

# Goulburn Region – Visitor Economy Partnership



Industry Roundtables

September 2023

greenshoot  
CONSULTING

We proudly acknowledge the Yorta Yorta, Taungurung and Wurundjeri people as the Traditional Owners which this project is to be delivered, and pay our respect to their Elders past, present and emerging.

We recognise the deep connection of First Peoples to Country and value their contribution to caring for, and managing the land, water, natural and built landscapes and their profound knowledge systems.

We are committed to pursuing genuine and lasting partnerships with First Peoples to learn about and understand their culture and connections to Country in the way we plan for, and manage, the delivery of all projects.

We also extend our acknowledgement to all First Peoples and Torres Strait Islander communities and their rich culture, and pays respect to their Elders past, present and emerging.

# Goulburn Region: Workshop Agenda

Session	Time	Session	Time
1	7:30am-7:35am	Overview the session	5 mins
2	7:35am – 7:40am	<i>Warm Up Session</i>	5 mins
3	7.40am-7:50am	Introduction to the Visitor Economy Partnership (VEP)	10 mins
4	7:50am – 8:00am	Industry Engagement to Date	10 mins
5	8:00am - 8:15am	Goulburn Region VEP <ul style="list-style-type: none"> <li>• <i>Purpose &amp; Priorities</i></li> <li>• <i>Key Project Milestones</i></li> <li>• <i>Draft Board Composition</i></li> </ul>	15 mins
6	8:15am – 8:55am	Key Industry Priorities	40 mins
7	8:55am – 9:00am	Recap & Close	5 mins

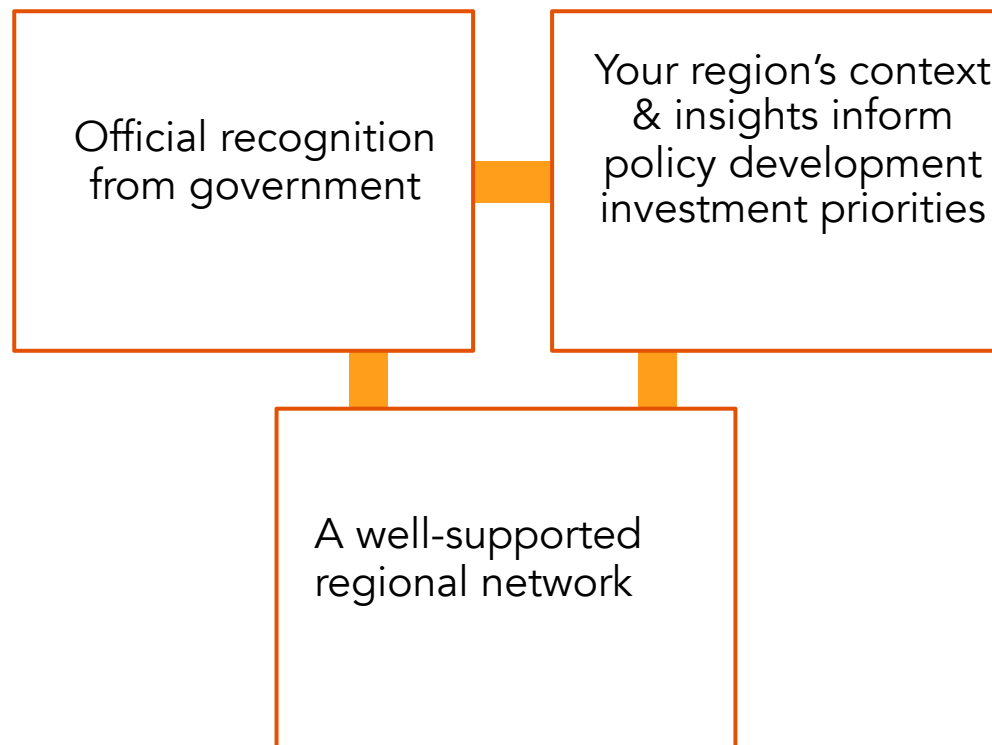
# CONTEXT FOR STATEWIDE CHANGE

# What are Visitor Economy Partnerships (VEPs)?

Destination management entities that collaborate with the Victorian Government, councils, industry and key stakeholders. This is a statewide initiative across all RTB areas.



# Benefits of this way of working



# How will VEPs grow Victoria's visitor economy?

1	2	3
By responding to the distinctive needs and priorities of each region	By advocating for tourism industry needs and expectations	By harnessing the advantages of one connected state-wide regional tourism network



VEPs will:

- boost regional businesses, support job growth, and flow-on effects to local community pride and connectivity
- assist more people to experience the best Victoria has to offer.

