

FUNDING AGREEMENT

BETWEEN

SURF COAST SHIRE COUNCIL

And

GREAT OCEAN ROAD REGIONAL TOURSIM BOARD

JULY 2016 – JUNE 2019

REGIONAL TOURISM FUNDING AGREEMENT

THIS FUNDING AGREEMENT is made **BETWEEN**

SURF COAST SHIRE COUNCIL a corporation established under the Local Government Act.

and

GREAT OCEAN ROAD REGIONAL TOURISM BOARD (GORRTB) (ABN 77 166 120 565)

IT IS NOW AGREED

1. The purpose of this Agreement and all schedules attached thereto is to define the services / outputs that will be delivered by (GORRTB) in return for specified funding by Surf Coast Shire Council.
2. This Agreement will apply for the period 01 July 2016 to 30 June 2019.
3. The terms and conditions of funding, including details of reporting requirements and schedule of progress payments, are detailed in Schedule One to this Agreement.
4. Surf Coast Shire Council will provide funding to GORRTB in return for the services/outputs that will be delivered by GORRTB for the funded program as detailed in Part 1 and in Schedule One of this Agreement. GORRTB will take sole responsibility for the expenditure of the funding provided under this Agreement and agrees it will fully implement the activities and further has agreed to be legally bound to carry out those activities and services for the funded Program throughout the Great Ocean Road Region as detailed in this Agreement.
5. GORRT agrees to work with partner Councils to determine methodology for future Council funding contribution. Methodology and agreement to be agreed prior to December 2018.
6. Surf Coast Shire Council and GORRTB acknowledge below their acceptance of the terms and conditions of this Agreement and the schedules attached thereto.

Signed on behalf of SURF COAST SHIRE COUNCIL	Signed for and on behalf of GREAT OCEAN ROAD REGIONAL TOURISM BOARD
Name:	Name:
Position: CHIEF EXECUTIVE OFFICER	Position: GENERAL MANAGER
Signature	Signature:
Date:	Date:

PART I PROGRAM DESCRIPTION

This Agreement is based on a partnership to operate a Regional Tourism Board (RTB) for the Great Ocean Road Region.

DELIVERED BY GREAT OCEAN ROAD REGIONAL TOURISM BOARD	KEY PERFORMANCE INDICATORS
<ol style="list-style-type: none"> 1. Operate or Manage a viable and sustainable regional tourism organisation to facilitate the marketing, management, development and advocacy of the visitor economy of the Great Ocean Road region. 2. Facilitate the Implementation of the Strategic Master Plan of the Visitor economy of the Great Ocean Road region and associated strategies and action plans in accord with the agreed implementation schedule 3. Deliver the following activities that will generate direct stakeholder benefits to the region's tourism industry: <ol style="list-style-type: none"> a. Destination Planning, development, marketing & management b. Advocacy and stakeholder engagement, c. Strengthen and empower local business, tourism and trader organisations whilst d. Effectively administering the activity of GORRTB as an organisation 4. Facilitate communication between Local Government, Visit Victoria, State & Federal Government agencies and the wider tourism industry on issues and initiatives relevant to the visitor economy. 5. Provide advice to Local government and other key stakeholders on the further coordination of industry structures to maximise efficient use of resources ie. remove duplication of staffing, funding and effort. 	<ol style="list-style-type: none"> 1. Annual audit of GORRTB's organisational performance including provision of an annual report and audited accounts to all stakeholders. 2. Quarterly reports to all stakeholders on performance of; Great Ocean Road as a destination. Reports to be based on an analysis of the available market research relating to destination performance. 3. Half yearly reports, including annual audited reports as above, on GORRTB as an organisation. GORRTB's performance to be measured against delivery of annual business plan and Strategic plan, appendices to this document. 4. Clarity of roles between local, regional and state entities, and the reduced duplication within tourism industry structures.

DELIVERED BY SURF COAST SHIRE COUNCIL (COUNCIL)	KEY PERFORMANCE INDICATORS
<ol style="list-style-type: none"> 1. Council to nominate a representative to be a Director and Member of the GORRTB. 2. Attend annual CEO forum. 3. Council representative to participate in key Board sub-committees and working groups. 4. Provide Council feedback and input into GORRT programs and campaigns. 5. Maximise opportunities for regional collaboration. 6. Permission given for GORRT to include the distribution of partner brochures through Visitor Information Centres as a Business Services offering. 	<ol style="list-style-type: none"> 1. Active participation in Board meetings and workshops. 2. Fulfil obligations of Director of GORRTB. 3. Representation on the development sub-committee. 4. Representation on the marketing sub-Committee. 5. Representation on key project steering committees (as required). 6. Participation in forums. 7. Provide written feedback and input to content where requested. 8. Ensure consistency with regional program where appropriate.

PART II TERMS & CONDITIONS OF AGREEMENT

1. SCOPE OF THE AGREEMENT

1.1 In consideration of the continuing performance by GREAT OCEAN ROAD REGIONAL TOURISM BOARD (GORRTB) of its obligations under this Agreement, and subject to Council being satisfied that the GORRTB has complied with its obligations under this Agreement and that funding is being expended in accordance with this Agreement and the schedules attached thereto, Council shall make payments as prescribed in Schedule One to this Agreement.

1.2 Objectives and scope of agreement include, but are not limited to, the following:

1.2.1 Facilitate the work of the Regional Tourism Board as defined by the Constitution, Strategic Plan and Business Plan including facilitation of implementation of the Strategic Master Plan to the Visitor Economy of the Great Ocean Road Region 2015- 2025 and the destination action plans.

1.2.2 This Partnership Agreement does not affect or override any Agreements currently in existence with Council.

2. PERFORMANCE REPORTING REQUIREMENTS

2.1 The following requirements are associated with the use of allocated funds:

2.1.1 Quarterly stakeholder reports provided to Council outlining:

- Destination Performance.
- Visitation measures (visitor numbers, average length of stay & expenditure).
- Consumer expectations.
- Market conditions.
- Anecdotal feedback from industry and visitors as relevant.

