



Nillumbik Tourism Association

NTA STRATEGIC PLAN

2016-2018

Our History

The Nillumbik Tourism Association was incorporated in November 1998. With the support of the Nillumbik Council, the NTA had endorsement by Council for many years to implement the Marketing and Tourism initiatives on behalf of the Council, including membership of and cooperation with the Yarra Ranges Tourism association.

In 2011 the Nillumbik Council committed to build a new local brand which eventually became “The Artisan Hills”, and concurrently, made changes to the funding model to bring back “in-house” to Council the funding, function and responsibility all regional tourism, planning and marketing. This left the NTA as a members-only organisation administered by a volunteer Committee, with oversight of the public events organised by its members via sub-committees.

Since 2008, the NTA has been in receipt of two significant grants from Council, to fund community programs of events for artists (Open Studios) and wineries (Open Cellars and Winter Wine Fest). These programs have been run continuously and successfully from then until the current time.

In late 2016, the NTA underwent a Strategic Review to align its functions and accountabilities to a member-based organisation, removing any activities that overlap or were in parallel to the marketing and promotional activities undertaken by the Nillumbik Council through The Artisan Hills websites, newsletter and social media. This allowed the NTA to concentrate on activities that align to its role as an association to assist tourism-based businesses / traders in the Nillumbik area and surrounds, while still working to support the Nillumbik Council and The Artisan Hills brand.

The challenges facing the NTA going forward are to identify opportunities to develop new events or initiatives that assist the tourism community to grow their businesses via increased tourist visitor numbers into the region, and to successfully advocate on behalf of the members to Council and to other industry bodies to ensure the members’ business needs are being understood and considered.

Our Vision

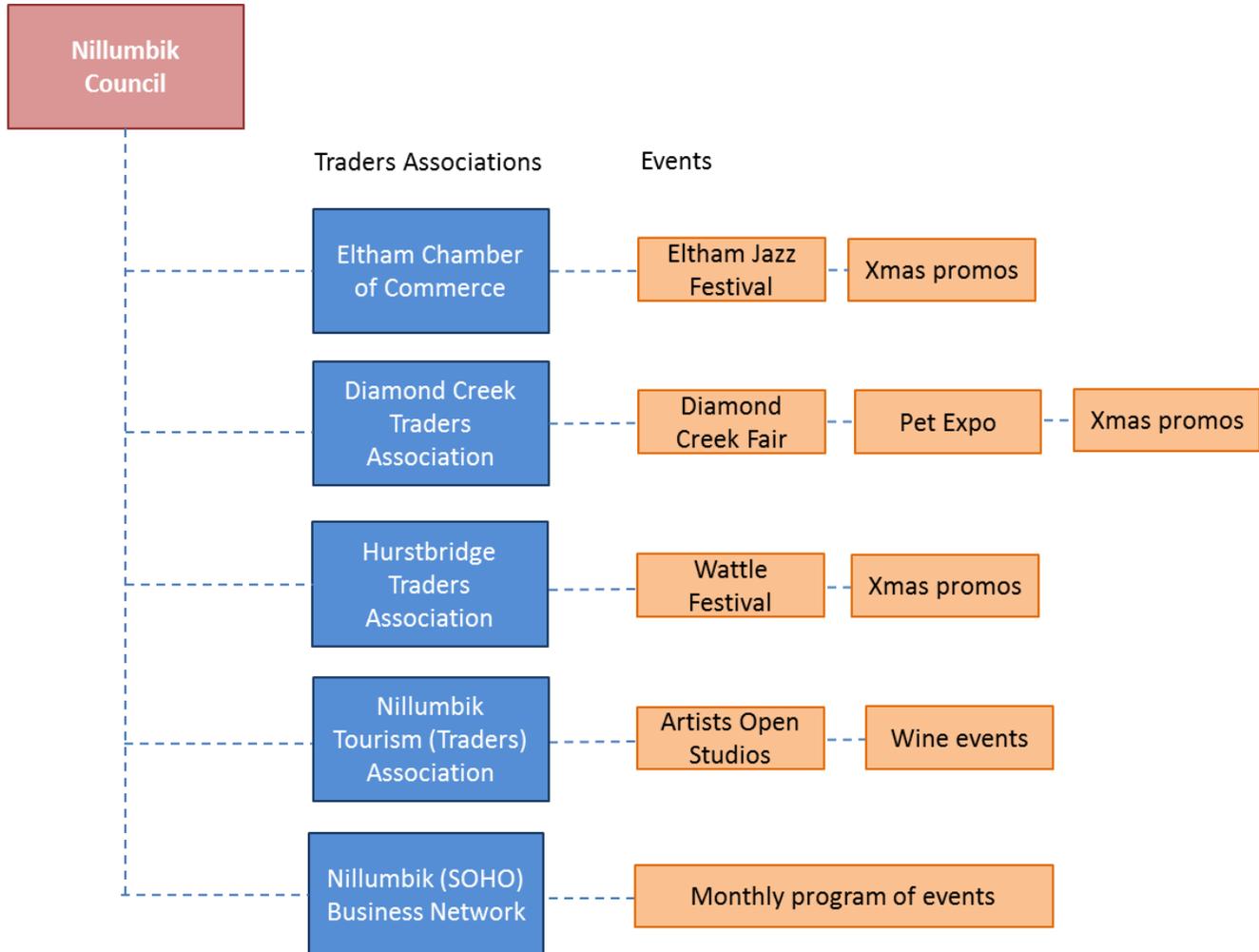
To support tourism traders in the region, and assist in promoting the region to be a premier tourism destination, for visitors from both within and beyond the region.

