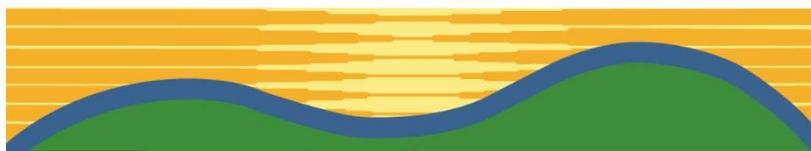


# MITCHELL SHIRE COUNCIL



## SPECIAL COUNCIL MEETING

### AGENDA

**MONDAY 1 APRIL 2019**

**5.00pm**

**NOTICE IS HEREBY GIVEN** that **Special Council Meeting** of the Mitchell Shire Council will be held at **Mitchell Civic Centre, 113 High Street Broadford**, on **Monday 1 April 2019** commencing at **5.00pm**.

**DAVID TURNBULL**  
**CHIEF EXECUTIVE OFFICER**

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**1 WELCOME AND GOVERNANCE DECLARATION**

The Mayor formally opens the meeting with an acknowledgement of country and welcomes all present.

**2 APOLOGIES AND LEAVE OF ABSENCE**

**3 DISCLOSURE OF CONFLICTS OF INTEREST**

*In accordance with section 79 of the Local Government Act 1989.*

## 4 ADVOCACY AND COMMUNITY SERVICES

### 4.1 MEMBERSHIP OF GOULBURN RIVER VALLEY TOURISM

**Author:** Chris Cheal - Economic Development Coordinator

**File No:** EC/05/027

**Attachments:** 1. Final GRVT MOU signed

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#### SUMMARY

This report provides an overview of the key issues and options identified for the future delivery of a regional tourism presence that will be serve the Mitchell Shire tourism and visitor economy and that of our partner businesses and organisations.

The report sets out the current situation regarding Mitchell Shire Council's membership of Goulburn River Valley Tourism (GRVT) and recommends a way forward considering recent decisions taken by Greater Shepparton City Council and Murrindindi Shire Council to exit that organisation.

This report also reaffirms Mitchell Shire's commitment to its local tourism and visitor economy businesses to support their industry and to help to build an even stronger tourism and visitor economy. This is further affirmed by Council's investment in a new Tourism and Visitor Economy Plan that is currently under development and which is expected to be consulted on and adopted in the current calendar year.

## MEMBERSHIP OF GOULBURN RIVER VALLEY TOURISM (CONT.)

**RECOMMENDATION****THAT Council:**

1. For the reasons outlined in the report decided not to extend the existing Memorandum of Understanding (MoU) and discontinue its membership of the Goulburn River Valley Tourism (GRVT) at the end of the current financial year.
2. Authorise the Chief Executive Officer to notify GRVT and other member Councils of this decision and to commence the process of exiting the GRVT.
3. Request the Chief Executive Officer to continue to work with the Shires of Strathbogie and Murrindindi to ensure continuity of existing projects; explore and identify further opportunities for collaboration with other Councils.
4. Request the Chief Executive Officer to continue advocacy with the State Government for appropriate coverage of the Shire by a funded Regional Tourism Board.
5. Resolve to seek the assistance of the State to directly invest in funding a role across the remaining Councils to manage a coordinated effort for the benefit of the visitor economy and its constituents.
6. Reaffirm its commitment, as set out within the Mitchell Shire Council Plan 2017-2021, to supporting the promotion, development and enhancement of tourism and the visitor economy in our region and towns and note that a new Tourism and Visitor Economy Plan will be presented to Council for consideration of placing on public exhibition shortly.
7. Thank all the past and present GRVT Board Members and staff for their valuable contribution to our region.

**BACKGROUND**

Goulburn River Valley Tourism Ltd (GVRT) is the independent regional tourism body for the four municipalities served by Mitchell Shire Council, Murrindindi Shire Council, Strathbogie Shire Council, and Greater Shepparton City Council.

GRVT was formally established as a legal entity, a company limited by guarantee, in March 2011.

The first Memorandum of Understanding (MoU) between the four Councils covered the period from 1 July 2009 to 30 June 2012; and three further MoUs have been agreed since that initial MoU.

The more recently agreed MoU commenced 1 July 2018 and was signed for a period of one year (1 July 2018 to 30 June 2019) (see attached). For Mitchell Shire Council, this MoU included the option of a one-year extension (1 July 2019 – 30 June 2020). The MoU involved a commitment by each member Council to contribute funding proportionate in amount to each Council's capacity. This has provided the primary source of funding for GRVT, due to the general absence of State government funding.