2.1.2 Six monthly GORRTB Organisation Performance against annual business plan & Strategic Plan including:

- Destination Marketing.
- Destination partnerships.
- Industry Development.
- Investment Attraction.
- Stakeholder Engagement.
- Visitor Management.

2.1.3 A report outlining the results of an annual review of GORRTB's operations.

3. REPORTING

3.1 GORRTB will provide reports as detailed in 2.1.1, 2.1.2, 2.1.3 above.

3.2 GORRTB Minutes will be provided to the Director.

4. FUNDING

4.1 Council will make payment to GORRTB on receipt of an invoice for the annual funding sought.

4.2 Funds provided by Council to GORRTB under this Agreement shall be expended on the delivery of services/outputs for which the funding has been provided and as determined by the GORRTB business plan, action plan and budget.

4.3 Council shall not be held responsible for any liabilities, losses or cost overruns incurred in relation to any programs undertaken by GORRTB.

4.4 Any unspent/uncommitted funds at the end of the period as detailed in Schedule One to this Agreement which have been provided by Council are to be retained by GORRTB for agreed activities in following financial periods. GORRTB prudential cash policy requires a minimum of 3 months operational expenditure be retained as surplus at all times.

4.5 Funding for specific projects will be considered on a case by case basis and a business case along with financial request should be submitted to partner Council by December for the following financial year. These projects will be subject to a separate funding agreement.

4.6 The annual indexation increase shall be the lesser of:

- CPI – being the Melbourne All Groups index as published by the ABS as at March each year.
- The prescribed rate cap as advised by the minister for local government under the “Fair Go Rates” legislation.

5. PUBLICITY AND ACKNOWLEDGMENT

5.1 GORRTB will acknowledge the assistance provided under this Agreement by Council where relevant and Council may publicise the benefits accruing to GORRTB and the State, as a result of the support provided under this Agreement.

5.2 GORRTB may seek, approval for inclusion of Council logo, on key publications and tools. GORRTB does not have the right to use Council logo without this prior consent.

6. INSURANCE

6.1 GORRTB will ensure that it has adequate insurance cover in place to protect physical assets against loss and/or damage, and to indemnify GORRTB against legal liability for personal injury and/or property damage claims made by third parties.

7. SUBCONTRACTING OR ASSIGNMENT

7.1 GORRTB will be fully responsible for carrying out the agreed program notwithstanding that GORRTB may have subcontracted or assigned the performance of any part of the Program. In addition, GORRTB may enter into separate agreements to contract services from or to Council.

8. INDEMNITY

8.1 GORRTB shall release and indemnify Council, its servants and agents from and against all actions, proceedings, claims and demands which may be brought or made against it or them by any person in respect of or by reason of or arising out of:

- the performance by GORRTB of its rights and obligations under this Agreement;
- any negligence or other wrongful act or omission of GORRTB, staff or other servants, employees or agents or of any other persons for whose acts or omission GORRTB is vicariously liable;
- any negligence or other wrongful act or omission of staff or the visitors, invitees or licensees of GORRTB;
- death, injury, loss of or damage to GORRTB, staff or its other servants, employees, agents or visitors; or
- any breach of this Agreement by GORRTB.

9. GOODS AND SERVICES TAX

9.1 In this Agreement, "GST", "Tax Invoice", "Recipient Created Tax Invoice" and "Taxable Supply" have the same meaning as in A New Tax System (Goods and Services Tax) Act 1999 (Cth). Further, for the purposes of this Agreement, "Taxable Supply" means the obligations of GORRTB. under the terms of this Agreement.

9.2 Each funding payment specified in Schedule One is exclusive of GST and shall be increased by an amount equal to any GST payable with respect to the Taxable Supply for which the payment is made provided that with each relevant claim for payment, GORRTB shall submit a Tax Invoice for processing of payments.

10. INTELLECTUAL PROPERTY

10.1 GORRTB shall indemnify and at all times keep Council indemnified against any action, claim, suit or demand, including a claim, suit or demand for, or liability to pay, compensation or damages and costs or expenses arising out of, or in respect of, any breach of any third party's intellectual property rights.

10.2 GORRTB and Local Government Area partners will hold joint intellectual property on work commissioned or developed by GORRTB through the course of this agreement.

11. PRIVACY

11.1 GORRTB acknowledges and agrees that it shall be bound by the Information Privacy Principles and/or any applicable code of practice as Council may have approved under the Information Privacy Act 2000 with respect to any act done or practice engaged in by GORRTB for the purposes of this Agreement in the same way and to the same extent as Council would have been bound by the Information Privacy Principles or any such applicable code of practice in respect of that act or practice had it been directly done or engaged by Council.

12. ENTIRE AGREEMENT AND VARIATION

12.1 This Agreement and the schedules attached thereto constitute the entire Agreement between the parties and supersede all communications, negotiations, arrangements and agreements, whether oral or written, between the parties with respect to the subject matter of this Agreement.

12.2 No agreement or understanding varying or extending this Agreement shall be legally binding upon either party unless in writing and signed by both parties.

13. DISPUTE

13.1 If either Council or GORRTB considers that there is a dispute or difference arising out of or relating to this Agreement ("Dispute") the parties may adopt the procedure set out in this clause to resolve the Dispute. Notwithstanding the provisions in this clause, if the Services that are the subject of this Agreement have not yet been completed, GORRTB shall at all times proceed to complete the Services and perform its obligations without delay.

13.2 If the parties agree to adopt the procedures set out in this clause, either party within 28 days of the Dispute arising shall send a notice to the other party specifying the detailed particulars of the matters in Dispute and its proposal for their resolution ("Dispute Notice").

13.3 Council's Representative (or other person authorised by Council and GORRTB (or its representative) shall meet personally within two working days (or other such period as agreed) after service of the Dispute Notice to attempt to resolve the Dispute on a basis consistent with a wish to retain a long term relationship between the parties.