Our Mission

To support and advocate on behalf of our members to help grow their professional knowledge in relation to the tourism industry, and to build effective relationships with local government, association and industry groups in support of the Nillumbik Council’s Artisan Hills branding and marketing direction which in turn will help increase visitor numbers to the region.

Governance

The Nillumbik Tourism Association is an incorporated not-for-profit organisation, and as such is one of five trader associations in the Nillumbik Region. The NTA is invited to represent its members' needs and issues to the Nillumbik Council via sub-committees of the Nillumbik Council and directly via Councillor Delegates as appointed by Council.

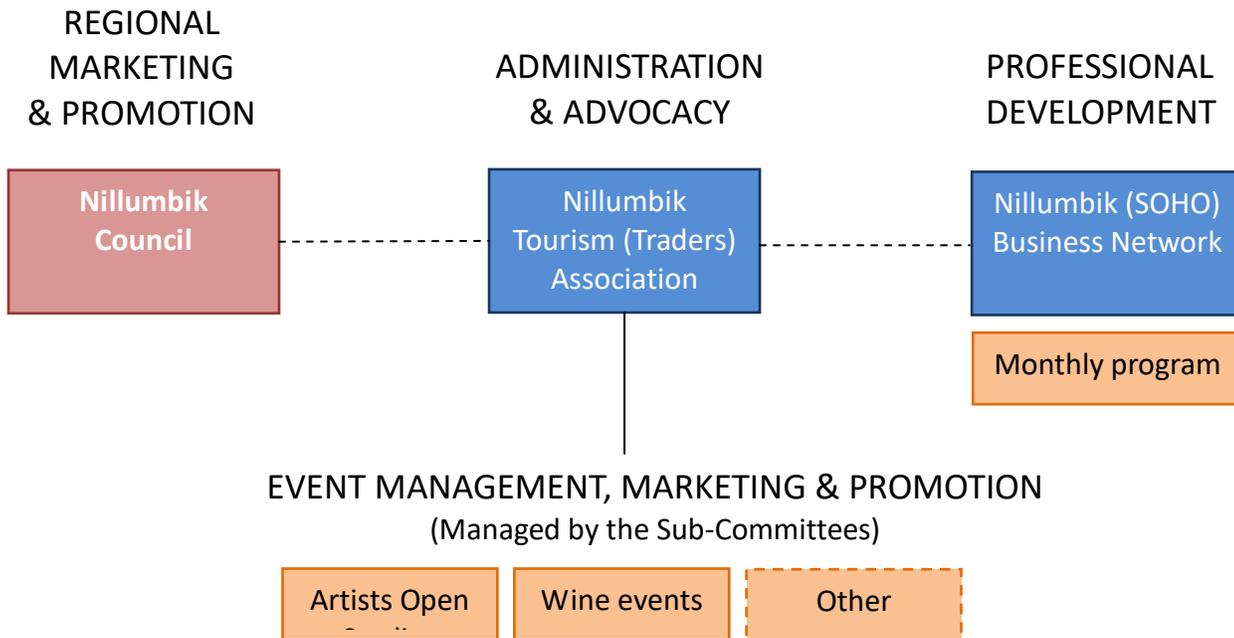


Accountability Model

The following table and diagram indicates the functional accountabilities of the NTA

Function	Group responsible
Regional Marketing and Promotion	Nillumbik Council Artisan Hills Marketing
Administration (on behalf of sub-committees) and advocacy on behalf of members	NTA Committee
Professional Development	In co-operation with the Nillumbik Business Network
Event Management, Marketing and Promotion	Event sub-committee

