

# **ATTACHMENT TO AGENDA ITEM**

**Ordinary Meeting**

**15 July 2014**

<b>Agenda Item 5.1</b>	<b>Shepparton Show Me Final Review Report</b>
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# Shepparton Show Me

## Final Review Report



**May 2014**

## 1. Background:

At the Ordinary Council meeting held on the 17 May 2011 a Notice of Motion was moved that:

*“The Council’s Internal Audit Committee undertake a review of and make recommendations on the most appropriate arrangements for the administration and expenditure of the funds raised by the Shepparton Promotions Scheme”.*

This motion was based on the view that there was:

- A lack of focus and impetus around the management of Shepparton Show Me (SSM) Committee budgeting process including the management of carried forward funds.
- No documentation stating what SSM Committee’s intentions are in relation to the build-up of surplus funds.
- A general lack of administration around the SSM Committee including:
  - The Committee not adhering to all requirements of Section 86, the Instrument of Delegation or the “Guidelines Applying to the Delegation of Authority to the Shepparton Show Me Special Committee of Management” (the Guidelines);
  - The Instrument of Delegation and the Guidelines had not been reviewed or updated in the required timeframe; and
  - No procedural document had been developed to outline the governance and administrative tasks to be performed for the SSM Committee, including roles and responsibilities of both GSCC and committee members.

Pitcher Partners were consequently engaged, with support of the Audit and Risk Management Committee (ARMC), to undertake an independent audit report on the:

1. Section 86 Committee requirements in relation to the *Local Government Act 1989*
  - Governance arrangements and practices in place
  - SSM Committee compliance with the LGS and Section 86 requirements
  - Practices undertaken by the SSM Committee and consistency with Council Policy
2. Administration of the Shepparton Show Me Committee
  - Delegation of responsibilities given to the SSM Committee
  - Duties and requirements undertaken to the SSM Committee and any policy documents outlining these requirements
  - Process for decisions surrounding the appointment and removal of members to the SSM Committee
3. Delegations undertaken by the Shepparton Show Me Committee.
  - Delegation of responsibility given to the SSM Committee
  - Processes in place for decisions made in relation to expending fundings
  - Processes in place to ensure funds are delegated transparently and appropriately
  - Process in relation to the approval of the budget

The final review report was presented to the ARMC at its meeting of 14 December 2011 and received its endorsement. The significance of the issues identified in the report resulted in the ARMC resolving to submit the report to Council along with strong recommendations to rectify the issues in a timely manner.

At the Ordinary Council meeting held on 17 April 2012 a motion was successfully moved which included a direction to Council officers "to review and report, following consultation with the commercial and industrial sector, on the most appropriate arrangements for attracting consumers of retail and business services to Shepparton, and to examine waiving the differential rate while the review of the Shepparton scheme is undertaken". Draft Terms of Reference were developed and adopted at the June 2012 Council Meeting, advertising commenced calling for nominations for the reference group and members were appointed to the Reference Group on 21 August 2012.

Based on the review conducted by the SSM Reference Group, in February 2013 the following recommendations were made:

1. Amend the Instrument of Delegation and Guidelines pertaining to the Shepparton Show Me Committee as adopted by Council on 17 April 2012 as follows:
  - to remove the requirement for the position of Chairperson to be filled by a Councillor;
  - to require the Chair, on appointment, to undertake appropriate training relating to Local Law No. 2 – Processes of Local Government (Meetings and Common Seal) and other relevant Council Policies;
  - to include the appointment of an additional Council officer to the Committee, being the person holding the position of Manager Tourism, Arts and Events, (but with such person not holding voting rights at Committee meetings);
  - to alter the mission statement of SSM to "to facilitate a connection between the Shepparton Show Me branding and the stakeholders through the support and/or leveraging of events, festivals and other promotional activities directed towards attracting consumers of retail and business services to Shepparton and driving economic activity".
2. Actively seek to ensure that the representation on the Committee, be as inclusive of as many sectors as possible including the retail, commercial, professional and industrial sectors.
3. Request the Chief Executive Officer to examine the reclassification of the position of Team Leader Marketing and Promotions to a higher level of banding with the position description being modified to include the requirement for the incumbent to have suitable marketing qualifications.
4. Seek legal advice regarding the Marketing Services contract, and based on that advice, take appropriate action.
5. When the current marketing services contract concludes, review the requirement that the Shepparton Show Me Committee operate with a sole marketing services contractor.
6. Review the current appointments on the Committee and identify any members of the Committee who are not actively complying with and supporting relevant legislation, Council policies and procedures, and other governance requirements and ask those members to either comply with these requirements or step down from the Committee.
7. Provide quarterly payments to Shepparton Show Me, to be allocated following the receipt of a quarterly report from the Committee demonstrating that all campaigns and sponsorship allocations have success measurements clearly defined prior to allocation and assessed upon completion, that all minutes of meetings from the previous quarter have been circulated to Councillors, and the Committee is operating in accordance with section 86 of the Local Government Act 1989, Council policies and procedures and the Instrument of Delegation and Guidelines pertaining to the Committee.

As part of the review process, Council's Manager Rates and Valuations presented to the SSM Reference Group the method by which the rates revenue is collected from commercial and industrial properties. The Reference Group were comfortable that the current method continue unchanged. SSM is funded through the council budget and is expressed by the percentage of rates in the dollar raised from all commercial and industrial premises within the urban Shepparton CBD.

With the SSM review process first commencing in 2011, it is now time to assess whether the recommended changes have been adhered to and whether these recommendations have resulted in improved management of the SSM Section 86 Committee.

Below is a detailed summary of the activities undertaken over the past 12 – 18 months with the aim of addressing issues raised with the delivery of SSM. While some of the activities are were those prescribed by the SSM review process, additional initiatives have been implemented by the SSM Committee with the aim of revitalising SSM moving forward.

The results of this final review have been determined via a document and process audit (secondary data review) and surveying of current SSM Committee members (primary data review).

## 2. Review Outcomes

### 2.1 Review of Instrument of Delegations and Guidelines

The SSM Instrument of Delegations and Guidelines were reviewed by the committee in October 2013. Proposed changes to the guidelines aimed to provide more detailed guidance to the committee on the following aspects of the operation of the committee:

- Exemption of the committee from the requirement to comply with the local law.
- Removal of the reference to the chairperson being required to undertake appropriate training relating to the local law.
- Setting of general meeting dates by resolution of the Committee. Previously dates could be set as designated by the chairperson.
- Special (Emergency) Meetings requirements relating to the giving notice of meetings to committee members and the public.
- Amending of an agenda after it has been distributed.
- Chairing of meetings of the Committee.
- Motions which must not be accepted by the chairperson.
- Modification of the wording or withdrawal of a motion before the chairperson.
- All remarks from members to be directed through the chairperson.
- The procedure for determining a motion including the requirement to ensure that quorum is present.
- The content that must be included in minutes of committee meetings.
- Conflict of interest requirements.
- Audio or video recording of committee meetings.
- Responsibilities of the Secretary and Treasurer.
- Amend references to the committee developing a comprehensive business plan to developing a comprehensive marketing plan.
- Insertion of the requirement to develop a 5 year marketing strategy.
- Removal of the section covering Capital Works as this section is not relevant to the operation of the Committee.
- Inclusion of a clause allowing members to attend meetings via telephone conferencing.
- A minimum of six representatives of the Shepparton business community.

These proposed changes were approved by Council at the 17 September Ordinary Council meeting.

These amendments have brought the Shepparton Show Me Guidelines into alignment with other Section 86 Committee Guidelines.

For a copy of the SSM Instrument of Delegations and Guidelines please refer to appendix 1.

### 2.2 Office Bearer Position Descriptions

In the lead up to the SSM 2013 Annual General Meeting (AGM), position descriptions were created for office bearer roles, that of deputy chairperson, secretary and treasurer. The role of the chairperson is already detailed in the SSM Instrument of Delegations. The Office Bearer Position Descriptions are provided in appendix 2.

Developing the PDs enables committee members to make an informed decision in nominating for positions and clearly details their responsibilities.

As part of the review process it was recommended that for a period of two years a Councillor fill the role as chairperson. This was adhered to with Cr Michael Polan being the chair for the first year and Cr Les Oroszvary currently appointed to the role.

In August and September 2013 the committee welcome new members that broadened the current committee composition with the following business and industry sectors now represented – retail, hospitality, manufacturing and even a CEO of a multi-national privately owned company.

In addition, the Manager of Marketing and Communications and Manager Arts, Events and Tourism were accepted onto the committee as non-voting members.

### **2.3 Committee member induction program and information kit**

With an influx of new committee members at the 2013 AGM it was identified that developing a SSM committee induction program was imperative to the committee moving forward. This provided the opportunity for new committee members to be fully briefed on the past, present and future of the SSM initiative. As part of the induction process the committee information kit was up-dated.

Three committee induction programs were delivered in 2013/2014.

The delivery of the program is undertaken by the Manager Marketing and Communications, SSM Marketing Co-ordinator, Governance Team Leader, Manager Rates and the committee chair.

A copy of the induction program is provided in appendix 3. A hard copy of the information kit is provided with this report.

### **2.4 Financial Review**

In being more transparent and fiscal in the management of SSM funds, the position of treasurer has now been introduced into the committee structure and the monthly financial reporting format has been up-dated.

A position description has been developed for the treasurer role, with this role currently filled by a committee member that holds an accounting qualification. For a copy of the treasure position description please refer to appendix 2.

The monthly financial report is now divided into three main areas – income, expenditure and total funds available. Expenditure is now divided into operational costs, marketing and promotions, sponsorship, member communication, rent and vehicle and mobile stage. All tracking of expenditure and income is managed via this revised format. A copy of the financial report template is provided in appendix 4.

As per review requirements the process of providing quarterly reports to council for funds to be released has been introduced.

To assist in better managing finances, the budget is now allocated accordingly.

Activities	Percentage	Dollar Amount Per Annum
Promotional activities	57%	\$368,267
Administration and salary	20%	\$129,216
Sponsorship	15%	\$96,912
SSM member communication and engagement activities	3%	\$19,382
Rent and vehicle	3%	\$19,382
Mobile stage maintenance	2%	\$12,921
<b>TOTAL:</b>	<b>100%</b>	<b>\$ 646,083</b>

With surplus funds currently available the decision has been made for these funds to be used as part of the tender process in the appointment of a panel of providers for marketing and/or advertising services. Current surplus funds provides the opportunity for the committee to invest in significant branding campaigns that support the mission of the SSM in positioning Shepparton as the premier place in north east Victoria to do business, shop, dine, stay and play.