13.4 If the parties are unable to resolve the Dispute within 3 working days of the meeting referred to in clause 13.3 (or such longer period as may be agreed) the Dispute will be referred to an independent person or persons whom both parties agree to, to resolve the dispute.

14. WAIVER

The non-exercise of or delay in exercising any power or right of a party does not operate as a waiver of that power or right, nor does any single or partial exercise of a power or right preclude any other or further exercise of that or any other power or right. A power, right or obligation may only be waived in writing, signed by the party to be bound by the waiver.

15. RESIGNATION

This agreement is made in good faith for three years. If a Council decides to resign from this agreement, this resignation is to be provided, in writing, no later than the March in the preceding financial year. Where possible, twelve months written notice of intent to resign, is preferred.

16. TERMINATION

16.1 Council may terminate this Agreement for future financial years by written notice:

- (a) if, in the reasonable opinion of Surf Coast Shire Council, GORRTB after having been given 45 days' notice in writing, fails to carry out its obligations under this Agreement; or
- (b) if GORRTB goes into liquidation, or a receiver and manager, administrator or mortgagee or chargee's agent is appointed, or becomes subject to any form of insolvency administration or arrangement.

17. NEGATION OF PARTNERSHIP AND AGENCY

17.1 GORRTB shall not, by virtue of this Agreement, or for any purpose, be deemed to be an agent of Surf Coast Shire Council or as having any power or authority to bind or represent Surf Coast Shire Council.

18. SEVERANCE

If any provision of this Agreement is held invalid unenforceable or illegal for any reason, this Agreement shall remain otherwise in full force, apart from such provision, which shall be deemed deleted.

19. CONFLICT OF INTEREST

19.1 GORRTB shall inform Surf Coast Shire Council of any matter connected with this Agreement that may give rise to an actual or potential conflict of interest of the Surf Coast Shire Council, its officers, employees, servants, or agents of the kind referred to in this Agreement at any time during the performance of the Services.

Great Ocean Road Regional Tourism Board

Strategic Plan 2016- 2019



GREAT OCEAN ROAD
REGIONAL TOURISM LIMITED

Prepared February 2016

INTRODUCTION

The Great Ocean Road Regional Tourism Ltd (GORRT) Strategic Business Plan 2016-19 has been prepared by the Board and management of GORRT to establish the organisation's strategic priorities as it seeks to facilitate a collaborative and united approach to the development of the region as a competitive and sustainable visitor destination.

This plan underpins GORRT's role in the facilitation of the Strategic Master Plan for the Visitor Economy of the Great Ocean Road 2015-2025, It identifies the key priorities of the region and the role and focus of the organization.

DESTINATION OVERVIEW

- Great Ocean Road Regional Tourism represents the geographic area from Torquay to the South Australian border and includes the local government areas of Surf Coast, Colac Otway, Corangamite, Warrnambool, Moyne and Glenelg.
- Stakeholders in GORRT and the visitor economy for the region include visitors, community, industry, local, state & federal governments and agencies.
- In 2014 the visitor economy of the Great Ocean Road region represented \$1.2 billion in visitor expenditure, 6,730 direct jobs and 14% of direct contribution to Gross Regional Product (\$541m).

- The region attracts in excess of 5 million visitors per annum. 2.6 million domestic day trip visitors, 1.9 million domestic overnight visitors representing 6.3m nights and 157,000 international overnight visitors representing 664,000 nights.

CHALLENGES AND OPPORTUNITIES OF THE REGION

The key challenges of the region include:-

- Destination development of the region – including infrastructure, product development and visitor experience - to extend beyond the road and rocks
- Increasing visitor yield
- Increasing visitor length of stay
- Increasing visitor dispersal (seasonally, mid week and geographically)
- Increasing business participation, engagement and support
- Increasing community engagement, awareness and support
- Meeting visitor demand expectations from growth markets (eg: China)
- Maximising seamless visitor satisfaction
- Visitor management at key destinations
- Skill shortages
- Integrated economic and community planning
- Risk management
- Resourcing capacity, efficiency and equity

VISION FOR THE REGION

The Great Ocean Road Region will be Australia's foremost sustainable tourism region providing outstanding seamless visitor experiences to drive yield and dispersal growth. Its community and stakeholders value the contribution of tourism to the economic, environmental, social and cultural health of its destinations and the region.

GORRT's VALUES

1. Collaboration and engagement

Fostering collaboration and engagement with, and between, our stakeholders is critical to the development of a healthy, cohesive and responsible tourism industry that delivers outstanding visitor experiences.

2. Taking responsibility

We understand that our actions have impacts upon other people and the environment. We take responsibility for our behaviours, actions and achievements when:

- Working with stakeholders
- Providing commercial services
- Communicating to visitors
- making decisions that impact on the environment

3. Democratic leadership

Our leadership style reflects the acknowledgement that our role is to facilitate responsible and sustainable visitor economy development in the region, rather than to dictate how it should be done.

4. Teamwork

A culture of teamwork is essential for strong, productive relationships within GORRT, and with stakeholders.

5. Financial well-being

Being commercially viable as a regional tourism organisation and supporting the profitability of local businesses is essential to the sustainability of the tourism destination, and desirable in terms of enjoying good quality of life.

6. Flexibility and adaptability

To survive in a comparatively unpredictable, rapidly changing industry with a diverse range of stakeholders, we need to be willing to change, and responsive to change.

7. Authenticity and Realism

In order to be genuinely collaborative and build successful partnerships with the tourism industry and communities, we need to be authentic in the way we relate to others and realistic in our expectations.

8. Inclusiveness and acceptance of diversity

We consciously include and respond to the needs of a diverse range of stakeholders and visitors to the region.

9. Agents for change

Our role gives us the opportunity to work towards improving the regions social, economic, spiritual and environmental health.