## MEMBERSHIP OF GOULBURN RIVER VALLEY TOURISM (CONT.)

The consistent objective of GRVT and its member councils throughout that period has been to maximise the economic return to the region generated by the visitor economy through promotion and development of the tourism and visitor economy sector.

## ISSUES AND DISCUSSION

### Official Recognition

Within the current tourism structure in Victoria that has been in existence for well over a decade, the Goulburn River Valley region is not 'recognised' as an official tourism region within its own right. Instead, the municipalities that constitute GRVT officially sit within four separate tourism regions; respectively *The Murray* (Shepparton), *Yarra Valley & the Dandenong Ranges* (Murrindindi), *High Country* (Strathbogie) and *Daylesford & Macedon Ranges* (Mitchell). A very small part of the region also sits within the Goldfields tourism region area.

However, all four municipalities felt that the regions that they officially sat within did not adequately represent or reflect the tourism branding and product offer in their respective municipal areas or allow for adequate marketing. This lack of representation at a regional level was the key driver for the creation of GRVT.

Goulburn River Valley Tourism, together with its member Councils, has consistently lobbied for official recognition. Most recently, Mitchell Shire Council included official recognition and funding for GRVT as its key advocacy ask in the tourism area during Council's advocacy campaign in the lead up to the 2018 Victorian State election.

Despite these significant and ongoing attempts to achieve official recognition, it has not been forthcoming. Consequently, GVRT has had to rely primarily on funding from its four-member councils.

### Recent Decisions of GRVT Member Councils

The inability of GRVT and its member Councils to achieve formal recognition and funding has been an ongoing source of frustration for all parties concerned; particularly as this has prevented GVRT from accessing ongoing state government funding.

At the time of negotiating the current MoU, member Councils committed to the first year of the MoU period but reserved the right to review their commitment for a further year.

Since that time, two of the four Councils have in the last week formally taken the decision to not extend the existing MoU for a further year and in effect to withdraw from GRVT, as follows:

- Greater Shepparton City Council, at its Ordinary Council Meeting 19 March 2019, voted in favour of a recommendation to 'Not proceed with the proposed Memorandum of Understanding between Greater Shepparton City Council and Goulburn River Valley Tourism' and further resolved to 'work with its local tourism industry to investigate the future regional tourism position direction for Greater Shepparton'.

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**MEMBERSHIP OF GOULBURN RIVER VALLEY TOURISM (CONT.)**

- Murrindindi Shire Council, at its Ordinary Meeting of Council, voted in favour of a recommendation to 'discontinue its membership of Goulburn River Valley Tourism at the end of the current financial year' and to authorities its CEO 'to commence discussions of exit arrangements'.

Greater Shepparton was the single largest contributor in funding terms to GRVT, providing \$102,040 in the current financial year. With Greater Shepparton discontinuing its membership, there are serious concerns that GRVT will not be able to retain staffing levels that can enable it to fulfil its goals and objectives. It is therefore considered that the current model has become unviable. The subsequent decision of Murrindindi to formally withdraw from GRVT has further confirmed this view.

#### Future Opportunities for Collaboration

The member Councils of GVRT have been working together for ten years, and while the current model is not considered to be viable – there may be opportunities for ongoing cooperation.

Moving forward, Greater Shepparton has signaled its intention to work independently regarding its tourism brand positioning and marketing.

For the remaining three Councils, it is timely for Mitchell Shire to work with Strathbogie Shire Council and Murrindindi to explore opportunities to continue coordinating marketing and promotion efforts that can benefit the tourism and visitor economy across the three Council areas. There are also likely to be opportunities for the three Councils to seek support from State Government to provide practical and/or financial assistance with coordinated efforts, especially in the interim while the State Government conducts a review into regional tourism arrangements (see following section). Informal discussions between the three Councils have confirmed an intention to work together to achieve this end.

#### Review of Regional Tourism Boards

The State Government announced on 18 March 2019 that it "has ordered the Regional Tourism Review to look at opportunities to better support tourism in the regions, enhance private investment and create more regional jobs". In line with this, existing funding agreements were recently extended for Regional Tourism Boards for a one-year period; however, this does not apply to GRVT, which has not been able to achieve State Government Board recognition.

It is expected that this review will consider the role of Regional Tourism Boards and whether the current arrangement, including that which originally saw Mitchell Shire Council placed with the Daylesford Macedon Ranges official tourism region, can be improved upon.

