

Murray River Lakes & Coorong Tourism Alliance

Terms of Reference



July 2017

Date and status of these Terms:	These Terms of Reference were approved by funding partners (Rural City of Murray Bridge, Coorong District Council, Mid Murray Council, Alexandrina Council and Regional Development Australia Murraylands & Riverland) in April 2016.
Enquiries:	Tourism Development Manager Murray River Lakes & Coorong (contact details can be found at http://www.rdamr.org.au/)
Review	These Terms of Reference will be reviewed annually by the MRLCTA Board and by funding partners before 31 March 2019 in line with renegotiation of funding agreements.

1. Introduction	<p>The Murray River Lakes & Coorong Tourism Alliance (MRLCTA) was established in 2016 by regional tourism stakeholders; Rural City of Murray Bridge, Coorong District Council, Mid Murray Council, Alexandrina Council, Regional Development Australia Murraylands & Riverland (RDAMR) and industry as a Regional Tourism Organisation (RTO). Remaining funds of the Murraylands Tourism Partnership (former RTO) have been provided to MRLCTA as seed funding.</p> <p>The Murray River Lakes & Coorong Tourism Alliance is not a legal entity in itself; it is auspiced by Regional Development Australia Murraylands & Riverland. Its core operations are funded by the above mentioned stakeholders under a three year Funding Agreement and by the South Australian Tourism Commission (SATC) under an annual Funding Agreement (specifically related to employment of a Tourism Development Manager (TDM).</p>
2. Purpose	<p>The Murray River Lakes & Coorong Tourism Alliance's key role is to be responsible for the holistic development of tourism, including marketing and promotion, and advocacy in the region. MRLCTA takes a destination management approach to the development of tourism in the region to consolidate and build the visitor economy. The MRLCTA will play an important role in consolidating the strategic direction of the tourism industry for the Murray River Lakes & Coorong region.</p> <p>The Murray River Lakes & Coorong Tourism Alliance provides a vehicle and core resources to facilitate collaboration and cooperation between industry (both tourism and non-tourism), all levels of government, community groups and relevant industry associations to optimise the economic value of tourism in the region.</p> <p>The Murray River Lakes & Coorong Tourism Alliance will set strategic direction for MRLCTA via collaborative development and delivery of the:</p> <ul style="list-style-type: none">• Murray River Lakes & Coorong Tourism Alliance Strategic Plan• Murray River Lakes & Coorong Tourism Alliance Annual Business Plan & Budget• Murray River Lakes & Coorong Tourism Alliance Marketing Plan Strategy <p>MRLCTA will also provide input into the SATC Regional Response Plan and seek to deliver MRLCTA responsibilities under that plan.</p>

<p>3. Objectives</p>	<p>The Murray River Lakes & Coorong Tourism Alliance aims to:</p> <ul style="list-style-type: none"> • Attract and increase visitation, increase length of stay and spend by visitors to region • Strengthen the Murray River Lakes and Coorong brand • Identify tourism development opportunities for the region • Optimise the economic value and sustainability of tourism in the region • Market and promote the region to maximise visitor yield • Enhance the experience of visitors to the region • Increase tourism investment and build industry capability and capacity • Create community awareness of the value of tourism to the region’s economy and encourage support from local businesses and residents • Act as a conduit between tourism industry operators and key stakeholders • Provide advice on the direction of the tourism industry in the region and advocate for tourism needs • Develop strategic partnerships with key stakeholders
<p>4. Functions</p>	<p>The core focus areas for MRLCTA are:</p> <ul style="list-style-type: none"> • Destination marketing: Communicating with potential visitors to influence their destination preference, intention to travel and ultimately their final destination and product choices; • Destination development: Coordination and development of amenities, facilities, products and services that support the region to deliver quality experiences for visitors and enhance residents' well-being; and • Destination management: Coordination of tourism, industry, government and community leaders in planning for the future and management of the region as a destination. <p>Specific functions include:</p> <ul style="list-style-type: none"> • Marketing and promotion: <ul style="list-style-type: none"> ○ Marketing of the region to potential domestic and international visitors, media and trade ○ Collaborative destination marketing (MRLC & Murray River) ○ Individual product and experience marketing and promotion • Tourism product and experience development • Tourism business networking, information sharing, communication and collaboration • Industry development including building tourism business capacity and capability • Mentoring, skills training and professional development opportunities • Advocacy and lobbying policy makers • Research
<p>5. Funding & Resources</p>	<p><i>Core funding:</i></p> <p>As a minimum, funding is required to engage and house a full-time Tourism Development Manager to provide ‘on the ground’ RTO services in the region. This ensures that a core (suitably skilled) resource is in place to not only deliver services but to develop projects and seek funding from government and industry to deliver projects</p>