KEY OBJECTIVES

To facilitate, promote and advocate for a collaborative, strategic and sustainable approach to growing the visitor economy of the region.

This will be delivered through the Development (product, infrastructure and industry), Marketing and Management of the visitor economy of the Great Ocean Road region.

Focus of tourism for the region.

1. To increase visitor yield by 3.8% pa.
2. To increase visitor dispersal geographically and seasonally.
3. To increase visitor satisfaction.
4. To increase business and community participation, engagement and support for the visitor economy.

STRATEGIC PRIORITY ONE : STRATEGIC PLANNING			
FOCUS: DEVELOPMENT	Ensure a research driven, responsive approach to planning and development.		
AIM:-			
<ul style="list-style-type: none"> • Maximise return from the visitor economy • Ensure visitor focused, community and industry led approach • Maintain strategic focus 			
Strategies	Actions	Measures	timing
Conduct research programs to monitor market behaviour.	Develop a benchmark dashboard to monitor key analytics.	Benchmark developed and distributed quarterly to Board, Councils and Local Tourism & Trader Groups.	16/17
Invest in research to build the business case for investment into the visitor economy for the region.	Develop a research project to determine economic value of the region specifically Twelve Apostles & the GOR.	Research project developed & implemented. Outcomes integrated into strategies & advocacy program.	16/17
Establish a rolling program of renewal for all plans & strategies to ensure they remain timely and responsive to the current climate.	Provide annual review of all plans and strategies to ensure progress on key deliverables and prioritisation of activity.	Annual audit of GORRT's organisational performance and provision of an annual report to all stakeholders completed.	Annual
Ensure regular monitoring and evaluation of all programs.	Ensure priorities and performance indicators are established on an annual basis.	Marketing sub-committee, development sub-committee and Project Steering Committees are coordinated and meet in a timely manner.	annual

Build a framework to allow ongoing industry and community engagement in the development, implementation and review of destination plans and Strategic Plan to the Visitor Economy of the GOR region 2015-2025.	<p>Facilitate ongoing role of Leadership groups to oversight implementation and review of Destination Action Plans.</p> <p>Destination Action Plans to be regularly reviewed by the Leadership Group and feedback sought from community and industry.</p> <p>Provide Leadership Groups and Tourism & Trader Groups with opportunities for input into key regional programs and plans.</p>	<p>Regular meeting of Leadership groups.</p> <p>Annual review of progress of implementation of Destination Action Plans.</p> <p>Establishment of annual focus of implementation.</p>	annual
Continue to grow destination planning across the region.	Establish an annual program of destination planning to provide a strategic framework to the development, management and marketing of the regions destinations.	Destination plans facilitated where relevant.	ongoing
Facilitate plan and strategy development for whole of region projects.	Develop and implement a future of visitor servicing review (Action 63).	Project completed and endorsed by Council stakeholders.	16/17

STRATEGIC PRIORITY TWO: INFRASTRUCTURE DEVELOPMENT			
FOCUS:DEVELOPMENT	<p>Advocate for funding to ensure maintenance and renewal programs for prioritised public assets.</p> <p>Work with all tiers of government to facilitate private sector investment.</p>		
OBJECTIVES			
<ul style="list-style-type: none"> Increase yield 			

<ul style="list-style-type: none"> • Increase length of stay • Increase dispersal • Increase visitor satisfaction 			
Strategies	Actions	Measures	Timing
Build the economic case for investment in the GOR region.	Undertake a research project to assess economic value to Victoria and Melbourne from visitation to the GOR.	Plan developed and key findings integrated into strategies and advocacy plans.	16/17
Support the development & implementation of key products within the region.	<ul style="list-style-type: none"> • Participate in project group for Shipwreck Coast Master Plan. • Support Budj Bim Master Plan implementation. 		
Advocate for prioritisation of maintenance and renewal of existing product and infrastructure.	Develop and implement an annual advocacy program that supports implementation of the Strategic Master Plan for the region and underpins local government advocacy agendas.	<p>An agreed list of advocacy priorities are developed and reviewed regularly by the GORRT Board.</p> <p>Local government has an opportunity to provide input and comment on advocacy priorities, issues and initiatives.</p>	Annual
	<ul style="list-style-type: none"> • Seek and support GORRT representation on key State and regional organisations or working groups in line with annual priorities ie. Great Ocean Road maintenance. • Shipwreck Coast Masterplan. • Growing Adventure Tourism in the 	Level of involvement of GORRT on key projects, working groups and organisations.	Ongoing

	Barwon South West.		
Advocate for and support new infrastructure development that is consistent with the goals and objectives of increasing length of stay, yield, dispersal and satisfaction, defined and/or aligned to the Destination Plans.	Support local government and private sector submissions for funding.	Support provided in line with Strategic Master Plan for the Visitor Economy of the Great Ocean Road 2015-2025 and Destination Action Plans.	Ongoing
	Provide Stakeholders with access to research and regional networks to support infrastructure development and/or consultation with industry and community.	Quarterly and annual research on key visitation metrics of the region as a tourism destination provided to Council and all stakeholders.	ongoing

STRATEGIC PRIORITY THREE : INVESTMENT ATTRACTION			
FOCUS:DEVELOPMENT	Facilitate investment attraction opportunities aligned with the Strategic Plan for the region.		
<u>OBJECTIVES</u>			
<ul style="list-style-type: none"> • Increase yield • Increase length of stay • Increase dispersal • Increase visitor satisfaction 			
Strategies	Actions	Measures	
Provide research and regional intelligence to prospective investors to facilitate business case development for investment.	Develop a regional dashboard to provide a snapshot of current and forecast data for the region.	Quarterly and annual research on key visitation metrics of the region as a tourism destination provided to Council and all stakeholders.	ongoing
	Facilitate industry and investors access to government networks and funding programs.	GORRT to be recognised as a conduit to government.	ongoing
	Facilitate private investor access to LGA experts and resources.		ongoing
Establish and resource an investment attraction and major project implementation task group. (Action 20).	Develop an investment prospectus to showcase opportunities to potential investors.	Prospectus agreed and developed.	17/18 18/19