As such, there is a timely opportunity for Mitchell Shire Council to consider its position and to proactively engage in the review and advocate for an outcome that guarantees an arrangement that best suits the Shire. As part of the Review, the State Government has indicated that regional engagement sessions will take place shortly. Mitchell Shire Council officers will actively engage in the Review and proactively utilise it to advocate for the Mitchell tourism and visitor economy sector's interests.

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MEMBERSHIP OF GOULBURN RIVER VALLEY TOURISM (CONT.)

### Mitchell Shire's Ongoing Commitment to Tourism

Alongside its commitment to working with and financially contributing to GRVT, Mitchell Shire Council has continued to invest in developing its tourism and visitor economy sector.

Last calendar year, consistent with Action 5.5.1 in the Mitchell Shire Council Plan 2017-2021, Council officers commenced development of a new four-year Mitchell Shire Tourism and Visitor Economy Plan. As part of the work to develop this new Plan, Council officers and the consultant have engaged extensively with local tourism operators, business, community groups and volunteers. Council staff also convened an expert panel to advise on the scoping and development of the Plan, including Mr. John Pandazopoulos (Chair of the State Visitor Economy Ministerial Advisory Committee), as well as representatives from GRVT, the Victoria Tourism Industry Council (VTIC), Regional Development Victoria and local businesses. A draft plan is now almost complete. It is intended to publicly consult on the plan in the coming months; with the objective of adopting and commencing implementation of the Plan thereafter.

In addition, Council has also worked on various initiatives in recent years to support the tourism and visitor economy sector in the Shire. These include:

- Stepping up its production of tourism promotion brochures and collateral.
- Internally renovating and enhancing the Seymour Visitor Information Centre.
- Installing new, purpose-designed, visitor information points at the Wallan and Kilmore Libraries.
- Establishing a network of approximately 14 distribution points for relevant visitor information material across the Shire.
- Committing funds annually to the ongoing renewal of tourism information signage (also known as 'brown signs').
- Supporting individual tourism and visitor economy sector businesses and operators through its 'event permitting concierge' and 'planning concierge' services.
- Lending practical support and assistance to local chambers of commerce in their efforts to seek State government grant funding to support local festivals that will attract tourists and visitors to the Shire.
- Cooperating with and working alongside GRVT and its member Councils to promote Mitchell Shire and the wider Heart of Victoria region at major events including Tastes of the Goulburn, Seymour Alternative Farming Expo, the Melbourne Food and Wine Show and Motorclassica.
- Promoting the Shire through articles in a range of media including print and online publications.
- Working to improve the presentation of the Shire's towns to make Mitchell Shire an attractive place for visitors to stop and spend time in.

It is also important to note that Mitchell Shire Council has successfully secured \$18,800 from the Federal Government's Building Better Regions program to develop and run a Tourism Excellence Program for local tourism businesses (as announced

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**MEMBERSHIP OF GOULBURN RIVER VALLEY TOURISM (CONT.)**

by the Federal Government last week, Thursday 28 March 2019). Council will be matching the Federal funding with a further \$20,000 and has also secured commitments from VTIC to offer discounted membership to program participants.

This type of work is ongoing and will continue unabated; and will be enhanced with the completion of the Tourism and Visitor Economy Plan.

Furthermore, the completion of a Tourism and Visitor Economy Plan, including a four-year action plan, will also provide a further impetus to Council's efforts and help ensure that future support is strategic and coordinated, and best tailored to the current needs of local tourism and visitor economy businesses and not-for-profit operators in Mitchell Shire.

**CONSULTATION**

While the timing of the resolutions adopted by Greater Shepparton City Council and Murrindindi Shire Council not allowed time to consult businesses directly regarding the recommendations of this report, it is intended to write to the Shire's tourism and visitor economy orientated businesses to communicate Council's decision and the steps that will be taken, moving forward, to support tourism and the visitor economy.

Council has already spoken to approximately 25 tourism businesses to help research and prepare the Tourism and Visitor Economy Plan and will continue to consult with local tourism businesses and operators on the forthcoming Tourism and Visitor Economy Plan.

**FINANCIAL, RESOURCE AND ASSET MANAGEMENT IMPLICATIONS**

Withdrawing from the existing MoU between GRVT and Council will have financial implications for Council. In the 2018/19 budget period Council allocated a budget of \$68,027 excl GST.

Based on the MoU, if Council took up the option to extend the MoU for a further year, this investment would be subject to adjustment by CPI, which would be expected to raise Council's allocated contribution to \$69,524 in 2019/20.

**POLICY AND LEGISLATIVE IMPLICATIONS**

The recommendations within this report align with all relevant policy and legislative requirements.