### 2.5 SSM Levy Itemised

In being more transparent, the SSM levy is now specifically itemised on the council rates notice. Each business/property owner is now fully aware of the amount that they contribute to SSM. This process has been beneficial as many businesses were of the opinion that they were paying more than they actually do. It has also assist in facilitating discussions with SSM members and enhancing their understanding the SSM is a strategic initiative, rather than one that focuses on the promotion of individual businesses.

### 2.6 SSM Sponsorship Guidelines & Register

The committee is in the process of adopting formal sponsorship guidelines that will ensure that decision making is robust, transparent and consistent. The guidelines provide clear assessment criteria in the assessment of sponsorship applications. For a copy of the guidelines please refer to appendix 5.

In addition to this, as per the review recommendations, a sponsorship register has been established to record and monitor sponsorship application outcomes. This register is presented at SSM monthly ordinary meetings. A copy of the register is provided in appendix 6.

### 2.7 Marketing strategy

As per the review recommendation the SSM Marketing Strategy 2013 – 2017 has been endorsed by the committee.

Brenton and Partners were commissioned by the committee to undertake a strategic planning process, which included a series of workshops with key stakeholders.

The draft Marketing Strategy prepared by Brenton and Partners was not supported by the SSM committee as the strategy was convoluted and was very tactical. A strategy should be more highly level in providing direction to the committee and the SSM initiative and clearly articulating opportunities and goals. The marketing strategy needs to be set first in order to provide direction and inform the marketing plan.

The marketing strategy has now been simplified and endorsed.



Following the appointment of the marketing and advertising panel of providers and further consultation with SSM members, a 2 year marketing plan will be developed, implemented and reviewed.

A copy of the 2013-2017 Marketing Strategy is provided in appendix 7.

### **2.8 Tendering of marketing and advertising services**

The review determined that the termination of the existing marketing contract was to occur and that a single provider could no longer be appointed to deliver marketing services.

As there is an on-going need for marketing and advertising services, the process has been established to appoint a panel of providers which will ensure that SSM adhere to council's procurement procedures.

The tender is currently advertised and is due to close on May 21. The tender has been divided into three main sections:

1. Strategic (branding) campaigns and initiatives
2. Tactical campaigns
3. Media buying

Tenderers have the option to apply for one or all three components of the contract.

### **2.9 Campaign Evaluation**

As per the recommendation evaluation of each SSM campaign is undertaken using a variety of methods. Evidence of this includes the evaluation outcomes for:

- 2013 Mother's Day Campaign
- 2013 Christmas Campaign
- 2014 SSM Selfie Campaign

The SSM Marketing Co-ordinator is also diligently following up sponsorship acquittals which detail the evaluation and success of SSM sponsored events.

### **2.10 SSM Marketing Co-ordinator revised position description**

The resignation of the SSM Marketing Team Leader in April 2013 provided the opportunity to review the SSM Marketing role. A working group was convened to review and revitalise the position description. It was identified that in driving SSM forward, the role required being more relationship, commercial and marketing focused. The revised PD led to the appointment of Mat Innes-Irons. Mat has a long history of successful business ownership and has a high level of credibility within the Shepparton business community. Mat's appointment has been well received by the SSM members and has resulted in increased member engagement and communication and a more positive perception of the SSM initiative.

### 2.11 Changes in meeting times

SSM ordinary meetings are now held in the third Monday of the month in evening from 5.30pm – 7.30pm. This change has enabled business people to attend the meetings if they so desire but also the meetings are no longer constrained by time, allowing for more robust discussions and future planning.

iPad technology is currently being explored in order for the committee to facilitate a more sustainable approach to committee meetings. Currently agendas, minutes and supporting documents are provided in hard copy which results in a substantial amount of paper being used. The committee is working towards a paperless solution.

### 2.12 Working Groups

With the formality of the ordinary meetings, this limits the opportunity for the community to undertake planning and/or implement actions. Working groups or sub-committees have been informed to ensure that the work gets done. The working groups comprise:

- Marketing planning
- SSM member consultation and engagement
- Mobile stage strategy
- Sponsorship
- Budget

Each group has a dedicated convenor responsible for group co-ordination. The groups have identified objects and priorities, and committee members nominate which group/s they would like to join.

These groups enable the committee to get some traction with various projects. Some outcomes to date include:

- Consolidation of a marketing strategy
- The panel of providers tender for the provision of marketing and/or advertising services
- Sponsorship guidelines
- Budget review
- SSM member survey
- SSM mobile stage being used more extensively for Shepparton based events

### 2.13 Audit and Risk Management Committee endorsement

On 5 December 2013 the ARMC received a SSM audit report update that was noted and full closure of the matter was carried.

## 2.14 Committee Review

As part of the review process it's critical for the committee to reflect and report on the changes that have been implemented not only as a result of the review, but also those instigated by the committee moving forward.

A survey was completed anonymously by 14 of the committee members. Six questions were asked to ascertain the committee's experience and point of view over the past 12 – 18 months. Key themes include:

1. What have we done well over the past 12 months?
  - The committee is working well together and is having more of a strategic focus.
  - Systems have been put in place that have streamlined processes and enable the committee to achieve more results.
  - There is now a more positive perception of SSM by the business and industrial sectors and the broader community.
2. What could we have done better over the past 12 months?
  - Increased planning.
  - Too much time spent discussing sponsorship applications.
  - Increased engagement with SSM members.
3. What is currently working?
  - Systems, such as the introduction of sub-committees/working groups which has enabled the committee to gain traction with a range of projects.
  - The committee has a strong working relationship which enables robust discussion, ensures that there is a team effort in the follow through of projects and the committee is starting to make a real difference.
4. What do we need to improve?
  - Increased focus on partnerships with "like"/key stakeholders to maximise opportunities for SSM members and target markets.
  - Planning and speed of delivery, we need to be more agile.
  - Increased SSM member involvement and input.
5. What should be our top 3 priorities over the next 12 months?
  - Planning, especially in the development of a 12 – 24 month marketing plan.
  - Campaigns that represent other industry sectors beyond that of retail.
  - The chair role to be filled by a business or industrial representative.
6. Other comments
  - Please refer to summary in appendix 8.

The full results of survey are provided in appendix 8.

### **3. Recommendations**

#### **3.1 Quarterly Reporting**

The nature of SSM activities do not lend themselves to the frequency of the quarterly reporting. Campaigns and activities occur when the timing is most suitable for an industry, target market and/or Shepparton in general. Reports are too frequent for the level of activity undertaken. Also there is little value providing a report for a quarter where limited activity is undertaken.

With a revised financial management process in place and the expenditure of funds now occurs according to the budget, the Committee is well position to effectively manage the budget moving forward.

Recommendation:

That six monthly reports are presented to Council for consideration, and that the release of funds are no longer required as part of the reporting process. A copy of meeting minutes and financial report are to continue to form part of the reporting process.

#### **3.2 Chairperson**

An outcome of the initial review saw the appointment of a councillor as chair for a period of two years. This two year period has now expired. In August 2013, Clinton Tilley, commercial member, was appointment as the SSM deputy chair. In the absence of the chair, Clinton has taken on the chair responsibilities on several occasions.

With the committee having clear direction and governance and management processes in place, the committee is well positioned for the chairperson role to be filled by a committee member representing the commercial or industrial sector.

Recommendation:

At the August AGM, nominations are sought from committee members representing the commercial or industrial sector to fill the chairperson role.

This appointment will be endorsed at the AGM and then presented to council for consideration along with the remaining office bearer roles, as per the current process.

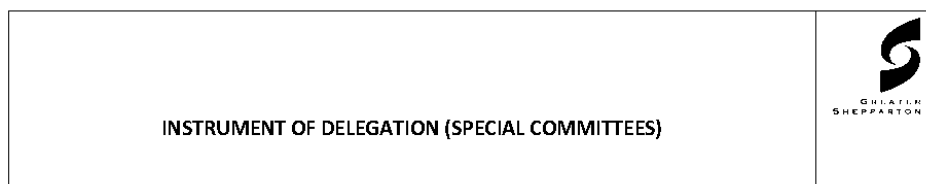
#### **3.3 Administration Support**

Co-ordinating monthly Section 86 committee meetings involving agenda preparation, minute taking, document distribution, letter and report writing and meeting and set up and pack up is resource and time consuming. Coupled with the large volume of purchase orders and invoices that need to be processed, provision of dedicated administration support will be of significant benefit for the operation of the committee and enabling the SSM Marketing Co-ordinator to focus on the core business of the SSM initiative.

Recommendation:

To explore the possible employment of a part-time SSM administration officer through the use of SSM funds.

## Appendix 1: SSM Instrument of Delegations and Guidelines



### GREATER SHEPPARTON CITY COUNCIL

#### INSTRUMENT OF DELEGATION

#### SHEPPARTON SHOW ME

#### SPECIAL COMMITTEE/COMMITTEE OF MANAGEMENT

Greater Shepparton City Council (Council) delegates to the special committee established by resolution of Council passed on 19 February 2013 and known as the Shepparton Show Me Special Committee (the Committee), the powers and functions set out in the Schedule with the objective of stimulating economic activity for stakeholders, and declares that:

1. this Instrument of Delegation is authorised by a resolution of Council passed on 19 February 2013.
2. the Delegation:
  - 2.1 comes into force immediately the common seal of Council is affixed to this Instrument of Delegation;
  - 2.2 remains in force until Council resolves to vary or revoke it; and
  - 2.3 is to be exercised in accordance with the guidelines or policies which Council from time to time adopts; and
3. all members of the Committee will have voting rights unless specified otherwise within the Guidelines pertaining to this committee.

THE COMMON SEAL of the GREATER )  
 SHEPPARTON CITY COUNCIL was )  
 affixed on the      day of      in the )  
 presence of the Chief Executive Officer being a )  
 delegated officer pursuant to Local Law No. 2 of )  
 the Council.