# Key features of VEPs

**Regional focus and collaborative action**

**Organisational sustainability**

**Strong governance**

**Leverages benefits of scale**

**Defined responsibilities**

**Balances focus on supply and demand**



# VEP Framework

**\$300K  
GRT  
Partnership  
Funding**

For core funding and to support establishment of VEP  
- This expires **Feb 2024**.

## If a VEP is formed:

✓  
**\$350K  
Core  
Funding**

A Goulburn Region VEP will be eligible for \$350K VEP (core) funding if all 3 LGAs commit to making a financial contribution.

✓  
**Example of  
Historical  
Program  
Funding\***

Examples of funding historically available include:

- workforce planning (\$30K)
- RTB Strengthening (\$100K)
- industry strengthening (between \$270K - \$459K)
- destination planning (between \$90K - \$150K)

**Upcoming** – Potentially, VEPs/RTBs may be **directly allocated funds** from the cancellation of the Comm Games – this includes industry development, marketing

✓  
**Access to  
Visit  
Victoria**

Visit Victoria will **only deal with the VEPS/RTBs** as the recognised peak voice for the visitor economy. This includes ability to:

- Justify inclusion in the state-wide brand framework.
- Access to international ready training programs
- Support in the demand driving side of a DMP
- Access to regional tourism events fund (applications must be supported by a VEP/RTB)

✓  
**Eligible  
for  
Additional  
Funding**

Access to *funding* that **would not** be otherwise available to individual Councils

Ability to influence and guide **Government's investment** – e.g regional tourism infrastructure funds and enabling tourism fund (both likely to be funded from cancellation of Commonwealth Games)

VEPs are recognised as the **peak voice for tourism** to the **department, Visit Vic and the Minister**

\***Examples** rather than absolute. Eg. Can leverage opportunities.

**GOULBURN REGION VISITOR  
ECONOMY PARTNERSHIP**

# Goulburn Region VEP Key Project Milestones

Goulburn Region VEP timeline from the Project Working Group

DELIVER: Establishment of a Visitor Economy Partnership within the Goulburn Region



  
We are here

**INDUSTRY ENGAGEMENT:  
LTA FEEDBACK**

# Industry Engagement: 1:1 Interviews with LTAs

As a part of industry engagement, key LTAs have been offered the opportunity of 1:1, interviews ahead of today's industry round table.

## Industry Interviews



**Go Seymour**  
President



**Go Nagambie**  
President



**Destination Goulburn Valley**  
Executive Officer  
Chair



**Euroa Chamber of  
Commerce**



**Mitchell Business  
Network**

# Industry Engagement: What We Heard from 1:1 Interviews with LTAs

## Opportunities

### Collaboration will benefit all

A regional approach was said to **enable collaboration, sharing resources, and mutual support** among businesses.

### Strong Branding

Industry reps identified **creating a compelling brand for the region** is key, whilst not devaluing the diversity across the region.

### A Range of Offerings

Interviewees believe the VEP can **promote a range of offerings** across the entire region, incl. eco-based, gastronomy/wineries, varied tourism experiences, arts & culture etc.

## Barriers

### Poor Communication

A **lack of transparent communication** with stakeholders, hindering collaboration.

### Council Challenges

A key concern of industry was the potential of LGAs **prioritising individual agendas** over VEP goals.

### Resistance to Change

Interviewees noted that existing structures **may resist transitioning** to a regional approach.

## Risks

### Loss of Agency

Industry reps identified a key risk of businesses **losing agency** within a VEP structure.

### Lack of Industry Buy-In

Industry reps highlighted a risk **lack of trust and buy-in** from industry due to perceived non-transparent decision-making.

### Bureaucratic Processes

Industry reps highlighted the key risk of **poor processes and governance** that do not properly engage industry.

## Success

### Equitable Representation

Success was said to mean ensuring **fair representation for all stakeholders** in decision-making.