	<p>and drive achievement of outcomes set in the Strategic Plan and Annual Business Plan.</p> <p>Core funding partners:</p> <ul style="list-style-type: none"> ○ Rural City of Murray Bridge ○ Coorong District Council ○ Mid Murray Council ○ Alexandrina Council ○ Regional Development Australia Murraylands & Riverland ○ South Australian Tourism Commission <p>The following documents govern core funding for MRLCTA:</p> <ul style="list-style-type: none"> ○ 3 Year Local Government Funding Agreement ○ Annual funding agreement with SATC ○ Memorandum of Understanding between RDAMR and MRLCTA <p>Project funding:</p> <p>MRLCTA will actively pursue achievement of collaborative funding and in-kind contribution of resources (as led by the TDM) to deliver on key actions and initiatives in the Strategic Plan and Annual Business Plan that cannot be funded via core funds. Key stakeholders (RDAMR, local government, industry and SATC) may be requested to consider allocation of in-kind resources towards MRLCTA initiatives on a project by project basis.</p>
<p>6. Staffing</p>	<p>A full-time Tourism Development Manager is employed by RDAMR under a three year contract. RDAMR has full operational responsibility for the staff member who is based at the RDAMR office. The TDM reports directly to Chief Executive Officer of RDAMR against a work-plan agreed with the MRLCTA Board.</p> <p>The TDM acts as Executive Officer to MRLCTA Board and provides reports against the agreed work-plan and against the Strategic Plan, Business Plan, Marketing Plan and budget.</p>
<p>7. Finance & Administration</p>	<p>Auspicing arrangements between RDAMR and MRLCTA are set out in a Memorandum of Understanding including RDAMR functional responsibility and reporting on financial management for MRLCTA.</p> <p>Responsibility for the setting and meeting of budgets and requirements of any Funding Agreements for MRLCTA remain with the MRLCTA Board.</p> <p>All administrative requirements for MRLCTA are to be met by MRLCTA unless otherwise agreed with the RDAMR CEO.</p>

8. Board of Management	
8.1 Structure	<p>The organisation is governed by a skills-based board comprised of industry and stakeholder representatives whose skills and experience include financial management, corporate governance, marketing, legal, environment, tourism industry (including events) and business management (general).</p> <p>The Board comprises 5 to 8 members (maximum) including:</p> <ul style="list-style-type: none"> ○ An independent Chair; selected via an Expression of Interest (EOI) process in line with skills and experience requirements set out in the Position Description; ○ Two members are nominated from amongst the four funding councils (Rural City of Murray Bridge, Coorong District Council, Mid Murray Council and Alexandrina Council) as agreed between the Councils and in line with the skills requirements set out above; and ○ Between two and five industry/community members are selected via an independent EOI process in line with the skills requirements set out above. <p>Half of the persons elected to the inaugural Board of MRLCTA will be appointed for one year with remaining members appointed for two years (determined via ballot). All persons subsequently elected to the Board shall remain members of the Board for a period of two years and half of such members shall retire from the Board each year.</p> <p>A retiring Board member shall be eligible to stand for re-election without nomination.</p> <p>The Deputy Chair shall be nominated by the Board from amongst its Members.</p>
8.2 Cessation of membership	<p>A member of the Board shall cease to be a member of the Board if:</p> <ul style="list-style-type: none"> (i) the member dies or becomes permanently incapacitated; (ii) the member resigns by notice in writing delivered to the Chairperson and copied to the Executive Officer; (iii) the member is convicted of a serious offence; or (iv) the member is absent for 3 scheduled Board meetings in any 12 month period without reasonable cause notified to the Chairperson and Executive Officer prior to the meeting.
8.3 Casual Vacancy	<p>The Board may appoint a person to fill a casual vacancy, and such a Board member shall hold office until the next scheduled call for Board Members and shall be eligible for election to the Board without nomination.</p>
8.4 Remuneration	<p>Board members serve as volunteers and shall serve without remuneration.</p> <p>The Chair shall receive a small honorarium in recognition of out of pocket expenses associated with performance of the role.</p>
8.5 Stakeholders and Guests	<p>MRLCTA may invite representatives of other organisations such as the South Australian Tourism Commission, to participate in meetings to address specific agenda items.</p>