.....  
 CHIEF EXECUTIVE OFFICER

**SCHEDULE TO INSTRUMENT OF DELEGATION****POWERS AND FUNCTIONS**

To exercise Council's functions and powers to perform Council's duties for the following purposes:

1. The power to determine and implement a Business Plan for the Show Me brand ensuring that:
  - all retail and non-retail business contributing to the differential promotion rate receive equitable treatment relative to their level of contribution;
  - provision is made for the most cost-effective use of resources for all stakeholders.
2. The power to incur expenditure not exceeding the amount collected from the differential rate, or from other legal funding sources, for implementation for the Show Me Business Plan.
3. The responsibility to refer to the Council any applications from special interest groups for assistance towards promotional programs, ensuring consistency with the goals and objectives of Show Me and the coordination of programs.
4. The power to seek additional funding sources or other forms of assistance, including by way of sponsorship, to be directed towards activities and programs that are consistent with, or complementary to, the Show Me Business Plan.
5. The function of monitoring and assessing the operation of the Show Me Business Plan.
6. The responsibility to maintain an awareness of the current activities of the Council's Investment Attraction and Arts, Events and Tourism Branches in respect of projects, campaigns, events and promotions in so far as they relate to Greater Shepparton.
7. The power to enter into contracts and to incur expenditure, within the limits noted below.
8. The power to do all things necessary in order to perform all functions, duties and powers outlined above.

**EXCEPTIONS, CONDITIONS AND LIMITATIONS**

The Committee is not authorised by this Instrument to:

1. Enter into contracts, or incur expenditure, for an amount which is not included in the budget
2. Award a contract exceeding the value of \$100,000
3. Award a contract other than to the lowest conforming tenderer, unless authorised by Council
4. Exercise the powers which, by force Section 86 of the Act, cannot be delegated

**Vision**

Shepparton Show Me's vision is to support the continued development of Shepparton's retail and commercial precinct by creating a character and identity exclusive to Shepparton.

**Mission**

The mission is to facilitate a connection between the Shepparton Show Me branding and the stakeholders through the support and/or leveraging of events, festivals and other promotional activities directed towards attracting consumers of retail and business services to Shepparton and driving economic activity.

**GUIDELINES – COMMITTEE DELEGATIONS  
SHEPPARTON SHOW ME COMMITTEE**



**GUIDELINES – COMMITTEE DELEGATIONS**

**INTRODUCTION**

**1. APPLICATION OF GUIDELINES AND DATE EFFECTIVE**

The delegation to the Shepparton Show Me Committee must be exercised in accordance with these Guidelines. These Guidelines were authorised by resolution of the Council on 17 September 2013 and have effect from 17 September 2013.

**2. DEFINITIONS:**

In these Guidelines, the following terms have the meanings indicated:

- 2.1 "Act" means the *Local Government Act 1989*;
- 2.2 "Committee" means the Shepparton Show Me Committee established by the Council under section 86 of the Act;
- 2.3 "Council" means the Greater Shepparton City Council; and
- 2.4 "Program" means the authorised activities undertaken by the Shepparton Show Me Committee.

**COMMITTEE STRUCTURE**

**3. POLICY, RULES AND PROCEDURES**

In furtherance of its power and functions, the Committee must:

- 3.1 make procedures and rules;
- 3.2 in making any procedures, rules and conditions of use, act consistently with the objectives of the Committee stated in the Instrument of Delegation, these Guidelines and any policies of the Council;
- 3.3 report any breaches of rules, conditions of use and local laws, which cannot appropriately be dealt with by the Committee, to the Council;
- 3.4 require all users of the program to abide by any conditions of use or rules made by the Committee which are applicable to the program;
- 3.5 require all users of the program to abide by any conditions of use, rules or local law made by the Council which are applicable to the program.



- 3.6 Within 12 months of each General Election, carry out a review of the Shepparton Show Me Committee's requirements in accordance with section 86 of the *Local Government Act 1989*.

#### 4. CAPITAL WORKS

The Committee must:

- 4.1 not carry out or authorise any capital works, extensions or additions which materially alter any buildings or surrounds associated with the program outside those approved within the marketing strategy without prior approval from the Council; and
- 4.2 make recommendations to the Council on the development of future capital works and the provision of future facilities and amenities to the program.

#### 5. GOVERNANCE AND GOOD MANAGEMENT PRACTICE

The Committee has the authority to seek advice, assistance and expertise as is necessary for the proper and efficient management of the Committee within the constraints of its budget and delegation, including the ability to invite persons to the meetings of the Committee as observers or advisers.

#### 6. REPORTING

The Committee must:

- 6.1 provide a written report to the Council on its operation on an annual basis (which shall be deemed to be the annual report) by the end of September each year;
- 6.2 develop a 5 year marketing strategy;
- 6.3 develop a comprehensive marketing plan each year and present to Council for approval before 30 April each year;
- 6.4 document any business/funding agreements between the Shepparton Show Me Committee and any other parties and ensure such documents are transparent, reviewed and maintained;
- 6.5 Establish, maintain and present at each general meeting a register of all sponsorship submissions, including applications approved and applications declined;
- 6.6 convene or cause to be convened such meetings, forums, seminars or other activities as may be deemed of value by the Committee to meet or assist in meeting its objectives;
- 6.7 ensure compliance with all Acts, regulations and other legal requirements;
- 6.8 not commit, or permit to be committed, any act which will render the operation of any of the Council's insurance policies invalid;
- 6.9 publicise, promote and communicate its initiatives and the evaluation of such initiatives to the community of Greater Shepparton.

**7. FINANCE**

- 7.1 The Committee must ensure the effective financial control of the program, including the submission of an annual budget to Council for consideration and approval by 30 April each year (for each financial year beginning on 1 July and ending the following 30 June). This annual budget must include anticipated funds carried forward as at 30 June.
- 7.2 The Committee must submit a quarterly report to the Council demonstrating that all campaigns and sponsorship allocations during the previous quarter have success measurements clearly defined prior to allocation and assessed upon completion, including all minutes of meetings from the previous quarter.
- 7.3 The Committee must consider financial reports developed by the Council in conjunction with the treasurer, detailing Shepparton Show Me's financial position at each general meeting.
- 7.4 The Secretary/Treasurer of the Committee must present an operating statement and statements of financial position at the conclusion of each financial year for presentation to the annual general meeting of the Committee.
- 7.5 The Committee may enter into contracts, leases or rental agreements on behalf of the Council associated with the Committee's annual marketing plan with the consent of Council and subject to any requirements of the Act. Specific contracts shall not exceed \$100,000 on individual contracts without Council consent and must conform with Council's Procurement Policy.
- 7.6 The Committee shall have the power to, on behalf of the Council, raise funds, solicit and receive donations and secure government grants, in accordance with the objectives of the Committee, policies of Council and the budget, subject to the consent of the Council.
- 7.7 The Committee shall have the power to, on behalf of the Council, hold or sponsor functions/events, stalls or fundraising means, within the constraints of the budget, to enhance the objectives of the Committee, subject to the consent of the Council Officers.
- 7.8 The Committee must ensure that all accounting functions of the Committee conform to the requirements of Australian Accounting Standards, the *Local Government Act 1989* and Council policies.
- 7.9 The Committee must ensure that all revenue and expenditure is accounted for using the Council's financial management system.

**8. COMMITTEE MEMBERSHIP**

- 8.1 The Committee shall comprise of the following:
- 8.1.1 between six and nine members representative of the Shepparton business community
- 8.1.2 two councillors

- 8.1.3 one member of Council's Executive, and
- 8.1.4 three non-voting members being the Council officers holding the positions of:
  - a) Manager Marketing and Communications,
  - b) Manager Arts, Events and Tourism, and
  - c) Manager Investment Attraction (non-voting members).
- 8.2 On appointment, the Chairperson is required to undertake appropriate training relating to the meeting procedures outlined in this document and other Council policies.
- 8.3 Business Community Members will be appointed for a period of two years (but may be removed by the Council at any time). Nominations will take place each year, with 50 per cent of the Committee positions eligible for nomination every 12 months. A member of the Committee shall be eligible for re-appointment at the expiration of his or her period of office.
- 8.4 The Committee may co-opt as many additional members as it sees fit, but:
  - 8.4.1 no such co-option will take effect until the Council has passed a resolution appointing the co-opted person as a member of the Committee; and
  - 8.4.2 no such co-opted members shall have any voting rights at Committee meetings;
- 8.5 The Council will call for registrations of interest from the community by way of a notice in the public notice section of a local newspaper before appointing business community representatives to the Committee;
- 8.6 Notwithstanding anything else contained herein, a Committee member who is absent from three consecutive committee meetings without notification and approval by the Committee shall cease to be a member of the Committee.

## 9. MEETINGS

### 9.1 Annual General Meeting

- 9.1.1 The Committee shall hold an annual general meeting in the first quarter of the financial year on a date fixed by the Chairperson. The business of the Annual General Meeting shall be:
  - a) to receive the annual report;
  - b) to receive a report on the programme of activities proposed for the following year;
  - c) to receive and adopt the annual financial statement; and

- d) to elect office bearers to the positions of Deputy Chairperson, Secretary, Treasurer and other positions determined by the Committee as being necessary for the efficient functioning of the Committee.

9.1.2 The Committee shall give notice of the annual general meeting by way of a notice in the public notice section of the local newspaper circulating in the area.

## **9.2 General Meetings**

The Committee shall hold at least 10 general meetings during the year on such dates as determined by resolution of the Committee.

The Committee may, by resolution at an Ordinary meeting or Special meeting, determine or alter the day, time and place of any meeting.

## **9.3 Special Meetings**

The Chairperson may call a special meeting on his or her own initiative and must call a special meeting forthwith upon receiving from any three members of the Committee a written request that such a meeting be so called. The notice of the meeting by the Chairperson and the request by the three Committee members shall contain a statement of the purpose of the meeting.

The meeting must be held on such date and at such time as fixed by the Chairperson, provided that, in cases where the Chairperson calls a meeting in response to a request, the meeting shall be held within 21 days of the Chairperson receiving such request.

The Chairperson shall arrange for reasonable notice of the meeting to be given to all Committee members. No other business shall be transacted at that meeting except that specified in the notice unless, all Committee members are present and unanimously agree to deal with any other matter.

## **9.4 Special (Emergency) Meetings**

In the case of an emergency, the Chairperson or, in his absence, the Deputy Chairperson, may call or postpone a meeting of the Council without the necessity to comply with clause 9.5.3 provided reasonable attempts are made to notify every Councillor.