STRATEGIC PRIORITY FOUR: PRODUCT DEVELOPMENT			
FOCUS: DEVELOPMENT	Foster or stimulate product development opportunities that align with the region and individual destination brands.		
OBJECTIVES			
<ul style="list-style-type: none"> • Increase visitor expenditure • Increase seasonal dispersal • Increase geographic dispersal • Increase business sustainability • Increase visitor satisfaction • Build industry resilience 			
Strategies	Actions	Measures	Timing
Foster product development opportunities identified within the Strategic Master Plan for the Visitor Economy of the GOR region.	Facilitate the implementation of the Growing Adventure Tourism in the Barwon South West Strategy (Action 5).	GOR to facilitate annual meeting of stakeholders to review priorities and progress.	annual
	Undertake an audit and review of existing accommodation stock and provide guidelines on redevelopment and refurbishment options (Action 15).	Opportunities for product and experience development of regional significance identified through the completion of feasibility studies, research or supply & demand gap analysis.	18/19

	Prepare a region wide food and beverage audit and development plan (Action 24).	Opportunities for product and experience development of regional significance identified through the completion of feasibility studies, research or supply & demand gap analysis.	18/19
	Develop a regional events strategy to ensure a collaborative and coordinated approach to growing and leveraging the regions tourism events (Action 25).	Event Strategy completed and endorsed by stakeholders.	16/17
	Develop a Business events & Conferencing Plan (Action 26).		17/18
	Using the framework established in the Growing Adventure Tourism strategy extend product considerations to include a broader range of outdoor active experiences (Action 27).	Opportunities for product and experience development of regional significance identified through the completion of feasibility studies, research or supply & demand gap analysis. Projects of agreed regional significance coordinated effectively.	17/18 18/19

	Facilitate the development of products and services to support the cruise ship market (Action 32).	Work with Glenelg Shire Council, Visit Victoria and the commercial cruise providers to develop cruise product.	17/18
--	--	--	-------

STRATEGIC PRIORITY FIVE: INDUSTRY DEVELOPMENT			
FOCUS: DEVELOPMENT	Build a professional, cohesive, resilient and sustainable industry.		
OBJECTIVES			
<ul style="list-style-type: none"> • Increase business excellence • Foster business development & improvement • Increase business profitability & sustainability • Increase business participation & engagement • Increase visitor satisfaction 			
Strategies	Actions	Measures	Timing
Develop a program to facilitate industry development and visitor service excellence	Develop visitor servicing standards (Action 58)	Visitor servicing standards developed and adopted by key stakeholders.	18/19
	Develop a research tool to benchmark, measure and report on visitor satisfaction performance (Action 59).	Research tool established and implemented and quarterly results monitored.	17/18
	Develop a visitor experience excellence program for implementation at a local destination or business level (Action 61).	Annual program of workshops, tools etc developed, implemented and taken up by industry.	16/17

	Develop a program to foster and develop programs on cultural awareness (Action 62).	Annual program of workshops, tools etc developed, implemented and taken up by industry.	16/17
	Develop a program to foster business support for on-line tools (Action 65).	Annual program of workshops, tools etc developed, implemented and taken up by industry.	16/17
Encourage & support strong local organisations and networks	Continue to develop and evolve partnerships with Local tourism and trader organisations.	Develop an annual report card of funding support and activity delivered under this program.	16/17
	Review the role, function and resourcing of local organisations to increase capability and sustainability (Action 68).	Discussion paper reviewing the coordination of industry structures and efficient use of resources is provided to Council for noting by December 2018 (6 months prior to expiry of this Funding Agreement).	17/18
	Develop a mentor and training program to facilitate leadership development at the local level (Action 69).	Program established and implemented in partnership with Leadership Groups.	16/17

STRATEGIC PRIORITY SIX: MARKETING			
FOCUS:	Reposition the regions and destinations brands. Maximise existing visitation.		
OBJECTIVES <ul style="list-style-type: none"> • Increase expenditure • Increase length of stay • Increase satisfaction • Increase dispersal 			
Strategies	Actions	Measures	Timing
Develop a two tiered approach to marketing & promotion whole of region and individual destinations.	Redefine the brand architecture of the region and its destinations to bring to life the breadth and depth of the brand promise.	Destination brand frameworks developed and supported by destination leadership group, local tourism & trader organization and industry.	16/17
	Entrench brand architecture in all marketing and communications.	Quality and consistency of marketing & communications.	16/17

	Develop creative assets and tools to integrate brand within stakeholder marketing and communications.	Destination brand tools developed. Level of stakeholder take up and use monitored and reported annually.	16/17
	Utilise brand architecture to foster innovation in product and experience development.	Number of new products, experiences and events developed and implemented successfully through destination frameworks.	17/18 18/19
	Develop strategic partnerships to leverage brand offer.	Work with individual destination to identify and develop strategic partnerships.	17/18
Broaden knowledge base of visitors to the region	Continue to develop an integrated approach to the delivery of information to meet visitor needs “en route” print, digital, wifi, VIC’s.	Great Ocean Road and destination websites and social media platforms are established and administered effectively. Destination guides, regional touring maps and GOR Travel Planner produced and distributed in digital and print formats to meet visitor demand and information accessing habits.	ongoing

	Continuously improve and evolve GORRT tools including print products, digital platforms and campaigns.	Tools developed and monitored to gauge visitor and stakeholder response to tools.	
	Develop annual prospectus/program of “buy in” opportunities.	Program developed and participation reported against program elements.	Ongoing
	Build the level of products participating in programs to grow depth of product & experiences available to underpin key marketing & promotional messaging/tools.	Tourism business buy in to GORRT programs reported every two months.	Ongoing
Empower all stakeholders to play an active role in visitor servicing	Develop tools to facilitate stakeholders servicing their existing and prospective customers.	Operator take up/implementation of tools.	16/17
	Foster operator networks to create new product opportunities.	Operator participation in industry development programs.	17/18
Develop strategic partnerships to leverage the regions marketing and promotion investment	Partner with VisitVictoria to leverage and support the “Wander Victoria” campaign.	Level of exposure through Wander Victoria monitored and reported quarterly.	16/17
Identify & support key markets for growth	Work in partnership with Parks Victoria to promote appropriate nature based experiences.	Development of an effective partnership with PV.	16/17