8.6 Sub-Committees & Working Groups	The Board can appoint sub-committees and working groups to progress specific projects or actions as required. Specific expertise from outside the Board can be invited for relevant sub-committees and working groups.
9. Roles and Responsibilities	
9.1 Chairperson	<p>It is expected that the Chairperson will:</p> <ul style="list-style-type: none"> • Preside at all meetings of the Board at which he/she is present • Encourage fair and balanced input and maintain impartiality • Provide guidance and direction to the Executive Officer (TDM) in development and delivery of meeting agendas, reports and work program • Provide leadership and direction to the Board and TDM <p>In the absence of the Chairperson from any meeting, the Deputy Chairperson shall preside. In the absence of both, a member of the Board, nominated by the members present shall preside.</p> <p>The Chairperson together with the TDM shall be the spokespersons and representatives of MRLCTA.</p>
9.2 Executive Officer	<p>It is expected that the Executive Officer will:</p> <ul style="list-style-type: none"> • Coordinate the development and delivery of meeting agendas, reports and work program • Manage and coordinate the administration of meetings, and provide secretariat support (including development and distribution of meeting minutes and financial reports) • Act as a primary point of contact and liaison for Board members, stakeholders and proxies (if required) • Arrange for reports to be provided as and when required.
9.3 Board Members	<p>The Board is responsible for facilitating development of the Murray River Lakes & Coorong tourism economy through identifying strategic priorities, securing partnership funding, and ensuring that there is an alignment between tourism related objectives and activities of the various local partners and between local and regional initiatives.</p> <p>The Board will review matters, establish priorities and oversee the implementation of initiatives as set out in its guiding plans.</p> <p>It is expected that members will:</p> <ul style="list-style-type: none"> • Attend and actively participate in each meeting using existing skill and knowledge sets, and available resources to support MRLCTA • Actively maintain communication and relationships to support MRLCTA including liaising in a timely way with relevant stakeholders • Contribute to setting the agenda for meetings and developing key plans • Behave in a manner that respects the interests and viewpoints of other members. • Declare any potential or actual conflicts of interests on matters that are brought before the Board. • Actively participate in Board sub-committees and working groups • Facilitate in a timely way any tasks allocated to and accepted by them • Comply with these Terms of Reference

10. Practices and Protocols	
10.1 Stakeholder Management	<p>Key stakeholders will be engaged and communicated with in the conduct of MRLCTA business and include (but not limited to):</p> <ul style="list-style-type: none"> • Funding partners: Rural City of Murray Bridge, Coorong District Council, Mid Murray Council, Alexandrina Council, Regional Development Australia Murraylands & Riverland & South Australian Tourism Commission • Industry operators and associations • Neighbouring regional tourism organisations • Non-funding regional Councils • Murraylands Regional Tourist Association
10.2 Meeting frequency	<p>Meetings will be held bimonthly or as may be determined by the Board as required.</p> <p>Meeting dates, times and location(s) will be determined by the Board at the commencement of each calendar year.</p> <p>Special meetings may be called by the Chairperson or at least two Board members at any time</p>
10.3 Standard Meeting Arrangements	<p>At least seven days' notice must be given of a meeting.</p> <p>A notice of the meeting is to be provided to each Board member, setting out the date, time and place of the meeting; and be accompanied by an agenda for the meeting.</p> <p>Agendas for meetings will be strategic in nature with operational matters being delegated to the Tourism Development Manager, Board sub-committees or working groups as much as possible.</p> <p>Agendas, reports and other documents as required will be provided to Board Members at least one week prior to the meeting via BoardEffect.</p> <p>Minutes of meetings will be taken and provided to the Board within one week of each meeting and endorsed as true and correct at the next Board meeting.</p>