The circumstances which prevented the Committee from complying with clause 9.5.3 must be recorded in the minutes of any Special (Emergency) Meeting.

## **9.5 Notice of Meeting**

9.5.1 The Committee shall provide at least seven days public notice before the holding of any:

- a) Ordinary Meeting
- b) Special Meeting

- 9.5.2 The Committee shall give such public notice as is practicable before the holding of any Special (Emergency) Meeting.
- 9.5.3 The Secretary shall ensure that the notice of meeting is served on every member incorporating or accompanied by an agenda of the business to be dealt with:
- a) For an Ordinary or a Special Meeting, at least two business days before the meeting; and
  - b) For a Special (Emergency) Meeting at least 24 hours before the meeting.
- 9.5.4 The notice on agenda for any meeting shall be sent by post, email, facsimile or otherwise delivered to each member and must state:
- a) The date, time and place of the meeting;
  - b) The business to be dealt with at the meeting; and
- 9.5.5 Once the notice on agenda for any meeting has been distributed, the agenda may only be amended by a resolution of the Committee.

#### 10. MEETING PROCEDURES

- 10.1 The Committee is not required to comply with the requirements of Local Law No. 2 – Processes of Municipal Government (Meetings and Common Seal).
- 10.2 The quorum at any Committee meeting shall be a majority of voting members of the Committee.
- 10.3 Attendance at Committee meetings may be in person or via telephone conferencing.
- 10.4 The Chairperson shall take the chair at all meetings at which he or she is present. In the Chairperson's absence, the Vice Chairperson will chair the meeting. In the event of the absence of both the Chairperson and the Deputy Chairperson, the members present may appoint one of their fellow members to chair the meeting. Appointment of an Acting Chairperson must be way of resolution of the Committee with a mover and seconder and a formal vote.
- 10.5 The Chairperson must not accept any motion or amendment which is:
- 10.5.1 defamatory;
  - 10.5.2 objectionable in language or nature;
  - 10.5.3 vague or unclear in intention;
  - 10.5.4 outside the powers of the Committee;
  - 10.5.5 irrelevant to the item of business on the agenda and has not been admitted under Any Other Business;

- 10.5.6 Purports to be an amendment but is not.
- 10.6 The wording of a motion before the Chairperson may be modified, with the approval of the mover and seconder and the leave of the Committee. Such modification will be treated as an amendment to the motion and the modified motion will be recorded in the Minutes of the meeting as the motion put by the Chairperson.
- 10.7 Before any motion is put to the vote, it may be withdrawn with leave of the Committee.
- 10.8 Any member or person who addresses the meeting shall direct all remarks through the Chairperson.
- 10.9 A motion before a meeting of the Committee is to be determined as follows:
- 10.9.1 a quorum must be present at the meeting;
- 10.9.2 the motion is moved and seconded;
- 10.9.3 each member of the Committee who is entitled to vote is entitled to one vote;
- 10.9.4 unless otherwise prohibited by the Act, each member of the Committee entitled to vote and present, must vote;
- 10.9.5 unless the procedures of the Committee otherwise provide, voting must be by show of hands;
- 10.9.6 the motion is determined by a majority of the vote; and
- 10.9.7 if there is an equality of votes, the Chairperson has a second vote. The Chairperson does not have to exercise the casting vote in the same manner as he or she exercised their personal vote.
- 10.10 Minutes shall be kept of the proceedings at all meetings. After confirmation of the minutes, they must be signed and certified by the chairperson of the meeting at which they are confirmed. Copies of minutes must be forwarded to Council within fourteen days of a meeting. Those meetings must record:
- 10.10.1 The date, place, time and nature of the meeting;
- 10.10.2 The names of members and whether they are present, an apology on leave of absence or absent;
- 10.9.3 the declaration of any conflict of interest made by a member including the classification of the interest under the Act and the nature of the interest declared;
- 10.10.4 the declaration of any conflict of interest made by a Council officer or contractor who has provided advice to the Committee in relation to a matter being considered at the meeting, including the classification of the interest under the Act and the nature of the interest declared;

- 10.10.5 any application by a member to be exempted from voting on a matter due to conflict personal interests, including reasons supporting the application;
  - 10.10.6 arrivals and departures (including temporary departures) of members during the course of the meeting;
  - 10.10.7 each motion and amendment moved, along with the mover and seconder of each motion and amendment;
  - 10.10.8 the outcomes of every motion or amendment, including motions and amendments that lapse for the want of a seconder;
  - 10.10.9 details of any failure to achieve or maintain a quorum;
  - 10.10.10 the time and reason for any adjournment of the meeting, including any adjournment as a result of a failure to gain or maintain a quorum;
  - 10.10.11 the closure of the meeting to the public and the reasons for the closure;
  - 10.10.12 the names of Council officers formally in attendance (not including officers who are merely attending as members of the public gallery);
  - 10.10.13 the names of any persons or groups formally in attendance;
  - 10.10.14 the time at which the meeting was closed; and
  - 10.10.15 any other matter which the Chairperson thinks should be recorded to clarify the intention of the meeting or the reading of the minutes.
- 10.11 Each member of the Committee must comply with the Act with respect to any conflict of interest of the member.
- 10.11.1 At any meeting of the Committee, members must declare all conflicts of interest:
    - a) at the beginning of a committee meeting (except where the conflict of interest relates to a matter which will be considered by a Committee meeting closed to the public in accordance with the Act), and
    - b) immediately prior to consideration of the matter which gives rise to the conflict of interest whether or not a declaration has been made under clause 10.10.1(a).
  - 10.11.2 Where any member has made a declaration in accordance with clause 10.10.1(a), the Chair should pause after announcing any matter in relation to which a declaration has been made, to allow a declaration to be made in accordance with clause 10.10.1(b), prior to consideration of the matter
  - 10.11.3 A failure by the Chairperson to apply clause 10.10.2 does not remove any obligation on an individual member to make a declaration in accordance with the Act.

- 10.12 Any meeting or special meeting of the Committee must be open to members of the public, subject to clause 0.
- 10.13 The Committee may resolve that a meeting be closed to members of the public if the meeting is discussing any of the following:
- 10.13.1 personnel matters;
  - 10.13.2 the personal hardship of any resident or ratepayer;
  - 10.13.3 industrial matters;
  - 10.13.4 contractual matters;
  - 10.13.5 proposed developments;
  - 10.13.6 legal advice;
  - 10.13.7 matters affecting the security of Council property;
  - 10.13.8 any other matters which the Committee considers would prejudice the Council or any person;
  - 10.13.9 a resolution to close the meeting to members of the public.
- 10.14 If the Committee resolves to close a meeting to the public, the reason must be recorded in the minutes of the meeting.
- 10.15 Any decision of the Committee which the Committee does not have delegated power to implement, cannot be implemented until approved by the Council.
- 10.16 The Chairperson (or other persons authorised by the Chairperson) may record on suitable video or audio recording equipment all the proceedings of a Council Meeting. Any recording will be made only for administrative purposes to ensure accuracy of the minutes. No person must operate photographic, audio or video recording equipment or any other recording device at any Committee meeting without first obtaining the consent of the Chairperson. Such consent may at any time during the course of such meeting be revoked by the Chairperson.
- 10.17 In the event of any unresolved dispute arising, the matter shall be submitted to the Council in writing and any decision made thereon by the Council shall be final.
- 10.18 The Committee may form sub-committees from among its members for the purpose of recommending on matters, provided that no decision may be acted upon until adopted by the full Committee.
- Sub-committees shall only be established by resolution of the Committee and shall only carry out those functions stated in such resolution.

## 11. OFFICE BEARERS

- 11.1 As the last item of business at an annual general meeting, the Committee shall elect the following office bearers:



11.1.1 Vice Chairperson;

11.1.2 Secretary;

The secretary will have responsibility for taking and preparing minutes of committee meetings and assisting Council staff in the vetting of applications for funding.

11.1.3 Treasurer.

The treasurer will have responsibility for recommending to Council payment of accounts, development of the annual budget and preparing monthly and annual financial reports for consideration by the Committee. The treasurer will have no direct access to or control of funds, such responsibility remaining with Council.

11.2 Office bearers shall hold office until -

11.2.1 the next annual general meeting;

11.2.2 they resign their office; or

11.2.3 they cease to be a member of the Committee -

whichever first occurs.

## 12. TERMS OF REVIEW

At the end of the first 12 months of its appointment, the Committee will have the opportunity to review its Instrument of Delegation and these Guidelines and discuss any potential amendments.

## Appendix 2: Office Bearer Position Descriptions

### Deputy Chairperson

The Deputy Chairperson assists the Chairperson and fills in if he or she is unavailable. It is essential that the Chair and Deputy Chair have a good working relationship and understand their roles to ensure that duplication or confused direction does not occur. The role of Chairperson is a large and responsible one and there are many aspects of this work which can and should be shared with other committee members. Thus the role of Deputy Chairperson is largely the same as has been described for Chairperson, but the two people should share that workload as a team.

The Deputy Chair may also be given particular responsibilities and authority by the Committee.

In the absence of the Chairperson, the main responsibilities of the Deputy Chairperson are:

- Chairing meetings of the committee.
- Being well informed of all committee activities.
- Being aware of the future directions and plans of members.
- Having a good working knowledge of the delegation and guidelines.
- Managing committee meetings.
- Managing the Annual General Meeting.
- Being a supportive leader of all committee members.
- Ensuring that planning and budgeting is carried out in accordance with the wishes of the members.
- Managing discussion and avoiding members dominating and/or excluding others.

If chairing a meeting in the absence of the Chairperson, the Deputy Chair is responsible for ensuring:

- Meetings are correctly convened in accordance with Local Law No. 2.
- A quorum is present for all decisions.
- Meeting decisions are properly minuted.
- Maintaining order.
- The meeting is conducted while keeping the discussion focused on the business of the meeting and to clarify points and ensure that everyone understands the decisions being considered.

The Chair may vote on any motion considered by the meeting and in the case of a tied vote, the Chair has a casting vote. This means that the Chair gets a second vote and does not need to vote the same way they voted initially.

Should both the Chair and Deputy Chair be absent from any meeting the Committee may temporarily appoint another of its members to act as the Chair. Appointment of the acting chair must be undertaken by voting with the mover, seconder and outcome of the decision being recorded in the minutes.