## MEMBERSHIP OF GOULBURN RIVER VALLEY TOURISM (CONT.)

**RISK IMPLICATIONS**

Risk Ranking is determined using [ROHS201-G1- Corporate Risk Matrix](#). Risk is identified as Low, Medium, High or Very High. Example in grey below.

Risk	Risk Ranking	Proposed Treatments	Within Existing Resources?
There are inherent risks associated with the winding of a company limited structure that must be managed.	Medium	Council to seek appropriate legal advice under the relevant legislation.	Yes.
There is a risk that there will be a lack of coordinated marketing across the region and lost opportunity to promote tourism in the Shire.	Medium	Moving forward, explore opportunities to collaborate with the Shires of Murrindindi and Strathbogie to promote the region as a tourism destination.  Seek support from State Government to assist with managing coordinated marketing efforts.	There is likely to be additional work required manage and facilitate a coordinated effort to promote tourism across the region.
By not being part of a regional tourism board, there may be adverse implications for businesses and organisations seeking future major events and tourism projects funding – as GRVT has previously assisted in such ways.	Medium	Council will work to establish relationships with the local tourism industry, as well as Visit Victoria and Regional Development Victoria to ensure that appropriate levels of funding support are not compromised.	May place an additional resource burden on Council staff as previously enquiries were largely handled by GRVT. If additional support is secured from State Government, this burden would be mitigated.

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MEMBERSHIP OF GOULBURN RIVER VALLEY TOURISM (CONT.)

### **SUSTAINABILITY IMPLICATIONS (SOCIAL AND ENVIRONMENTAL)**

The MoU between Council and GRVT was developed with the objective of supporting increased and improved economic and social outcomes for Mitchell Shire and the wider Goulburn River Valley region. The non-renewal of the agreement may have some economic and social implications for businesses and operators; however Council will actively continue to work with the local tourism industry, representative business associations and chambers of commerce, Mitchell Shire's neighbouring municipalities, and the wider network of State-level tourism industry bodies to enhance the visitor economy of Mitchell Shire and in so doing, to support positive economic and social outcomes.

There are no environmental sustainability implications associated with the recommendations in this report.

### **CHARTER OF HUMAN RIGHTS IMPLICATIONS**

The rights protected in the *Charter of Human Rights and Responsibilities Act 2006* were considered in preparing this report and it's determined that the subject matter does not raise any human rights issues.

### **CHILDREN AND YOUNG PEOPLE IMPLICATIONS**

There are no implications for children and young people associated with the recommendations in this report.

### **OFFICER DECLARATION OF CONFLICT OF INTEREST**

No officers involved in the preparation of this report have any direct or indirect interest in this matter.

### **CONCLUSION**

Mitchell Shire Council has been a proactive contributor to and supporter of GRVT since its formation ten years ago and has seen significant value in working together with neighbouring municipalities in the Goulburn Valley region to promote the region to tourists and visitors alike, as the 'Heart of Victoria'.

However, the decision of Greater Shepparton City Council – the largest single financial contributor – to not renew the MoU and cease its funding of GRVT means that the current model is now considered unviable. As a result, it is considered that Mitchell Shire Council should also discontinue its membership.

Never the less, Mitchell Shire Council remains committed to supporting the local tourism and visitor economy sector and its businesses within Mitchell Shire and the wider region. To that end, Mitchell Shire Council is committed to continuing to work on initiatives that will support tourism and visitation to the area and to cooperating with our partners at Strathbogie and Murrindindi Shires and Visit Victoria.

MEMBERSHIP OF GOULBURN RIVER VALLEY TOURISM (CONT.)

# **MITCHELL SHIRE COUNCIL**

## **Council Meeting Attachment**

### **ADVOCACY AND COMMUNITY SERVICES**

**1 APRIL 2019**

**4.1**

#### **MEMBERSHIP OF GOULBURN RIVER VALLEY TOURISM**

**Attachment No: 1**

**Final GRVT MOU signed**



## MEMORANDUM OF UNDERSTANDING

**Between:** GOULBURN RIVER VALLEY TOURISM LTD

**And:** GREATER SHEPPARTON CITY COUNCIL  
MITCHELL SHIRE COUNCIL  
MURRINDINDI SHIRE COUNCIL  
STRATHBOGIE SHIRE COUNCIL



**Parties to the Agreement**

.....  
The parties to this Memorandum of Understanding (MOU) are:

**GOULBURN RIVER VALLEY TOURISM, ACN 148 973 095** a Company Limited by Guarantee registered under the *Corporations Act 2001* and member Councils established under the *Local Government Act 1989*:

**GREATER SHEPPARTON CITY COUNCIL**

**MITCHELL SHIRE COUNCIL**

**MURRINDINDI SHIRE COUNCIL**

**STRATHBOGIE SHIRE COUNCIL**

**Preamble**

- .....
1. Memorandums of Understanding (MOUs) covering the periods 1 July 2009 – 30 June 2012, 1 July 2012 – 30 June 2015 and 1 July 2015 – 30 June 2018 have been in place to provide funding to Goulburn River Valley Tourism ('the Company') and its predecessor organisation 'United Approach to Tourism'.
  2. Goulburn River Valley Tourism was formally established as a legal entity, a company limited by guarantee, in March 2011.
  3. The company has four members, the Councils listed as parties to this MOU. The liability of each member Council is limited to \$100 as per the constitution of the Company. Goulburn River Valley Tourism will not expand its membership base to include new municipal members unless agreed to by the Board and all existing Member Councils.
  4. This MOU has been drafted to secure funding with *Greater Shepparton City Council* for a further one year (1 July 2018 – 30 June 2019) with an option of a one year extension (1 July 2019 – 30 June 2020) for Goulburn River Valley Tourism.
  5. This MOU has been drafted to secure funding with *Mitchell Shire Council* for a further one year (1 July 2018 – 30 June 2019) with an option of a one year extension (1 July 2019 – 30 June 2020) for Goulburn River Valley Tourism.
  6. This MOU has been drafted to secure funding with *Murrindindi Shire Council* for a further one year (1 July 2018 – 30 June 2019) for Goulburn River Valley Tourism.
  7. This MOU has been drafted to secure funding with *Strathbogrie Shire Council* for a further one year (1 July 2018 – 30 June 2019) for Goulburn River Valley Tourism.
  8. The Parties to this MOU acknowledge the strategic context within which this MOU is signed, that being the current Victorian Government Reviews into the Victorian Visitor Economy and Regional Service Delivery, and the outcomes such reviews may have on the role of the company, the Goulburn River Valley region ('the region') and this MOU.
  9. This MOU may be renegotiated or renewed by further agreement between the parties to this MOU.

10. The Parties to this MOU have recorded their understandings and obligations and as signatories to this document agree to the following:

**Goulburn River Valley Tourism**  
.....

**Objectives of Goulburn River Valley Tourism**

11. To be the independent peak regional tourism body for the municipalities served by Greater Shepparton City Council, Mitchell Shire Council, Murrindindi Shire Council and Strathbogie Shire Council ('the region').
12. To maximise the economic return from the visitor economy through promoting and developing the tourism industry of the region.

**Goulburn River Valley Tourism Role**

13. The role of Goulburn River Valley Tourism for the duration of this MOU will be to:
- develop and oversee the delivery of the 2018 – 2020 Strategic Plan for the region
  - develop and oversee the delivery of the yearly Business Plan for the organisation
  - ensure industry relationships are nurtured and developed through communication channels, activities, events, professional development and other appropriate mechanisms
  - ensure regular and formal communication with key stakeholders including Member Councils, Visit Victoria, Regional Tourism Boards, Local Tourism Associations, peak industry bodies and relevant government agencies
  - develop and coordinate policy and mechanisms to provide a consistent approach and application to tourism activities across the region
  - act as an independent voice and advocate on behalf of the tourism industry of the region
  - provide Council and key stakeholders with quarterly statistical reports relating to tourism performance in the region
  - work with other Regional Tourism Boards in particular North East Tourism, Murray Regional Tourism, Daylesford Macedon Ranges and Yarra Ranges Tourism (or their successors) to identify and engage in opportunities of benefit to operators in the Goulburn River Valley region
  - develop self-generating funding to contribute towards the financial sustainability of the Company
  - source, wherever possible, additional funding through industry and funding bodies to support the costs of delivery of projects
  - adhere to all financial and legal responsibilities of the Company.

**Member Councils**

.....

**Objectives of Member Councils**

14. To have an effective independent peak regional tourism body for the municipalities served by Greater Shepparton City Council, Mitchell Shire Council, Murrindindi Shire Council and Strathbogie Shire Council.
  