10.4 Decision Making and Quorum	<p>Decisions will be made via consensus resolution at meetings of the Board.</p> <p>Out-of-session decision making via email will be allowed only in situations where it is necessary and reasonable to do so (as determined by the Board on a case by case basis).</p> <p>Should voting on a matter be required, each Board member present at a meeting shall have one deliberative vote; including the Chair who will also have a deliberative vote if required. Decisions of the Board shall be by simple majority.</p> <p>A quorum for any meeting of the Board shall be half of the total number of Board members plus one.</p>																	
10.5 Conflict of interest guidelines	<p>Board members shall absent themselves from discussions or decision making at Board meetings if there is a potential conflict of interest, and this shall be recorded in the Minutes of meetings.</p> <p>Board members shall not knowingly take advantage of, or benefit from, information that is obtained through their Board duties and responsibilities and which is not generally available to the public. Any member whose personal or financial interest could conflict with the subject matter discussed should immediately disclose this information.</p> <p>As soon as a potential conflict of interest arises, the member will declare it for discussion and recording, after which the member will vacate the meeting for the discussion and vote.</p>																	
10.6 Performance	<p>The Board shall assess its performance annually against its stated objectives and functions.</p> <p>Measurable and achievable key performance indicators (KPIs) shall be agreed between the MRLCTA Board and Funding Partners on an annual basis and MRLCTA will report against those KPIs.</p>																	
10.7 Reporting	<p>Timing and format of reports:</p> <table border="1" data-bbox="448 1140 1484 1619"> <thead> <tr> <th data-bbox="448 1140 938 1255">Type of report</th> <th data-bbox="946 1140 1219 1255">Reporting to MRLCTA Board</th> <th data-bbox="1227 1140 1484 1255">Reporting to Local Government Funding Partners</th> </tr> </thead> <tbody> <tr> <td data-bbox="448 1255 938 1329">Progress against annual Business Plan</td> <td data-bbox="946 1255 1219 1329">Bi-monthly as part of Board Agenda Papers</td> <td data-bbox="1227 1255 1484 1329">Six monthly</td> </tr> <tr> <td data-bbox="448 1329 938 1434">Budget versus actual profit and loss reporting (incorporating carry forward funds)</td> <td data-bbox="946 1329 1219 1434">Bi-monthly as part of Board Agenda Papers</td> <td data-bbox="1227 1329 1484 1434">Six monthly</td> </tr> <tr> <td data-bbox="448 1434 938 1507">Progress against Strategic Plan</td> <td data-bbox="946 1434 1219 1507">Six monthly as part of Board Agenda Papers</td> <td data-bbox="1227 1434 1484 1507">Six monthly</td> </tr> <tr> <td data-bbox="448 1507 938 1619">Progress against TDM Work plan (Please note: reporting by TDM to RDAMR CEO will be ongoing)</td> <td data-bbox="946 1507 1219 1619">Bi-monthly as part of Board Agenda Papers</td> <td data-bbox="1227 1507 1484 1619">Six monthly – report sent directly to Councils</td> </tr> </tbody> </table>			Type of report	Reporting to MRLCTA Board	Reporting to Local Government Funding Partners	Progress against annual Business Plan	Bi-monthly as part of Board Agenda Papers	Six monthly	Budget versus actual profit and loss reporting (incorporating carry forward funds)	Bi-monthly as part of Board Agenda Papers	Six monthly	Progress against Strategic Plan	Six monthly as part of Board Agenda Papers	Six monthly	Progress against TDM Work plan (Please note: reporting by TDM to RDAMR CEO will be ongoing)	Bi-monthly as part of Board Agenda Papers	Six monthly – report sent directly to Councils
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10.8 Confidential Information	<p>Confidential information provided to Board members shall not be made available to any person or organisation unless authorised by the Chairperson.</p>																	