Undertake a price comparative study for the region to assess competitiveness (Action 39).		Opportunities for product and experience development of regional significance identified through the completion of feasibility studies, research or supply & demand gap analysis.	17/18 18/19

STRATEGIC PRIORITY SIX B: INTERNATIONAL MARKETING			
FOCUS:	Maximise the return from the international overnight market.		
OBJECTIVES			
<ul style="list-style-type: none"> • Increase expenditure • Increase length of stay • Increase satisfaction • Increase dispersal 			
Strategies	Actions	Measures	
Grow international overnight visitation	Facilitate product development and investment opportunities to grow international overnight visitation.		17/18
	Facilitate industry development opportunities to foster international readiness and build cultural awareness.		16/17
	Develop a research driven approach to measure visitor satisfaction and 'manage' international digital reputation.		16/17
	Build tools and programs to maximise visitor engagement and satisfaction in region en route.		16/17
Identify & support key markets for growth	Continue to develop tools to support servicing visitation to the region by key growth markets ie.	Development & successful implementation of WECHAT App.	16/17

	China.		
Leverage partnership opportunities in key international markets	Work through GSTR as the primary vehicle for in market international trade activity.	Level of exposure and activity achieved for the GOR region through the GSTR program. Level of industry participation and support for GSTR.	16/17
		Review effectiveness of GSTR as a marketing tool for GORRT.	16/17
	Partner with Tourism Australia and Visit Victoria to leverage international media opportunities.	Level of exposure and activity achieved for the GOR region through TA & VV programs.	ongoing

STRATEGIC PRIORITY SEVEN: PARTNERSHIPS			
FOCUS: MANAGEMENT		<ul style="list-style-type: none"> • Build the sustainability of GORRT as a regional tourism Board to facilitate the delivery of a sustainable visitor economy for the Great Ocean Road region. • Increase the organisations capacity to facilitate a collaborative, united and sustainable approach to growing the visitor economy. 	
OBJECTIVES			
<ul style="list-style-type: none"> • Maximise visitor economy objectives • Leverage GORRT resources • Create efficiencies & economies of scale • Recognise and match expertise, skill & capacity to program delivery 			
Strategies	Actions	Measures	Timing
Build commercial partnerships with key stakeholders	Evolve the GORRT business services model to facilitate 'buy in' from all beneficiaries of the visitor economy.	<p>The number, type and cost of GORRT services offered to local businesses via a Business Services prospectus is reviewed annually and adjusted to meet industry and visitor demand.</p> <p>Tourism business engagement and participation in GORRT programs reported every second month.</p>	16/17

	Maintain and grow commercial partnerships with local tourism and traders groups.	Develop an annual report card of funding support and activity delivered under this program.	annual
	Renew for a third three year term, agreements with councils.	Roles between local, regional and state entities, and the reduction of duplication within tourism industry structures clarified by December 2018. Methodology for future Council funding contributions to be agreed prior to December 2018	18/19
	Establish a three year agreement with VisitVictoria.	Agreement established and annual reporting requirements met.	18/19
Leverage the relationship with State government agencies.	Seek opportunities to leverage or partner with State Government agencies.		ongoing
Build on the collaborative relationships established with LGA's.	Develop processes and procedures to facilitate two communication.		
Build the GORRT business model to decrease reliance on State Government funding programs.	Investigate financial models and opportunities to build financial independence and reduce reliance on State government funding including exploration of	Project established and models reviewed.	17/18 18/19

	“visitor” funding opportunities.		
Evolve the GORRT delivery model to maximise implementation of strategies and minimise duplication of effort through key partners.	Develop a resourcing plan that maximises use of employees, contractors, local government partnerships and local tourism and trader organisation partnerships.	Resourcing model developed and successfully implemented.	ongoing
Build an industry engagement program that creates a culture of trust and connectedness (Action 34).			17/18

STRATEGIC PRIORITY EIGHT: VISITOR MANAGEMENT			
FOCUS:MANAGEMENT	To facilitate a sustainable and cohesive approach to growing the visitor economy.		
OBJECTIVES			
<ul style="list-style-type: none"> • Increase visitor satisfaction • Increase visitor dispersal • Increase visitor expenditure • Minimise negative impacts of the visitor economy on communities 			
Strategies	Actions	Measures	
Encourage accommodation and service providers to invest in and promote accessible tourism facilities (Action 29).	Incorporate educational opportunities on "providing for the needs of visitors" into annual conference or industry development program.	Accessibility incorporated into industry development program.	17/18
Manage mass visitation impacts on the region (Action 47).	<p>Work with individual destinations to identify visitor impact issues and develop a range pf strategic responses (Action 47).</p> <p>Facilitate GORRTB input into maintenance & renewal challenges within the region.</p>	Facilitate implementation and review of Destination Action Plans.	ongoing
Educate industry and community on the value of tourism (Action 48).	Provide annual reports on the value of tourism to key stakeholders.	Quarterly reports provided to all stakeholders on performance of Great Ocean Road as a destination.	Ongoing