15. To have Goulburn River Valley Tourism deliver specific strategic functions for the region including:
  - marketing
  - development
    - industry
    - product
    - skills
    - investment
  - engagement
  - advocacy

**Member Council Role**

16. The role of each Member Council for the duration of this MOU will be to:
  - acknowledge the role of Goulburn River Valley Tourism as the peak regional tourism organisation for the region and actively promote the Heart of Victoria brand and assets via council collateral
  - nominate Directors – one representative and one skills based - in accordance with the Goulburn River Valley Tourism constitution
  - work cooperatively with Goulburn River Valley Tourism on agreed projects, activities and standards in line with the 2018-2020 Strategic Plan.
  - ensure regular communication, both formal and informal, is maintained with Goulburn River Valley Tourism on matters of joint interest
  - support the involvement of relevant Council staff in appropriate Goulburn River Valley Tourism activities
  - recognise and promote Goulburn River Valley Tourism through Council distribution channels as appropriate
  - deliver and coordinate tourism functions at a council level including the management of signage, events, applications, compliance and associated activities
  - work with entities as represented by (but not limited to) Local Tourism Associations, Chambers of Commerce, special interest groups and industry associations to develop tourism at local level
  - manage and staff Visitor Information Centres (where relevant) or assign this function accordingly.

**Communication between Parties**

.....

17. All parties recognise the importance of regular communication – both formal and informal to the success of tourism in the region and commit to open and regular dialogue.

18. Goulburn River Valley Tourism will:

- report to Member Council CEOs on a six-monthly basis on progress against key performance indicators
- present yearly to Councillors on the activities of Goulburn River Valley Tourism
- attend Council meetings or briefings to discuss or present on tourism related issues if requested
- circulate draft minutes of Board meetings to Representative Directors in a timely manner
- communicate with Council and relevant staff via regular electronic communication
- produce an Annual Report on the financial position and activities of the company
- raise directly with member Councils any issues, concerns, queries or questions it may have in relation to activities, function, performance or obligations under this MOU.

19. Member Councils will:

- ensure that Goulburn River Valley Tourism is briefed on, and kept informed of, tourism matters that have regional significance as and when appropriate
- encourage Councillors to attend yearly Goulburn River Valley Tourism briefings
- provide opportunities for Goulburn River Valley Tourism to brief or present to Councillors as and when deemed necessary
- recognise and promote Goulburn River Valley Tourism through Council distribution channels as appropriate
- raise directly with Goulburn River Valley Tourism any issues, concerns, queries or questions it may have in relation to its activities, function, performance or obligations under this MOU.

**Key Performance Indicators**

.....

- 20. The key performance indicators that Goulburn River Valley Tourism will aim to achieve for the life of the MOU will be subject to negotiation between the company and Member Councils on an annual basis. The Key Performance Indicators will be detailed annually in Schedule A of this MOU.
- 21. Continued investment for years two and three of the MOU will be subject to agreement between Member Councils and Goulburn River Valley Tourism that satisfactory progress has been made against the key performance indicators, detailed in Schedule A of this MOU.

**Member Council Investment**

.....

- 22. The agreed level of investment from Member Councils (exclusive of GST) is contained in Schedule B of this MOU. Contributions in years two and three will be subject to CPI increases.
- 23. By signing this MOU, Member Councils acknowledge that they are committing to expenditure in future budgets, for the life of the MOU, providing Goulburn River Valley Tourism delivers on the key performance indicators as detailed in Schedule A to the satisfaction of Member Councils.
- 24. Despite Clause 23, should a State Government Regional Tourism Board restructure occur whereby official regions are reduced in number or if the geographical area relevant to this MOU achieves official State Government Regional Tourism Board recognition and funding, each Member Council reserves the right to reconsider its position in relation to this MOU.
- 25. Despite clause 23, should a member Council withdraw or not extend membership under this MOU, member Councils have the right to reconsider their own membership and withdraw from the MOU.
- 26. Annual payments are to be made following the receipt of a tax invoice from Goulburn River Valley Tourism. Payments from Councils will be made no later than 30 August each year or 30 days after the date of issue of the invoice, whichever is latest.
- 27. The In-kind support from Member Councils is contained in Schedule C of this MOU. Nothing in Schedule C reduces the Member Council contributions as outlined in Schedule B of this MOU.

**Dispute Resolution**

.....

- 28. If any dispute arises between the parties carrying out the principles of this Memorandum of Understanding, the parties will seek bona fide to resolve that difference or dispute between them.
- 29. Any disputes arising from this MOU will be first referred to a joint meeting of the Chair of Goulburn River Valley Tourism, one representative from each Member Council and a representative of Visit Victoria. Visit Victoria will convene and manage this process unless it is deemed to be a party to the dispute or otherwise decline to

participate. If Visit Victoria is a party to the dispute or declines, an external independent mediator will oversee the process.