### Natural Features

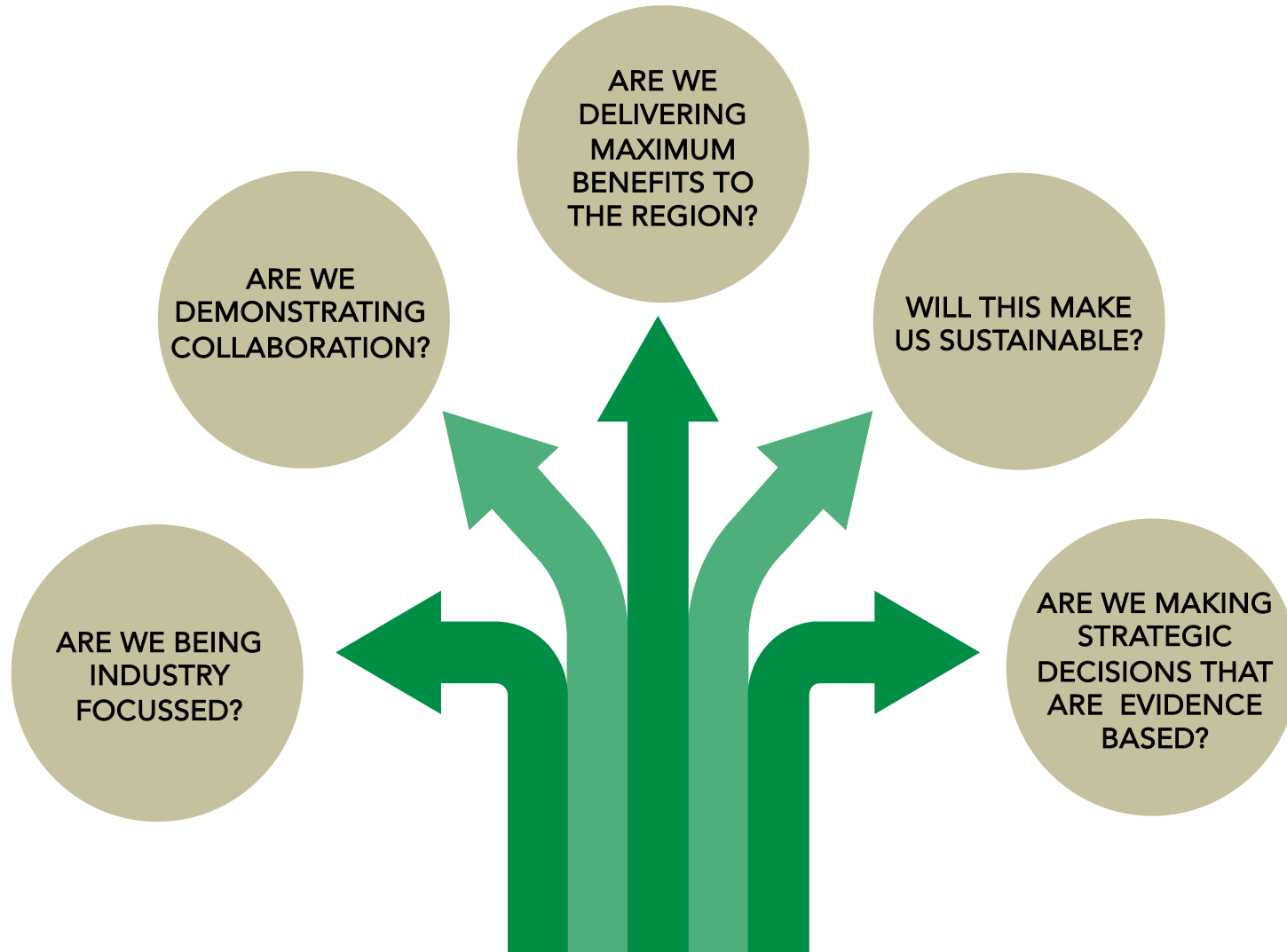
Success was said to involve **recognising and showcasing the attractions and assets** across the region, what actually attracts visitation.

### Whole Region Benefits

Industry reps are committed to making the VEP work and communicated the strong belief that a successful VEP will deliver benefits across the whole region.

**WORK TO DATE**

# Goulburn Region VEP Decision Making Principles





# Goulburn Region VEP Purpose & Priorities

## Draft GR VEP Purpose Statement

*"Together, we drive the sustainable growth of the visitor economy throughout the Goulburn Region"*

### GR VEP Priorities

1. Advocacy

2. Capacity Building  
of the Sector

3. Establishing a  
Regional  
Identity/Brand

4. Industry  
Leadership

# Entity Type: Incorporated Association

A consensus was reached that the preferred entity type is an **Incorporated Association**. An Incorporated Association meets the independent entity requirement of the state gov and satisfies the VEP funding requirements.

## Incorporated Association

**Must Have a  
Name +  
Registered  
office**

**Must be Not-  
For-Profit**

**Must Have at  
least 5  
Members**

**Must Have  
Constitution/  
Rules**

**Must  
Maintain  
Records**

The Constitution or Rules and Guidelines for association's operations includes:

- **Purpose (complete)**
- membership meetings
- management structure
- dissolution procedures

**DRAFT**  
**GOVERNANCE MODEL**

# Governance Structure

The following key decision principles for shaping the make-up of the board have been proposed.

