – 50	0	Tripadvisor and Strava Analytics	Following development action
7.	Annual total number of walker transfers to and from the Track	300 – 500	0	Records from licensed operators	Following development action
8.	Annual total number of end to end walkers	100 – 200	35	Number of walkers on Burrinjuck boat transfer	Current
9.	Annual percentage of monthly overnight camper use of Trackheads in shoulder months	15 – 20%	8%	Average use in February, March, May, September, October, November	Current
10.	Annual total number of nights of walker campers staying between Blowering Dam Wall and Yellowin Campground	1,000 – 3,000	0	Logbook at Yellowin Campground	Following development action
11.	Annual total number of walkers on proposed short walk loop track around Micalong Swamp	10,000 – 20,000	0	Track counter	Following development action
12.	Annual total number of overnight walkers traversing upgraded section between Henry Angel Trackhead to Buddong Falls Picnic Area	5,000 – 10,000	100	Logbook at Henry Angel Trackhead correlated with track counter located beyond day walk	Following development action
13.	Annual total number of overnight walkers traversing upgraded section between Fitzpatrick Trackhead to Thomas Boyd Trackhead	2,000 – 3,000	50	Logbook at Thomas Boyd Trackhead corelated with track counter located beyond day walk	Following development action
14.	Annual total number of mountain bike riders on new track proposed between Henry Angel Trackhead and Paddys River Dam	3,000 – 10,000	0	Track counter	Following development action
15.	Annual total number of mountain bike riders on new track proposed between Paddys River Dam and Mannus Lake	2,000 – 3,000	0	Track counter	Following development action
16.	Annual total number of walkers on proposed short walk track from Henry Angel Trackhead to Burra Creek Sluice and Tunnel	20,000 – 35,000	0	Track counter	Following development action

17. Annual number of visitors to the Track taken by guided tour operators	300 – 1,000	0	Licensed operators supply data	Following development action
18. Annual number of visitors to the Track taken by Aboriginal tourism operators	50 – 300	0	Licensed operators supply data	Following development action
Track management based Key Performance Indicators				
	Acceptable range	Baseline	Monitoring method	
19. Average total annual attendance at meetings of proposed Track Coordinating Group	70% – 90%	0	Meeting records of attendance	Following development action
20. Average total annual attendance at meetings with LALC's in region about the Hume and Hovell Track	70% – 90%	0	Meeting records of attendance	Following development action
21. Annual allocation towards track maintenance	\$600,000 – 800,000	\$540,000	Annual contracted budget between Crown Lands and Head Contractor	Current
22. Annual proportion of unspent track maintenance budget	0 – 5%	10%	Annual reporting by head contractor to Crown Lands	Current
23. Annual budget for marketing the Track	\$50,000 – \$80,000	\$35,000	Annual contracted budget between Crown Lands and Head Contractor	Current
24. Proportion of annual maintenance budget spent on track surface repair	5% - 7%	3%	Analysis of maintenance breakdown costs	Current
25. Annual total number of days that any of the proposed short walk focus sections of the Track are closed for repairs	0 – 20 days	0	Henry Angel Trackhead to Burra Creek Sluice and Tunnel, loop track around Micalong Swamp	Current
26. Annual total number of days that a proposed mountain bike section of Track is closed	0 – 30 days	0	Sections between Henry Angel Trackhead and Paddys River Dam, and between Paddys River Dam and Mannus Lake	Following development action
27. Annual total number of days that any of the combined proposed focus area overnight walks are closed	0 – 50 days	365	Includes Track between Blowering Dam Wall and Yellowin Campground, section between Henry Angel Trackhead to Buddong Falls Picnic Area, and section of Track between Fitzpatrick Trackhead to Thomas Boyd Trackhead	Following development action
28. Annual total number of days that any section of the Track is closed for repairs	0 – 70 days	365	Total 426km of Track	Following development action

END OF STRATEGIC PLAN

Please see separate document for the [Background to the Hume & Hovell Track](#)