		Annual report provided to all stakeholders on GORRT as an organisation.	
	Provide tools for research to be accessed and shared at local and regional level with industry and community stakeholder groups.	Quarterly reports provided to all stakeholders on performance of Great Ocean Road as a destination.	ongoing
Establish and implement an integrated and consistent world-class signage strategy (Action 52).	Facilitate development of a signage strategy through GORRT partnership with local government.	Strategy development supported by Council stakeholder partners.	17/18 18/19
	Establish a Project Steering group to develop and implement project.	Project Steering Committee developed.	17/18 18/19
	Source state and federal funding opportunities to facilitate development and implementation.	Funding opportunities explored.	17/18 18/19
Facilitate GORRT input into current management issues.	Facilitate opportunities for GORRT and/or destination input into current management issues including:- <ul style="list-style-type: none"> • Roadside pullovers (Action 54). • GOR Archway (Action 55). • Coach parking (Action 56). 		ongoing

STRATEGIC PRIORITY NINE: INDUSTRY & COMMUNITY ENGAGEMENT			
FOCUS:MANAGEMENT	<p>Increase understanding and recognition of the value of the visitor economy</p> <p>Industry participation and engagement in the visitor economy</p> <p>Increase participation and engagement with GORRT</p>		
OBJECTIVES			
<ul style="list-style-type: none"> • Build Industry resilience • Increase business sustainability • Increase industry coordination • Increase industry investment in the visitor economy • Strengthen our regional voice 			
Strategies	Actions	Measures	timing
Develop and implement a stakeholder communication program that optimises industry industry engagement, participation and investment (Action 75).	Continue to build and strengthen GORRT database.	Participation recorded and reported. Reporting to include number, type, level of spend, retention etc .	annual
	Build a suite of communication and engagement tools including corporate website, e-newsletter, association newsletters, annual performance activity and performance reports.	Effectiveness of all tools monitored and reported.	16/17

	Leverage communication tools of all stakeholders and partners.	Effectiveness of all tools monitored and reported.	16/17
Facilitate two-way communication	Provide vehicles for industry discussion and debate on key tourism issues.	Industry development program includes opportunities for discussion and debate on current issues.	ongoing

STRATEGIC PRIORITY TEN : CRISIS MANAGEMENT			
FOCUS:MANAGEMENT	Increase the region's capacity to prepare for, respond to and recover from crisis.		
OBJECTIVES			
<ul style="list-style-type: none"> Increase industry resilience and sustainability 			
Strategies	Actions	Measures	
Maintain and implement a crisis preparation, response and recovery plan that is integrated with emergency management services, local and state government.	Develop and maintain a risk assessment matrix.	Risk Matrix developed and monitored by Finance & Risk and reported annually to Board.	ongoing
	Develop and maintain a stakeholder database to facilitate industry and community communications.	Database developed and maintained.	ongoing
	Develop and facilitate programs to educate and assist stakeholders to prepare for crisis response and recovery.	Crisis management incorporated into annual industry development program.	annual
Develop a Risk response team to manage crisis response and	Resource a response and recovery program to minimise	Response and recovery program established and resourced.	17/18

recovery.	impact on GORRT day to day operations.		
-----------	--	--	--



GREAT OCEAN ROAD
REGIONAL TOURISM LIMITED

**GREAT OCEAN ROAD REGIONAL TOURISM
LTD**

Business Plan 2016-17

MISSION

To provide leadership for the development, marketing, management, advocacy and facilitation of sustainable yield growth of the regional visitor economy.

VALUES

1. Collaboration and engagement

Fostering collaboration and engagement with, and between, our stakeholders is critical to the development of a healthy, cohesive and responsible tourism industry that delivers outstanding visitor experiences.

2. Taking responsibility

We understand that our actions have impacts upon other people and the environment. We take responsibility for our behaviours, actions and achievements when:

- Working with stakeholders
- Providing commercial services
- Communicating to visitors
- making decisions that impact on the environment

3. Democratic leadership

Our leadership style reflects the acknowledgement that our role is to facilitate responsible and sustainable visitor economy development in the region, rather than to dictate how it should be done.



GREAT OCEAN ROAD
REGIONAL TOURISM LIMITED

4. Teamwork

A culture of teamwork is essential for strong, productive relationships within GORRT, and with stakeholders.

5. Financial well-being

Being commercially viable as a regional tourism organisation and supporting the profitability of local businesses is essential to the sustainability of the tourism destination, and desirable in terms of enjoying good quality of life.

6. Flexibility and adaptability

To survive in a comparatively unpredictable, rapidly changing industry with a diverse range of stakeholders, we need to be willing to change, and responsive to change.

7. Authenticity and Realism

In order to be genuinely collaborative and build successful partnerships with the tourism industry and communities, we need to be authentic in the way we relate to others and realistic in our expectations.

8. Inclusiveness and acceptance of diversity

We consciously include and respond to the needs of a diverse range of stakeholders and visitors to the region.

9. Agents for change

Our role gives us the opportunity to work towards improving the regions social, economic, spiritual and environmental health.



GREAT OCEAN ROAD
REGIONAL TOURISM LIMITED

SPECIFIC OBJECTIVES

Build a respected and professional organisation

1. Implement the organization governance structure, Strategic Business Plan, policies and procedures.
2. Take the foundations and framework established over the past two years and drive implementation.

Grow an engaged and supportive network of stakeholders and beneficiaries of the Visitor economy

1. Build industry engagement, interaction and investment
2. Build community engagement and awareness of the value of the visitor economy.
3. Strengthen the collaboration and cooperation with Council partners to maximize the return from the visitor economy and create a united and seamless approach to the marketing, management and development of the visitor economy.
4. Build and strengthen mutually beneficial agreements with local tourism and trader organisations; and
5. Foster and build strong, sustainable local organisations

Establish a communication and advocacy plan to build recognition of tourism as a regional economic, social, environmental and cultural driver

1. Champion the issues and challenges of managing mass visitation to key attractions
2. Advocate for innovative solutions that build sustainability of a vibrant visitor economy.
3. Maintain focus on the critical importance of maintenance and renewal to support investment attraction and infrastructure development.