### **The Secretary**

The Secretary is the chief administration officer of the Committee. This person provides the coordinating link between members, the management committee and outside agencies.

The main responsibilities are:

- Arranging the meetings and preparing the Agenda at least seven days prior to the date of the meeting.
- Keeping Committee members properly informed by sending them notices of meetings, copies of agendas, correspondence, reports, etc. as required.
- Receiving all incoming correspondence, if required, bring it to the attention of the Committee and/or where necessary writing and dispatching all outwards correspondence required by the Committee. A report listing all incoming and outgoing correspondence, along with progress reports on any works being done should be presented to Committee meetings.
- Taking and recording minutes of all meetings and distributing copies to Committee members.
- Preparing minutes and other associated documents, distributing copies to committee members.
- Liaising with the Chair between meetings so the business of the Committee is attended to and, in consultation with the Chair, to call special meetings as required.
- Carrying out follow-up action which arises from the business of meetings.
- Organising and delegating tasks.
- Maintaining all committee records.

### **Treasurer**

The financial year shall be 1 July to 30 June of the following year and all accounting functions shall conform to the requirements of Australian Accounting Standards, the Act and relevant regulations. The Treasurer is responsible for keeping the Committee's financial records in good order.

The main responsibilities of the treasurer are:

- Reporting at each Committee meeting by presenting a simple financial report.
- Ensuring that annual financial statements are prepared prior to adoption at the Annual General Meeting.
- Presenting a financial report to the Annual General Meeting.
- Preparing the annual budget in collaboration with the Committee and SSM Marketing Co-ordinator. The budget should be developed in alignment with the annual marketing plan.
- Undertaking financial reporting as per the Annual Reporting requirements provided to each Committee.
- Monitoring revenue and expenditure.
- Ensuring that accurate financial records are maintained.
- Ensuring that a copy of the annual finance report is submitted to Council by 30 November each year.

**Appendix 3: SSM Committee Member Induction Program**



**Table of Contents**

- History
- Vision & Mission
- Objectives
- Structure
- Committee Membership
- Section 86 Committee
- Funding & Boundaries
- Future Directions



**Our History**

Commenced in 1998  
 Super Shepparton Marketing Group proposal to Council  
 Identified need to collectively promote Shepparton's retail and commercial sector  
 2004 Ribbon branding  
 2011 Launch of current branding – Shepparton central business hub



**Our Vision and Mission**

**Our Vision**  
 To position Shepparton as the premier place in Northern Victoria to do business, shop, dine, play and stay.

**Our Mission**  
 To advance the growth and promotion of business and services in Shepparton.



**Our Objectives**

**Reach** - Play a pivotal role in developing targeted campaigns, promotions and leveraging of events to increase visitation to Shepparton in order to generate increased consumer spend and investor return on investment (ROI).  
**Leadership** - Encourage and create opportunities for the business community to work together in positioning Shepparton as the regional hub for services and business in the region.  
**Collaboration** - Work in partnership with key stakeholders to influence positive action in driving the prosperity of Shepparton.



**Our Values**

**Inform** - Communicate regularly with SSM members regarding SSM activities and engage them in opportunities to maximising their involvement.  
**Accountability** - Measure and evaluate all programs against intended outcomes and communicate results to key stakeholders.





### Conflict of Interest


**Understand**  
What's conflict of interest about?

**Be aware**  
Are you a person to whom the rules apply?

**Be alert**  
Do you have a private or personal connection with the matter?


**Check the details**  
Is your personal connection a conflict of interest?

**Take the right action**  
How do you best to resolve the conflict?



Act requires additional disclosure Register of Interest Returns every 6 months

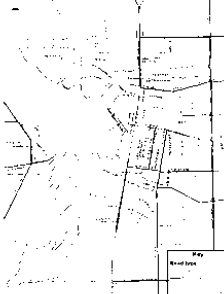
Failure to lodge a return or disclosure can lead to an investigation



### The budget process

- Dec: Officers update Council's long term financial projections
- Feb: Officers draft operating and capital budgets
- Mar: Councilors consider draft budgets at informal briefings
- Apr: Draft Budget submitted to Council for approval
  - Public notices, open house, public meetings and submissions
  - Community engagement process undertaken
- Aug: Amendments received and considered by Council. Council Passes Budget Yearly Res for Council for approval
- Oct: Budget Review Process - September Quarter Review
- Jan: Budget Review Process - Mid Year Review
- Apr: Budget Review Process - March Quarter Review

### Who contributes?



Shepparton Show Me properties are those included in the following two Rating Differential Categories:

- Commercial Improved 1 Land
- Industrial Improved 1 Land

These properties are located within the Urban Shepparton Area bounded by:

- The Goulburn River to the west
- Wanganui Road and Ford Road to the north, but including the Goulburn Valley Highway to the Barmah-Shepparton Road
- The Shepparton Heavy Vehicle By-Pass to the east, but including Benalla Road to Davies Drive
- River Road to the south

### How is it calculated?

Rating Differential Category	Number of Properties	Capital Improved Value (\$)	SSM Contribution to Total Required (%)	SSM Contribution to Total Required (\$)	SSM Contribution to Total Rating-Dollar (cents / \$)
Commercial Improved 1 Land	1,405	618,055,016	90.76	564,384.93	0.0007168
Industrial Improved 1 Land	528	331,142,200	99.24	59,898.57	0.0001803
<b>TOTALS</b>	<b>1,933</b>	<b>1,149,197,016</b>	<b>100.00</b>	<b>644,083.00</b>	

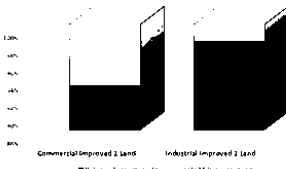
Based on the percentage contributors, the actual dollar contributions for each rating differential are calculated.

These are the percentages of the total assessed that the commercial and industrial improved properties will contribute

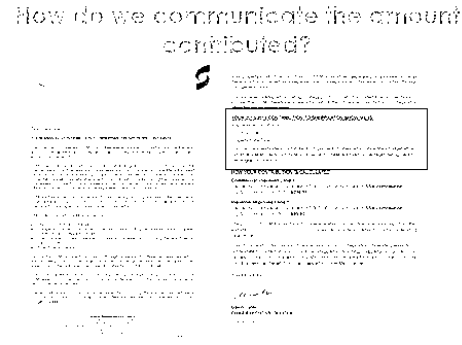
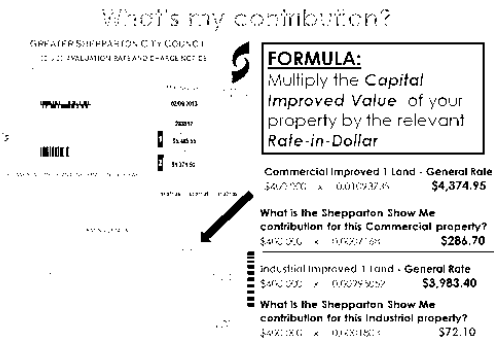
This is the 2013/2014 total amount of contributions sought from properties contributing to Shepparton Show Me

### What does this look like?

Rating Differential Category	Total Differential Rate in Dollar (cents / \$)	SSM Contribution (cents / \$)	Balance (cents / \$)
Commercial Improved 1 Land	0.0115631	0.0007502	0.0108129
Industrial Improved 1 Land	0.0162578	0.0001803	0.0160775



Commercial Improved 1 Land: 0.0108129 cents / \$  
Industrial Improved 1 Land: 0.0160775 cents / \$



- Member Engagement
- Panel of providers (creative & media buying)
- 12 – 18 month Marketing Plan
- Innovative Campaigns/Activities – large and smaller scale
- Social Media



## Welcome Aboard!



Appendix 4: Copy of the Financial Report Template



SSM Financials July 2013 - June 2014  
unaudited version as at 31 March 2014

Financial Summary

Table 1: Income - February 2014	
2012/2013 SSM membership & levy cuts for 12 months to 30 June 2013	\$ 394,106.00
2013/2014 SSM membership & levy 14323,04150 nil subject to release via quarterly reporting	\$ 645,083.21
<b>Total income:</b>	<b>\$1,039,189.00</b>

Table 2: Expenditure - February 2014	
Operational (admin, exhibition & display)	\$ 11,216.20
Marketing & Promotions	\$ 723,493.50
Sponsorship	\$ 165,883.18
SSM member communication	\$ 37.57
Rent & vehicle	\$ -
Mobile stage	\$ 54.95
<b>Total spend:</b>	<b>\$ 1,000,685.40</b>

Table 3: Total Fund Available - February 2014	
Income	\$ 1,039,189.00
Expenditure	\$ 1,000,685.40
<b>Balance - note #223,04150 nil subject to release via quarterly reporting</b>	<b>\$ 616,788.90</b>

Table 4: Quarterly Instalments Due Dates	
1st July - received	\$ 161,520.75
1st October - received	\$ 161,520.75
1st January	\$ 161,520.75
1st April	\$ 161,520.75
<b>Total:</b>	<b>\$ 646,083.00</b>