The Nillumbik Tourism Association



MEMBERS

Membership criteria:

Unlike other Trader organisations in the district of Nillumbik, the NTA membership fee is

- not collected by the Shire Council as part of the rate card, and
- is therefore not compulsory, and
- is not restricted to the strip shopping profile defined by the Council's rate collection criteria – our members can come from anywhere in the region including outside of the Nillumbik Shire district

Therefore we, as an organisation have to attract and keep our members through providing good reasons to join and stay as member, providing good value for money. As an organisation we need to understand what our members want from their membership and make sure we provide that. We need to be able to clearly articulate our membership benefits and then provide them - honestly (not just wishful thinking). More than that – we should actively strive to keep building up our membership benefits - growing the list of offerings that can be delivered without impacting the budget of the organisation. For example, insurance deals, printing deals, facilities deals, etc.

Our Goals, Strategies and Initiatives

Goal 1: Ensure the NTA is well-managed, effective and financially viable.

	Strategy	Initiatives	When
1	Secure and co-ordinate funding from the Nillumbik Council to support the programs of the NTA	<ul style="list-style-type: none"> Work with the Nillumbik Council to review and submit Grant Applications to the Council in June of each financial year, in order to secure funding for Event programs on an annual basis 	Annually
2	Manage the fees for both NTA membership and event entry	<ul style="list-style-type: none"> Monitor and manage the Membership database for accuracy. Review and set the annual Membership and Event entry fees in May of each year, and ensure membership and event fees are invoiced and collected annually in a timely manner Identify a cost-effective online (automated) manner to facilitate membership and event subscriptions, payment and receipting 	Annually 2016
3	Reduce the administrative overhead down to 15% (the not-for profit industry benchmark)	<ul style="list-style-type: none"> Identify Administrative functions and activities that can be streamlined or removed or automated Cease any marketing functions that are a duplication of those already provided by the Nillumbik Council via The Artisan Hills Marketing strategies e.g. newsletter, website, marketing activities for events 	2016 2016

Goal 2 Strengthen the governance of the Association

	Strategy	Initiatives	When
1	Ensure statutory compliance	<ul style="list-style-type: none"> Review and update the NTA Charter to align to the new Strategic Direction Submit annual returns to the Department of Justice by the due date, post the AGM Ensure all ASIC and BAS requirements are met by the due date 	By Mar 2017 Annually Ongoing
2	Develop an Operations Guidelines to be used by the Committee	<ul style="list-style-type: none"> Create a Procedures Manual or Operations Guideline for all administrative roles and tasks so that handover between Committee members and volunteers is straightforward 	By Mar 2017
3	Data storage	<ul style="list-style-type: none"> Ensure that the history of the Association and all formal records are filed electronically and backed up quarterly. A copy of the data storage to be held in a separate location to the primary record. 	Quarterly
4	Insurance policies	<ul style="list-style-type: none"> Provide indemnity against litigation for all Committee members by ensuring that appropriate Insurance Policies are maintained and renewed annually by the due date 	Annually
5	Ensure compliance to Nillumbik Council governance requirements at all times	<ul style="list-style-type: none"> Submit acquittal invoices for funding to the Nillumbik Council by the due date (July of each year, and June of the following year) Submit reports to Nillumbik Council on each of the grants at the conclusion of each financial year Submit applications for renewal of the Grants in June of each year 	July / June June June / July
8	Seek opportunities to strengthen the relationship with the Nillumbik Business Network	<ul style="list-style-type: none"> Meet and work with the Nillumbik Business Network in order to identify events and strategies that will benefit the members of both organisations. 	Ongoing
9	Employees	<ul style="list-style-type: none"> Manage the employment of staff (part-time or casual) professionally, including appropriate remuneration entitlements, work-cover and superannuation requirements 	Ongoing

Goal 3 Strengthen the relationship with the event sub-committees

	Strategy	Initiatives	When
1	Support the activities of the event sub-committees	<ul style="list-style-type: none"> Develop and provide to each of the event sub-committees an annual budget for which they are accountable to manage (that is, the Coordinator for each of the events to be the single approver of all expenditure up to the limit of the budget set by the NTA Committee) Work with the event sub-committees to ensure they are being run effectively and collaboratively Seek monthly reporting and feedback to the NTA Committee from each event sub-committee 	Monthly
2	Support opportunities for new events to be created	<ul style="list-style-type: none"> Identify any new opportunities where the NTA members could create a new sub-committee in order to manage a new event on the local tourism calendar 	Ongoing