## Decision-making Principles



**Independent Chair**



**Industry Representation > than LGA Representation**



**Equitable Geographical Representation**



**Equitable LGA Representation**



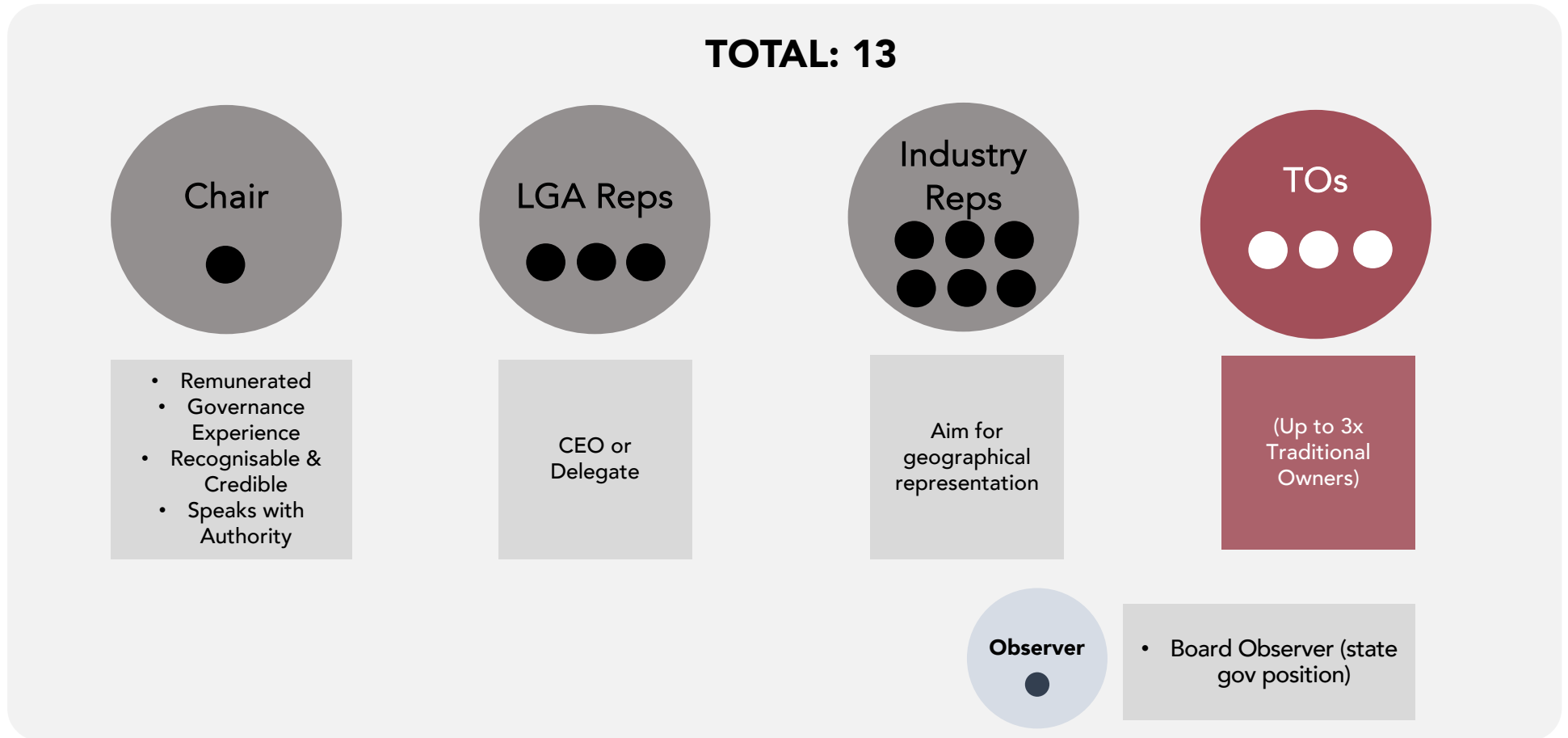
**Skills Based**



**Traditional Owners – Self Determined**

# Draft Governance Structure: Board Membership

.The following captures a potential governance model.



- Skills-based approach to all positions
- Industry Reps elected from membership

**INDUSTRY ENGAGEMENT (II):  
INDUSTRY ROUNDTABLES**

# 1. Advocacy

**WHAT ACTIONS COULD THE GR VEP  
TAKE TO SUPPORT *ADVOCACY*?**

## 2. Capacity Building of the Sector

**WHAT ACTIONS COULD THE GR VEP  
TAKE TO SUPPORT *CAPACITY  
BUILDING* IN THE SECTOR?**



### 3. Establishing a Regional Identity/Brand

**WHAT ACTIONS COULD THE GR VEP  
TAKE TO *ESTABLISH A REGIONAL  
IDENTITY/BRAND?***

## 4. Industry Leadership

**WHAT ACTIONS COULD THE GR VEP TAKE  
TO SUPPORT *INDUSTRY LEADERSHIP*?**

# Next Steps

DMP is currently open for engagement.

Please follow the link here:



Thank You!



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