SSM Expenditure July 2013 - June 2014					
Description	Received as date	Budgeted	Actual	Surplus & Unspent	Balance
<b>Marketing &amp; Promotions</b>					
2013 What Does Your Father's Day Campaign	\$ 19,168.88	\$ 19,168.20	\$ -	\$ -	\$ -
Show Me Shepparton Parking Feature - Shepparton	\$ 1,385.00	\$ 1,385.00	\$ -	\$ -	\$ -
2013 Show Me Shepparton Campaign	\$ 120,000.00	\$ 125,819.70	\$ 4,819.70	\$ -	\$ 4,819.27
Re-aim of SSM banners	\$ 300.00	\$ 300.00	\$ -	\$ -	\$ -
2014 Shepparton Show Me Seller Campaign	\$ 15,000.00	\$ 15,000.00	\$ -	\$ -	\$ -
Summer CityMarket	\$ 40,000.00	\$ 40,000.00	\$ -	\$ -	\$ -
Other	\$ 245.54	\$ 245.54	\$ -	\$ -	\$ -
FFM marketing assets - Alibon Media	\$ 2,500.00	\$ 2,500.00	\$ -	\$ -	\$ -
<b>Total:</b>	<b>200,000.00</b>	<b>200,000.00</b>	<b>4,819.70</b>	<b>4,819.27</b>	<b>4,819.27</b>
<b>Sponsorships</b>					
Run Free Cash	\$ 2,000.00	\$ 3,000.00	\$ -	\$ -	\$ -
2013 Victoria Gourd's Open	\$ 5,000.00	\$ 5,000.00	\$ -	\$ -	\$ -
Duchess - Shepparton Day (re-use)	\$ 400.00	\$ 300.00	\$ 100.00	\$ 81.62	\$ -
Spring Car Mats	\$ 2,000.00	\$ 3,000.00	\$ -	\$ -	\$ -
Greater Shepparton Basketball Tournaments	\$ 15,000.00	\$ 15,000.00	\$ -	\$ -	\$ -
Mad Cow Meat Run	\$ 20,000.00	\$ 20,000.00	\$ -	\$ -	\$ -
Great Escape Run	\$ 10,000.00	\$ 10,000.00	\$ -	\$ -	\$ -
Motor Museum Annual Birthday Celebration	\$ 20,000.00	\$ 20,000.00	\$ -	\$ -	\$ -
Wood Turners	\$ 4,500.00	\$ 4,500.00	\$ -	\$ -	\$ -
Shepparton Festival	\$ 20,000.00	\$ 20,000.00	\$ -	\$ -	\$ -
Country Tennis Club	\$ 20,000.00	\$ 20,000.00	\$ -	\$ -	\$ -
National BMX Championships	\$ 15,000.00	\$ 15,000.00	\$ -	\$ -	\$ -
GV Four Wheel Drive Swap Meet	\$ 2,500.00	\$ 3,500.00	\$ -	\$ -	\$ -
CBD activation activities	\$ 25,000.00	\$ 25,000.00	\$ -	\$ -	\$ -
South Saver Card	\$ 150,000.00	\$ 150,000.00	\$ -	\$ -	\$ -
<b>Total:</b>	<b>600,000.00</b>	<b>600,000.00</b>	<b>81.62</b>	<b>81.62</b>	<b>81.62</b>
<b>Operational</b>					
General public notices, advertising etc	\$ 11,185.42	\$ 44,165.42	\$ -	\$ -	\$ -
<b>Total:</b>	<b>44,165.42</b>	<b>44,165.42</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>SSM member communication</b>					
Event letters etc	\$ 37.57	\$ 37.57	\$ -	\$ -	\$ -
<b>Total:</b>	<b>37.57</b>	<b>37.57</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Mobile Stage</b>					
Mobile stage	\$ 54.95	\$ 54.95	\$ -	\$ -	\$ -
<b>Total:</b>	<b>54.95</b>	<b>54.95</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Rent &amp; vehicle</b>					
Premises	\$ -	\$ -	\$ -	\$ -	\$ -
GSF Marketing Co-ordination etc	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



## Appendix 5: Draft Sponsorship Guidelines

### INTRODUCTION

Shepparton Show Me recognises the important and valuable role events and festivals play in attracting visitation to the Shepparton Show Me area, stimulating economic activity and promoting a positive brand image for the region.

Shepparton Show Me assists organisers to present and promote a wide variety of events that contribute to a diverse, vibrant and strategically balanced events program and which result in social, economic, environmental and city image outcomes for the Shepparton retail and commercial sector.

Specifically through the events sponsorship program SSM aims to attract visitation, stimulate economic activity and profile the range and quality of retail and commercial services within Shepparton.

### Objectives of the SSM Sponsorship Program

- To support and grow initiatives that will bring an economic benefit to Shepparton Show Me stakeholders.
- To deliver results that are measurable to the Shepparton Show Me stakeholders
- To build and strengthen the Shepparton Show Me brand
- To help build and strengthen the capacity and sustainability of events within Shepparton
- To ensure that all decisions made by the Shepparton Show Me Committee represent its Stakeholders in an ethical, fair, open and transparent manner.

### Sponsorship Guidelines

The Guidelines outline eligibility criteria, assessment criteria and the assessment process for the Shepparton Show Me Sponsorship Program. Applicants need to comply with the Guidelines in order to be eligible for consideration.

### The Application Form

The Application Form must be used when applying for a grant.

### Contact

For further information on administrative issues and assistance to complete the application form please contact:  
Matt Innes Irons

### Application forms can be obtained:

from <http://www.sheppartonshowme.com.au/about/sponsorship>

### Submission of Applications

Details on how to submit your application are contained in the application form. All applications will be acknowledged. If you do not receive an acknowledgement please contact the Shepparton Show Me Marketing Coordinator (contact details above).

### Events and Festivals

This program provides assistance for events and festivals that will provide economic and brand benefits to Shepparton Show Me stakeholders.

Event sponsorship applications can be made for up to \*\$20,000 (plus GST if applicable).

Additional in-kind support may be provided including the use of the Shepparton Show Me truck and stage, retail offers and promotional material and marketing and promotional advice.

\*From time to time Shepparton Show Me may consider applications over and above \$20,000. This will be at the discretion of the Shepparton Show Me Committee and will be subject to additional selection criteria. (Committee need to determine under what circumstance an application for over \$20,000 would be considered)

#### **ASSESSMENT OF SPONSORSHIP APPLICATIONS**

##### **Eligibility**

All applications will initially be assessed against the following compulsory eligibility criteria.

##### **Eligible Organisations**

Organisations must be able to demonstrate that they:

- are financially viable; and
- have the capacity to successfully manage and administer their proposed event on time and within budget.

Applications from commercial entities will be considered, however the outcome of these projects must be focused on the benefits to the Shepparton Show Me rateable area, rather than for the commercial gain of the applicant. Applications will be assessed in accordance with project eligibility criteria specified in these guidelines.

##### **Applications which are Eligible for Funding**

Projects or activities eligible for funding will:

- have outcomes which are delivered in the Shepparton Show Me area;
- demonstrate that suitably qualified and experienced people are involved in the project;
- be financially viable;
- appropriately recognise Shepparton Show Me's support;
- enhance the vibrancy of Shepparton by providing access to a range of activities, events and festivals;
- not duplicate or overlap with existing similar activities.

##### **Applications Not Eligible For Funding**

The following projects or activities are not eligible for funding:

- ongoing administration of the organisation;
- donations or fundraising projects which support the recurrent operations of the organisation;
- remissions of rates;
- retrospective payments or deficit funding;
- funding of capital works, such as: construction of, or improvements to, buildings; and
- the purchase of equipment which is not specifically inherent to project delivery and would otherwise support the recurrent operations of the organisation;
- funding for individuals;
- projects that have potential to make significant profit and/or where other funding sources are considered to be more appropriate.

The process of assessment will include:

- All applications for sponsorship will be reviewed by the Marketing Coordinator to ensure that mandatory requirements have been met. Note: Failure to meet mandatory requirements may result in an application not being processed for assessment;
- Assessment of all eligible applications will be made by the Shepparton Show Me Sponsorship Assessment Panel;
- All final decisions on sponsorship will be made by the Shepparton Show Me Committee and are subject to the budget available.

Applications from organisations that have not acquitted previous sponsorship funding from Shepparton Show Me will not be eligible for funding.

#### **Assessment Criteria for Eligible Projects**

Shepparton Show Me will only support one event / project per organisation per financial year. Projects assessed as eligible for sponsorship will be assessed against the following criteria. Projects or activities do not necessarily need to meet ALL the following assessment criteria, nor is meeting all the criteria a guarantee of funding.

#### **Assessment criteria**

Applications MAY NOT be considered unless they meet mandatory requirements:

##### **Mandatory**

- Responds to one or more priorities identified in the Shepparton Show Me Strategic Plan
- A detailed budget must be included with the application
- A risk management plan (for the event) must be included with the application

##### **Assessment points**

- Alignment with Shepparton Show Me brand
- Event is held within the Shepparton Show Me rateable area
- Event compliments, diversifies and does not clash or conflict with the events calendar
- Project plan for the event demonstrates planning relevant to scale of event
- Budget for the event is realistic and includes evidence of other support (i.e. fundraising, sponsorship, use of volunteers, in-kind support etc.)
- Do the aims and outcomes benefit (social and/or economic) the Shepparton Show Me rateable area and are they achievable?

#### **Sponsorship Agreement**

Successful applicants will be required to sign a funding agreement which will detail acknowledgement of Shepparton Show Me and reporting requirements.

It is the responsibility of the applicant to ensure all conditions contained within a funding agreement are met. Any request to vary the conditions as contained within a funding agreement must be negotiated prior to any agreement being signed.

#### **Payment**

Include details of how sponsorship monies will be paid including 75% upon acknowledgment of successful application and 25% upon successful completion of the post event acquittal and successfully meeting the criteria outlined within the funding agreement. Should these conditions not be met, Shepparton Show Me reserves the right to withhold this final payment.

**Reporting**

A statement of income and expenditure for the event and a summary report which addresses the conditions relevant to the sponsorship package will be required by Shepparton Show Me within 90 days of the event's completion.

Where an organisation does not meet its obligations under the funding agreement, Shepparton Show Me reserves the right to decline future requests for funding.

**Other requirements**

Event organisers must ensure they have obtained all permits/licences (relevant to their particular event) within required timeframes (e.g. road closures, Temporary Occupancy Permits, Place of Public Entertainment, Place of Assembly, Temporary Food, liquor licence) and it is the organisers' responsibility to ensure they have fully disclosed all details of their event in order to obtain the necessary permits.

**Sponsorship packages**

Applications for event sponsorship will be considered under the following sponsorship packages.

**Level 1 - up to \$5,000**

Would typically be an event, held in the Shepparton Show Me rateable area that is primarily for the local community and attracting predominately local or regional audience and/or has a relatively small budget, or where a smaller contribution from SSM is sought.

Acknowledgement of SSM under L1 would include (but not be limited to):

- Recognition of Shepparton Show Me as a sponsor, relevant to the proportion of sponsorship provided;
- Shepparton Show Me's logo to be displayed in all sponsored event printed material including a quarter page in the event Program (art work supplied by Shepparton Show Me) and on the event web site;
- Prominent display of Shepparton Show Me's signage (supplied by Shepparton Show Me) in the main areas of the event;
- Acknowledgement of Shepparton Show Me sponsorship in any promotion/marketing of the event.