Maintain a strategic, focused, research driven, accountable approach to the management, development, marketing and servicing of the visitor economy

1. Focus on visitor yield, dispersal and satisfaction
2. Establish a culture of continuous improvement
3. Empower and grow destinations to drive the development, prioritization and implementation of Destination Action Plans
4. Establish a regional performance monitoring dataset / dashboard



GREAT OCEAN ROAD
REGIONAL TOURISM LIMITED

OPERATIONAL PLAN

This operational plan is based on the 3 year strategic business plan 2016-19. In 14/15 and 15/16 GORRT invested in the development of strategies and plans to establish the framework for a new regional approach to facilitate a collaborative and united approach to the marketing, management, and development of the visitor economy for the Great Ocean Road region. The priority in 16/17 is on implementation of this framework and plans and consolidating and growing the programs established. Critical to a program of implementation is growing the level of engagement, support and financial investment from industry and beneficiaries of the visitor economy.

1. **STRATEGIC PLANNING (DEVELOPMENT)**
 - a. Develop a benchmark dashboard to monitor key analytics
 - b. Provide annual review of all plans and strategies to ensure progress on key deliverables and prioritisation of activity
 - c. Establish priorities and performance indicators for all annual programs
 - d. Facilitate implementation of Destination Action Plans through Leadership Groups for each plan.
 - e. Complete the Future of Visitor Servicing project for the region.

2. **INFRASTRUCTURE DEVELOPMENT (DEVELOPMENT)**
 - a. Develop and implement an annual advocacy program that supports implementation of the Strategic Master Plan for the region and underpins local government advocacy agendas
 - b. Seek and support GORRT representation on key State and regional organisations or working groups.
 - c. Support GORRT participation in key projects, working groups and organisations. Priorities for 16/17 to include Wye-Jamieson Creek Economic recovery program, VTIC, Shipwreck Coast Master Plan, Flagstaff Hill Redevelopment, Tower Hill, Budj Bim, GOR Memorial Arch Master Plan, Warrnambool Sister City project etc.
 - d. Support local government and private sector submissions for funding into key programs ie. TDDI round 2.
 - e. Provide Stakeholders with access to research and regional networks to support infrastructure development and/or consultation with industry and community.



GREAT OCEAN ROAD
REGIONAL TOURISM LIMITED

3. **INVESTMENT ATTRACTION (DEVELOPMENT)**
 - a. Develop a regional dashboard to provide a snapshot of current and forecast data for the region. Dashboard to be made available to potential developers/investors.
 - b. Facilitate industry and investors access to government networks and funding programs.
4. **PRODUCT DEVELOPMENT (DEVELOPMENT)**
 - a. Facilitate an annual meeting of the stakeholder group of Growing Adventure Tourism in the Barwon South West to track progress of implementation and review priorities.
 - b. Facilitate implementation of key recommendations of the Growing Adventure Tourism in the Barwon South West Marketing Action plan within existing GORRT tools and platforms.
 - c. Develop a regional events strategy to ensure a collaborative and coordinated approach to growing and leveraging the regions tourism events
5. **INDUSTRY DEVELOPMENT (DEVELOPMENT)**
 - a. Develop an annual program of activity to foster industry growth and development. Program to include:-
 - i. visitor servicing excellence,
 - ii. digital marketing excellence
 - iii. cultural awareness
 - b. Continue to develop and evolve partnerships with local tourism and trader organisations. Prepare an annual report of funding allocations and activity delivered within this program.
 - c. Develop a mentor program to foster and support leadership and succession planning at the destination/local trader organization level.
6. **MARKETING**
 - a. Develop a Strategic Marketing plan for the region
 - b. Develop & implement the brand communication framework for the region and key destinations.
 - c. Develop creative assets and tools to integrate brand framework within stakeholder marketing and communications.
 - d. Implementation and ongoing review of the integrated content strategy – print, digital, social – Future of Visitor Servicing review project to continue to inform strategy refinement.
 - e. Develop annual marketing buy in program
 - f. Annual program of business products and services developed.
 - g. Develop tools to facilitate visitor servicing by all stakeholders.
 - h. Develop & leverage key partnerships including continued investment and support of GSTR as the primary tool for international marketing, partnership with TA on Coast & Aquatic and Visit Victoria through Wander Victoria.
 - i. Development of tools to service key growth markets ie. China



GREAT OCEAN ROAD
REGIONAL TOURISM LIMITED

7. PARTNERSHIPS (MANAGEMENT)

- a. Evolve the GORRT business services model to facilitate 'buy in' from all beneficiaries of the visitor economy
- b. Maintain and grow commercial partnerships with local tourism and traders groups.
- c. Implement new GORRT resourcing model to support implementation of GORRT and destination programs.

8. VISITOR MANAGEMENT (MANAGEMENT)

- a. Educate industry and community on the value of the visitor economy.
- b. Work with the leadership group to effectively communicate and seek community input on the priorities of the Destination Action Plan.
- c. Facilitate GORRT input into current management issues

9. INDUSTRY & COMMUNITY ENGAGEMENT (MANAGEMENT)

- a. Continue to grow industry network including level and value of participation in GORRT programs.
- b. Development, implementation and monitoring of industry communication and engagement program.

10. CRISIS MANAGEMENT (MANAGEMENT)

- a. Develop and monitor risk assessment matrix
- b. Develop and maintain industry stakeholder database for communication purposes.
- c. Include crisis management preparedness within industry development program.

IMPLEMENTATION DRIVERS

Performance Monitoring

The Board is committed to a culture of continuous review and improvement. Programs will continue to be reviewed for their effectiveness in servicing the visitor economy and meeting the needs of all stakeholders.

Resourcing

In 14/15 and 15/16 GORRT invested in the development of strategies and plans to establish the framework for a new regional approach to facilitate a collaborative and united approach to the marketing, management, and development of the visitor economy for the Great Ocean Road region. The priority in 16/17 is on implementation of this framework and plans and consolidating and growing the programs established. Critical to a program of implementation is growing the level of engagement, support and financial investment from industry and beneficiaries of the visitor economy. This is being supported through the implementation of the new staffing model.