30. Final dispute resolution, if required, will be referred to a Committee consisting of one representative from each Member Council, Goulburn River Valley Tourism, Visit Victoria and an independent industry representative. Visit Victoria will convene the meeting and chair the Dispute Resolution Committee. If Visit Victoria is a party to the dispute or declines, an external independent mediator will convene and chair the Committee.
31. The independent industry representative will be appointed by a group consisting of a representative from each Member Council, Goulburn River Valley Tourism and Visit Victoria or another such external body agreed by the parties to the dispute.
32. An external independent mediator will be appointed by the Mediator President of the Law Society of Victoria or his or her representative if it is deemed Visit Victoria is a party to a dispute or declines to participate. The independent mediator must be a person acceptable to all parties to the dispute.

#### Parties Agree to be Bound

.....

33. It is the intention that this MOU be binding on the parties without the right of withdrawal from the agreement except where there is fundamental breach of any term or condition of this MOU or where there is a fundamental material change in the strategic context within which Goulburn River Valley Tourism operates.
34. In the case of a dispute, all parties agree that they will not withdraw from this MOU until such time as the prescribed dispute resolution process has been employed and it has been established that a fundamental breach has occurred and that this fundamental breach cannot be remedied to the satisfaction of the parties in dispute.

#### Terms of MOU

.....

35. Negotiations to renew the extension of the MOU with *Greater Shepparton City Council* and Mitchell Shire Council must be completed by 31 March 2019. Negotiations to renew the MOU with *Greater Shepparton City Council and Mitchell Shire Council* for a further period beyond this MOU must be commenced by 31 December 2019 and must be completed by 31 March 2020.
36. Negotiations to renew the MOU with *Murrindindi Shire Council* and Strathbogie Shire Council for a further period beyond this MOU must be commenced by 31 December 2018 and must be completed by 31 March 2019.
37. If Goulburn River Valley Tourism is wound up all funds held will be transferred in line with the Winding Up clause in the Constitution of the company.
38. Each party maintains the right to exercise its individual powers as it sees fit.
39. This Memorandum of Understanding lapses on 30 June 2020 with Greater Shepparton City Council and Mitchell Shire Council and 30 June 2019 with Murrindindi Shire Council and Strathbogie Shire Council.

The parties to this Memorandum of Understanding are:

**GOULBURN RIVER VALLEY TOURISM LTD**

Signature: 

Annie Fletcher-Nicholls  
Chair - Goulburn River Valley Tourism

Date: 9/8/18

Witness: 

and

**GREATER SHEPPARTON CITY COUNCIL**

Signature: 

Peter Harriott  
Chief Executive Officer - Greater Shepparton City Council

Date: 19/7/2018

Witness: 

and

**MITCHELL SHIRE COUNCIL**

Signature: 

David Turnbull  
Chief Executive Officer - Mitchell Shire Council

Date: 1/8/2018

Witness: 

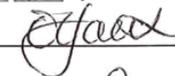
and

**MURRINDINDI SHIRE COUNCIL**

Signature: 

Craig Lloyd  
Chief Executive Officer - Murrindindi Shire Council

Date: 5/7/2018

Witness: 

and

**STRATHBOGIE SHIRE COUNCIL**

Signature: 

Steve Crawford  
Chief Executive Officer - Strathbogrie Shire Council

Date: 05/07/2018

Witness: 

**SCHEDULE A – 2018 2019 Performance Indicators**

Goulburn River Valley Tourism has identified several strategic areas of priority for the life of 2018-2020 MOU:

- Marketing
- Development
- Engagement
- Advocacy
- Our Business

The strategic priority areas will be reviewed annually, in accordance with the 2018-2020 Strategic Plan. Subsequent key performance indicators will be developed for incorporation into Schedule A on an annual basis.

The 2018-2019 tactics for delivery and key performance indicators, against the 2018-2020 Strategic Areas, are listed below.