Goal 4 Support *The Artisan Hills* marketing strategies of the Nillumbik Council

	Strategy	Initiatives	When
1	Sign the Memorandum of Understanding	<ul style="list-style-type: none"> On behalf of our members, to review, comment and endorse the Memorandum of Understanding with the Nillumbik Council that commits the NTA to support the Artisan Hills branding and marketing direction and commit an annual member subscription, in return for member benefits as defined by the MOU 	2016
2	Support the Artisan Hills marketing strategies	<ul style="list-style-type: none"> Use the Artisan Hills brand on all NTA event literature and social media, and assist in marketing the brand and our region via any NTA events and social media opportunities 	Ongoing
3	Represent the NTA at Artisan Hills marketing meetings	<ul style="list-style-type: none"> Appoint a member of the NTA Committee to represent the voice and needs of the NTA members through attendance at any Artisan Hills Marketing sub-committees as called by Council 	6 times per annum
4	Artisan Hills Communications policy	<ul style="list-style-type: none"> Ensure any use (by NTA) of the Artisan Hills branding is in accordance with the Communications Policy as published (online) by the Nillumbik Council 	Ongoing

Goal 5 Develop a program of Professional Development events

	Strategy	Initiatives	When
1	Identify the needs of the members	<ul style="list-style-type: none"> Seek input from members in order to create a program of Professional Development events, via survey or some other mechanism 	By March 2017
2	Liaise with the Nillumbik Business Network	<ul style="list-style-type: none"> Negotiate with the Nillumbik Business Network to offer NTA members access to their program of events at a discount rate 	By Jan 2017
3	Create a program of events	<ul style="list-style-type: none"> Seek opportunities to offer events being posted by other Tourism organisations, or to create a program in-house that can offered to NTA members 	Ongoing

Goal 6 Provide ongoing Advocacy on behalf of the NTA members

	Strategy	Initiatives	Year
1	Seek appropriate representation on Nillumbik Council sub-committees as they relate to the NTA	<ul style="list-style-type: none"> Assign representatives of the Associations Committee to attend the Nillumbik Council sub-committees when requested, to represent the voice of the NTA members 	6 times per year
2	Liaise with Nillumbik Councillors	<ul style="list-style-type: none"> Meet regularly with Nillumbik Councillors assigned to represent the needs of the NTA members, to engage and inform the Councillors about NTA member needs 	Ongoing
2	Seek opportunities to strengthen the relationship with Yarra Ranges Tourism	<ul style="list-style-type: none"> Seek opportunities to meet with the Yarra Ranges Tourism executive, and to invite same to attend an NTA Committee meeting, to identify initiatives that will benefit both organisations 	Ongoing

Goal 7 Define and publish Member Benefits

	Strategy	Initiatives	Year
1	Define NTA member benefits	<ul style="list-style-type: none"> Identify and document member benefits Publish member benefits online on the NTA website 	By Feb 2017

ANNUAL CALENDAR

JULY	AUGUST	SEPTEMBER
<ol style="list-style-type: none"> 1. Submit 90%(of \$30k) acquittal invoice to Nillumbik Council 2. <i>BAS return</i> 	<ol style="list-style-type: none"> 3. Review Strategic Plan and develop annual report for AGM 	<ol style="list-style-type: none"> 4. Send out invitations to AGM meeting to be held in October
OCTOBER	NOVEMBER	DECEMBER
<ol style="list-style-type: none"> 1. EVENT: Open Cellars 2. Hold NTA AGM Meeting 3. <i>BAS return</i> 	<ol style="list-style-type: none"> 1. EVENT: Open Studios 2. Submit annual return to Department of Justice 	
JANUARY	FEBRUARY	MARCH
<ol style="list-style-type: none"> 1. <i>BAS return</i> 	<ol style="list-style-type: none"> 1. Review all staffing / appraisals 	<ol style="list-style-type: none"> 1. Pay Nillumbik Council \$40 per member for Artisan Hills branding
APRIL	MAY	JUNE
<ol style="list-style-type: none"> 1. <i>BAS return</i> 	<ol style="list-style-type: none"> 1. EVENT: Open Studios 2. Review and set fee schedule for following financial year 3. Raise invoices and distribute to Members 	<ol style="list-style-type: none"> 1. EVENT: Winter Wine Festival 2. Submit Grant report to Nillumbik Council 3. Submit 10% acquittal invoice to Nillumbik Council for previous year (\$3k) 4. Submit 100% acquittal Arts Grant \$10k 5. Submit 2 x Grant applications to Nillumbik Council for coming year