**Level 2 - up to \$10,000**

Would typically be an event, held in the Shepparton Show Me rateable area, that attracts a larger audience, including from outside the region, and/or would have a demonstrable economic benefit to the community, for example by increasing visitor numbers and accommodation bookings.

It may also include significant events that have a community benefit and that may attract additional infrastructure or venue hire costs.

Acknowledgement of Shepparton Show Me under L2 would include (but not be limited to):

- Recognition of Shepparton Show Me as a sponsor, relevant to the proportion of sponsorship provided;
- Shepparton Show Me's logo and Discover Shepparton logo displayed in all sponsored event printed material including a half page in the event Program (art work supplied by Shepparton Show Me) and on the event web site with a link to the Discover Shepparton tourism website
- Prominent display of Shepparton Show Me's signage (supplied by Shepparton Show Me) in the main areas of the event;

Acknowledgement of Shepparton Show Me sponsorship in any promotion/marketing of the event.

**Level 3 - up to \$15,000.00**

Would typically be an event, held in the Shepparton Show Me rateable area that would have state or national appeal, attracting larger audiences and accommodation nights sold, and potentially significant exposure. It may also include significant events that have a positive economic or tourism impact and may attract additional infrastructure or venue hire costs.

Acknowledgement of Shepparton Show Me under L3 would include (but not be limited to):

- Recognition of Shepparton Show Me as a sponsor, relevant to the proportion of sponsorship provided;
- Shepparton Show Me's logo and Discover Shepparton logo displayed in all sponsored event printed material including a half page in the event Program (art work supplied by Shepparton Show Me) and on the event web site with a link to the Discover Shepparton tourism website
- Prominent display of Shepparton Show Me's signage (supplied by Shepparton Show Me) in the main areas of the event;

A survey of patrons must be conducted (and included in the acquittal report) and will include the following (as a minimum):

- Postcode
- How did you find out about the event?
- Have you attended the event before?
- If you don't live locally, what was the primary purpose of your visit?
- Did you stay in paid accommodation? Who did you book your accommodation through?
- Did you participate in any of the following activities whilst in Shepparton for this event?
  - Shopping
  - Attending galleries/museums
  - Dining out
  - Visiting markets
  - Wineries
  - Other?

**Level 4 - up to \$20,000**

Would typically be an event, held in the Greater Shepparton Area, for the region and/or state, attracting significant numbers of patrons from intrastate and interstate, providing demonstrable economic and tourism benefits for Shepparton and the region. Sponsorship at this level would be restricted to existing proven events that are able to demonstrate attendance figures and impact on the local economy.

Acknowledgement Shepparton Show Me under L4 would include (but not be limited to):

- Recognition of Shepparton Show Me as a sponsor, relevant to the proportion of sponsorship provided;
- Shepparton Show Me's logo and Discover Shepparton logo displayed in all sponsored event printed material including a full page in the event Program (art work supplied by Shepparton Show Me) and on the event web site with a link to the Discover Shepparton tourism website
- Prominent display of Shepparton Show Me's signage (supplied by Shepparton Show Me) in the main areas of the event;

A survey of patrons must be conducted (and included in the acquittal report) and will include the following (as a minimum):

- Postcode
- How did you find out about the event?

- Have you attended the event before?
- If you don't live locally, what was the primary purpose of your visit?
- Did you stay in paid accommodation? Who did you book your accommodation through?
- Did you participate in any of the following activities whilst in Shepparton for this event?
  - Shopping
  - Attending galleries/museums
  - Dining out
  - Visiting markets
  - Wineries
  - Other?

It is requested that all applicants discuss their proposed event prior to completing any application.

For further assistance regarding event sponsorship packages please contact:

Matt Innes Irons – SSM Marketing Coordinator

Support material may also include:

- a brief curriculum vitae for any principal project manager, professional, artist, curator, craftsperson, writer or performing artist who will play a significant role in the project;
- research supporting the need for the event, festival project or activity;
- a marketing plan for the project;
- letters of support;
- images / audio;
- copy of relevant publications.

#### **Assessment Process**

##### **Assessment**

Separate Assessment Panels will assess applications under each program.

The panels will assess applications against the assessment criteria.

If the Assessment Panel requires additional information in relation to your application you will be contacted by the Marketing Coordinator.

##### **Recommendations**

The Assessment Panel make recommendations to the Shepparton Show Me Committee as to which applications should receive full, partial or no funding based on decisions made as a result of the assessment process. The Committee approves the recommendations and/or makes amendments to recommendations.

Please Note: The decision of the Shepparton Show Me Committee is final.

##### **Communication**

Applicants will receive written notification of receipt of application and notification of the assessment results. It is anticipated that applicants will be informed of the outcomes of their applications within six weeks of their application.

##### **Feedback**

Unsuccessful applicants may discuss their application with the Marketing Coordinator.

##### **Successful Applicants**

##### **Agreement**

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Successful applicants will need to complete a Sponsorship Agreement prior to funding and in-kind support being provided.

Inability to comply with these Agreement's Conditions of Assistance will result in withdrawal of support.

**Acquittal**

All sponsorship recipients are required to provide an acquittal within 90 days upon completion of the project. The information required includes:

- a financial report;
- a brief assessment of the event / project;
- details of your organisation's acknowledgement of Shepparton Show Me's support, including documentation and photographic evidence.

Organisations that do not satisfactorily acquit their Sponsorship may not be eligible for funding in the following year.

**\*GST & Grants**

When sponsorship is paid to your organisation for a specific purpose or with any conditions, GST is payable on the monies.

Where grants are provided to GST registered organisations, Shepparton Show Me will increase the grant by 10 per cent. This is dependent on the submission of a tax invoice from the organisation.

Where your organisation is not registered for GST, GST is payable on goods and services and the grantor (Shepparton Show Me) is not entitled to an input tax credit.

Shepparton Show Me therefore reserves the right not to increase the sponsorship to compensate for an unregistered organisation having to pay GST.

Appendix 6: Sponsorship Register

SPONSORSHIP APPLICATIONS July 2013 - June 2014



TRIM	EVENT DATE	EVENT NAME	ORGANISATION	AMOUNT SOUGHT	AMOUNT APPROVED	STATUS/DECLINE	CONDITIONS	AMOUNT RECEIVED
M13/15692	4th October 2013	Shefferson Dash	Shepparton Neighbourhood Community Fund	\$ 3,000.00	\$ 3,000.00	Accepted		
M13/17144	10th - 15th November 2013	2013 Victorian Bowls Champions	Shepparton Park Bowls Club Inc.	\$ 5,000.00	\$ 5,000.00	Accepted		
M13/15380	23rd November 2013	Shep Local Day	Kialla West Primary School	\$ 350.00	\$350.00	Accepted	M13/15380 Local Day event for Kialla West Primary School. Shepparton MPPS supports this event for the day.	
M13/17199	23rd & 24th November 2014	Shepparton Spiritusaur	Autofest Performance Car Festival	\$ 15,000.00	\$ 3,000.00	Accepted	\$3,000 for fuel for the Spiritusaur	
M13/14676	8 <sup>th</sup> monthly commencing November 2013	Farmer's Market	People Supporting People	\$ 50,000.00	\$ -	Declined	Application to be reconsidered following financial review of event. The "Farmer's Market" has been approved and will be considered in consultation with CDD to assess	
M13/15552	26th - 4th December 2013, 8 <sup>th</sup> - 14 <sup>th</sup> March 2014	Annual Junior Basketball Team	Shepparton Basketball Association	\$ 12,000.00	\$ 15,000.00	Accepted	\$4,000 Junior Basketball Team in March 2014 \$5,000 Junior Girls Training in March \$3,000 Junior Basketball in March	
M13/15389	22nd February - 1st March 2014	The Mercy Charity Mander	Applicant	\$ 2,500.00	\$ -	Declined		
M13/15711	26th - 28th February 2014	Summer City Market	Greater Shepparton City Council	\$ 40,000.00	\$ 40,000.00	Accepted	M13/15711 Market to be held on 26-28 Feb 2014	Yes
M13/14738	18th & 19th March 2014	Shepparton Arts Festival 2014	Shepparton Arts Festival Inc.	\$ 20,000.00	\$ 20,000.00	Accepted	Transfer of \$20,000 to support the Arts Festival 2014. Program to support \$20,000 for the response	
M13/14739	8th & 9th March 2014	Mad Cow Run	Mad Cow Run (Jerrard Sutherland)	\$ 20,000.00	\$ 20,000.00	Accepted	\$4,000 for materials \$16,000 for costs	
M13/13836	October 2013?	Goulburn Valley Music Festival	Music Valley Australia	\$ -	\$ -	Declined	M13/13836 Music Festival to be held in the Goulburn Valley for the next 5 years	
2012/14622	FBC	Vealpen Central Promotion	Vealpen Central Franchise	\$ 50,000.00	\$ -	Declined		
2013/14516	Feb - 14	Shepparton Motor Museum Annual Booklet Subscription	Shepparton Motor Museum	\$ 20,000.00	\$ 20,000.00	Accepted		
2012/14511	8th - 9th September 2014	Great Escape Rally	Cyrilic Fibrewire Australia	\$ 10,000.00	\$ 10,000.00	Accepted	The Great Escape Rally is the largest of its kind in the Goulburn Valley. It is a 100km rally for cars and trucks.	
M13/13270	8th - 9th March 2014	New Enterprise Woodworking Craft Show	Woodworkers of the Goulburn Valley	\$ 4,500.00	\$ 4,500.00	Accepted		
CB13/1616	3rd - 10th September 2014	Shepparton RV Experience	Tourism Greater Shepparton & Shepparton Chamber of Commerce and Industry	\$ 30,000.00	\$ -	On hold	Application to be reconsidered for a 10th anniversary event	
		Goulburn Valley Four Wheel Drive Club Sheep Meet	Goulburn Valley Four Wheel Drive Club	\$ 3,500.00	\$ 3,500.00	Accepted	M13/15380 Local Day event for Kialla West Primary School. Shepparton MPPS supports this event for the day. - Funds will be applied to support the event.	
M13/13236	9th - 14th February 2014	Country Week Tennis	Greater Shepparton City Council	\$ 20,000.00	\$ 20,000.00	Accepted	Event to be held in the Goulburn Valley for the next 5 years. The funding is provided.	Yes
CB13/15151	24th April - 4th May 2014	2014 Australian National BMX Championships	Greater Shepparton City Council	\$ 20,000.00	\$15,000.00	Accepted	Funding to be provided for the 2014 Australian National BMX Championships	
	12 month calendar	CEO activation events	Greater Shepparton City Council	\$ 25,000.00	\$ 25,000.00	in principle support	Application to be reconsidered for a 10th anniversary event	
	April 2014	90th Shepparton Easter Tennis Tournament	Shepparton Lawn Tennis Club	\$ 7,000.00	\$ -	Declined	Funding to be provided for the 90th Shepparton Easter Tennis Tournament	
	Apr - 14	Youth Soccer Card	Greater Shepparton City Council Youth Development Officers	\$ 2,045.00	\$ 2,045.00	Accepted		
<b>Total:</b>					<b>\$266,485</b>			



**Appendix 7: 2013-2017 Marketing Strategy**



# **Shepparton Show Me**

## **2013 – 2018 Marketing Strategy**

**December 2013**

## 1. Executive Summary

The Shepparton Show Me (SSM) 2013 – 2018 Marketing Strategy provides a road map that will guide the direction of SSM marketing over the next five years.