Performance Indicator		Unit of Measure	2018-2019 Target
<b>Marketing</b>			
1.	Number of people reached through consumer campaigns and made aware of the assets of the region via print, online, TV/radio and social distribution channels.	Number (thousands)	200
2.	Consumer interest/intent to visit the region is measured by visitor surveys and increases year to year.	Per cent increase	50%
3.	Value of media coverage generated promoting regional tourism assets and the region in general via print, online, TV/radio and social distribution channels and influencers.	\$ million	1
<b>Development</b>			
4.	Number of tourism operators across the region who receive benefit from GRVT increases. This can be carried out via face-to-face and online workshops, printed and electronic resources, and one-on-one consultation.	Per cent increase	100%
5.	Tailored and industry specific vocational training delivered to tourism operators and their staff to increase the quality of product delivery across the region.	Individuals participating	25
<b>Engagement</b>			
6.	GRVT and Councils partner on the delivery of projects of regional significance, increasing the capacity of the visitor economy.	Number	5
7.	Communication touchpoints with industry increases, and becomes more consistent including workshops, social media, e-newsletters, drop-ins and other events.	Number	52
<b>Advocacy</b>			
8.	Build and maintain key relationships with regional, State and Federal agencies and bureaucrats including relevant MPs, RDV, Visit Victoria, VTIC, Goulburn Partnerships, GMW, Parks Vic, LBTAs and industry groups.	Number	25
9.	Progressive efforts towards achieving official State	Number of	25

	Government Regional Tourism Board recognition and funding.	lobby touch points	
Our Business			
10	Establish new revenue streams in addition to current budget, that enable further marketing, development, engagement and advocacy efforts.	\$ thousand	20
11.	Meet business and governance compliance as required.	Per cent	100

**SCHEDULE B – Member Council Investment**

The annual investment by Member Councils for the life of this MOU is set out below. It is noted that all amounts are exclusive of GST.

Investment in year two of the MOU are subject to CPI <sup>1</sup> adjustment.

Annual Investment	2017-2018	2018-2019 <sup>2</sup>	2019-2020
Greater Shepparton City Council	\$99,843	\$102,040	\$104,285
Mitchell Shire Council	\$66,562	\$68,027	\$69,524
Murrindindi Shire Council	\$39,937	\$40,816	
Strathbogie Shire Council	\$39,937	\$40,816	
Total	\$246,282	\$251,700	\$173,809

<sup>1</sup> For the sake of clarity -The CPI (Consumer Price Index) is the all groups, weighted average of the eight capital cities on an annual basis, June to June quarter with the base point of 2016-2017 as published by the Australian Bureau of Statistics - CPI 6401.0 Australia.

<sup>2</sup> To establish the base 2018-2019 figure in time for the signing of the various MOU contract dates, a 2.2% average has been used to replace the June to June quarter figure.

**SCHEDULE C – IN KIND SUPPORT**

The in-kind support to be provided by Member Councils for the life of the MOU is set out below.

Nothing in this Schedule prevents Member Councils providing additional in-kind support to Goulburn River Valley Tourism over the life of the MOU. Nothing in this Schedule prevents Goulburn River Valley Tourism making a request for additional in-kind support over the life of the MOU. Such a request can be accepted or rejected by Member Councils.

<b>Greater Shepparton City Council</b>	<ul style="list-style-type: none"> <li>• Meeting space including but not limited to Council facilities as available and required</li> <li>• Hot desk space at the Greater Shepparton Business Centre for up to 25 days per year and use of Wi-Fi network</li> <li>• Support for the delivery of key activities through communication channels, participation in working groups and other appropriate activities</li> <li>• Assistance with staffing regional tourism promotions if required</li> <li>• Office space for the staff of Goulburn River Valley Tourism, including all operational costs such as power, internet, tea/coffee facilities, printing</li> </ul>
<b>Mitchell Shire Council</b>	<ul style="list-style-type: none"> <li>• Meeting space including but not limited to Council Chambers as available and required</li> <li>• Hot desk space at Council offices as available and required</li> <li>• Support for the delivery of key activities through communication channels, participation in working groups and other appropriate activities</li> <li>• Assistance with staffing regional tourism promotions if required</li> </ul>
<b>Murrindindi Shire Council</b>	<ul style="list-style-type: none"> <li>• Meeting space including but not limited to Council facilities as available and required</li> <li>• Hot desk space at Council offices as available and required</li> <li>• Support for the delivery of key activities through communication channels, participation in working groups and other appropriate activities</li> <li>• Assistance with staffing regional tourism promotions if required</li> <li>• Office space for the staff of Goulburn River Valley Tourism, including all operational costs such as power, internet, tea/coffee facilities, printing</li> </ul>
<b>Strathbogie Shire Council</b>	<ul style="list-style-type: none"> <li>• Meeting space including but not limited to the Nagambie Regatta Centre as available and required</li> <li>• Hot desk space at Council offices as available and required</li> <li>• Support for the delivery of key activities through communication channels, participation in working groups and other appropriate activities</li> <li>• Assistance with staffing regional tourism promotions if required</li> </ul>

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**5 CLOSE OF MEETING**