The strategy places Shepparton firmly as the regional hub for service and business in the region. It positions Shepparton as the place to do business, shop, dine, play and stay. It also positions SSM as a leader and/or influencer within the business community to assist in generating economic prosperity for the Shepparton area.

This strategy sets out the strategic direction for SSM to:

- Pursue new promotional activities that generate economic prosperity for our community.
- Build on partnerships with key stakeholders to influence outcomes and decisions that will assist to improve the consumer and visitor experience.
- Reach new and existing consumers through targeted and evaluated promotions.
- Inform the development of a 12 – 18 month marketing campaign.
- Guide the development of a communication strategy targeting SSM members, stakeholders and partners to facilitate clear and consistent communication and create collaborative opportunities that will best position Shepparton as the premier place in Northern Victoria to do business, shop, dine, stay and play.

## 2. Vision & Mission

To position Shepparton as the premier place in Northern Victoria to do business, shop, dine, play and stay.

To advance the growth and promotion of business and services in Shepparton.

## 3. Strategic Direction

**Reach** - Play a pivotal role in developing targeted campaigns, promotions and leveraging off events to increase visitation to Shepparton in order to generate increased consumer spend and investor return on investment (ROI).

**Leadership** – Encourage and create opportunities for the business community to work together in positioning Shepparton as the regional hub for services and business in the region.

**Collaboration** - Work in partnership with key stakeholders to influence positive action in driving the prosperity of Shepparton.

**Inform** - Communicate regularly with SSM members regarding SSM activities and engage them in opportunities to maximising their involvement.

**Accountability** – Measure and evaluate all programs against intended outcomes and communicate results to key stakeholders.

#### 4. Target Markets/Audience

**4.1 Local** - Consumers in Greater Shepparton to increase frequency of spend, create loyalty and reduce leakage to Bendigo, Albury, Melbourne and online. These are:

- Young adults
- Women aged 25 – 45
- Families (including multicultural)
- Empty nesters

**4.2 Regional** - Consumers (as detailed above) in regional towns and villages within 200k radius, particularly those already using Shepparton services, in order to increase frequency of visit and spend. Geographic locations include:

- Central Victoria (e.g. Echuca)
- Northern Victoria (e.g. Benalla, Wangaratta, Mansfield, Cobram, Yarrawonga)
- Lower Hume Growth Corridor (e.g. Seymour, Wallan, Euroa)
- Riverina Region of New South Wales (e.g. Deniliquin, Finley).

#### 4.3 Metropolitan/National

- Visitors attending events
- Visiting Friends and Relatives (VFRs)
- Day trippers

## Appendix 8: Committee Survey Results

### 1. What have we done well over the past 12 months?

- Coming together as a group with a common purpose.
- Fixed the organization behind the scenes and helped get the committee starting to run again.
- I think we've done quite well as a team.
- Sub committees
- Sponsorship guidelines.
- Increased use of social media.
- Had a more noticeable presence.
- A better engagement with SSM members (Still a long way to go).
- The meetings are well chaired.
- We don't get bogged down on issues.
- Getting SSM truck out and noticed-notifying Jarrod where it will be.
- Very little.
- Despite the council processes which inhibit making things happen at a reasonable pace we have managed to support the businesses of Shepparton in a small way. The panel itself gels together very well.
- The committee is more cohesive and working well together with Fiona's leadership.
- Sponsorship of various events which have had a spin off for the business community.
- Appointment of an energetic, coordinator.
- Use of the mobile stage (Last 6 months).
- Put in place some documents and processes that will bode us well into the future, panel for advertising, committees etc.
- Settled the committee - committed to strategic planning.
- We have come together as a team and endeavoured to develop strategies and address the loss of confidence issue amongst traders. More careful management of funds. Change of personnel has improved the cohesiveness of the committee and its strategic direction. Matt Innes-Irons appointment was a master stroke and he is a great asset to the SSM committee.
- Working together as a team.
- Introduction of working groups (sub-committees) and change of the monthly meeting to evenings.
- Increased focus on the bigger picture and starting to put things in place to be much more planned.

**2. What could we have done better over the past 12 months?**

- Implemented more ideas on a holistic level.
- Focus on providing more value to the stakeholders, with a better plan going forward.
- Planning forward and not rushing into events.
- Planning.
- Evaluation.
- More considered campaigns.
- More strategic discussion.
- Had an intelligent being punching out requisitions, POs, etc.
- Due to reasons the Christmas and Mother's Day campaigns were rushed and probably could have been more effective with more planning.
- The sub committees could be more proactive.
- Implement a marketing & advertising strategy to cover all industries in Shepparton.
- We could have come up with a big picture plan and spent some of the SSM dollars to actually make a statement and a difference instead of just treading water amongst all the bureaucratic hurdles we are forced to jump over.
- Not results driven, still to realise our potential within the stakeholder community.
- Citywide promotions to encourage 150km radius visitation.
- Getting office space up & running.
- Seasonal promotions.
- Online presence.
- Getting facts and some action on parking issues in the CBD.
- Concentrate on promoting Shepparton rather than debating about what council is doing.
- Still some negativity around the table.
- Need to resolve strategy and marketing plan and get moving.
- Nothing that springs to mind.
- The old chestnut of no community engagement of traders has been sorted.
- Planning in terms of campaigns, they tended to be rushed at times and the campaigns have been too retail focussed.
- Avoided being caught up in issues at times rather than being more solution focussed.
- Campaign evaluation can still be a challenge at time, but this is critical in evaluating and reporting back to SSM members the effectiveness of our activities.
- Sometimes we could be a bit more respectful of each other and our visitors.
- Much of energy has been spent on consideration of sponsorship applications; we need to reduce the time and energy spent on this. Hopefully the new sponsorship guidelines will assist with this.

**3. What is currently working?**

- Getting larger tenders and panels in place so as to make decision making and delivery easier in the future.
- Meetings at night work really well.
- Matt.
- Sub committees.
- Increased consideration re sponsorship.
- The gathering of information for the SSM data base has been two fold. Many businesses have been anti SSM but having talked to a SSM rep understand SSM better and appreciate the chance to have communication with SSM.
- Small amounts of advertising in the retail sector.

- The panel's attitude with the support of Fiona and Mat who both actually 'Get It'.
- Clear and open discussion, members who are striving to actually achieve a plan for our future.
- Subcommittee format.
- Our co-ordinator.
- Mobile stage.
- Committee system.
- Support and direction provided by the committee and willingness to work together.
- The committee and strong working relationship.
- The working groups (sub-committees).
- Good robust committee discussion.
- Strong working relationship, we're operating well as a team. We all appear to be on the same page which is making a difference.
- Currently working towards appointing a panel of providers for marketing and advertising services – this will much us much more planned, responsive and agile.

#### 4. What do we need to improve?

- Speed of delivery and full year planning.
- Getting bogged down in red tape, this has been improving though.
- Connection with the industrial area.
- Forward Planning Working together and in collaboration with Chamber and TGS.
- I really enjoy our committee. They are passionate about Shepparton and have the belief in SSM. I am aware the committee is voluntary but I would like more consistency in attending SSM committee meetings. Some committee members thankfully have mellowed a bit. They have strong opinions and are conducting themselves more professionally than in the past. I would like to see support from the committee for events we are involved in. That is turn up at an event to show that SSM is not just signing cheques but want to be a part of what is going on. We probably need SSM shirts or such to identify committee people.
- The speed of implementation & and less time spent on sponsorship applications.
- We need to act in real time like a normal private business where decisions are made and actioned immediately. In marketing, decisions have to be fluid and the officers and the panel need to be able to move forward quickly. The fact that we only meet once a month and then have to wait 1 and 2 months to reach decisions because of process or supposed process is totally unworkable. We are being beaten hands down by places like Echuca, Albury, Bendigo and even Deniliquin despite us having a superior model which they all envy.
- Need to get on with the job, not procrastinating over red tape. To get out and about spreading our message and get back to a hands on, results driven organisation.
- Continuing process of building relationship between committee and council.
- Online presence.
- Office for Co-ordinator needed ASAP, hopefully with other business groups.
- Promotion of Shepparton in 150km radius, seasonal promotions and parking issues.
- Concentrating on SSM's role - promoting Shepparton and working constructively with all stakeholders including Council.
- Council control needs to be minimised.
- Engagement of the SSM members as part of our planning.
- More strategic campaigns that position "Shepparton" as the place to do business, shop, dine stay and play" rather than just focussing on specific business/industry sectors e.g. retail.
- Better representation of a range of industry sectors in our marketing e.g. health, financial services, DIY, agricultural services, leisure products etc.
- We need to spend less time on sponsorship applications at our meetings.

**5. What should be our top 3 priorities over the next 12 months?**

- Longer term planning increased engagement/participation of stakeholders focus to move to whole of Shepparton and not just mall.
- Marketing plan/structure going forward.
- Be prepared for upcoming events earlier.
- More proactive approach to stimulating economy.
- Strategy.
- Recruiting enthusiastic new members as terms expire.
- Full marketing program of all industries & services in Shepparton.
- Have the CBD cleaned up so it is inviting to visitors and potential customers.
- Set marketing programs 5 months in advance.
- We are currently doing two of these 1 Get the SSM data base as close to 100% as possible to enable better communication with all members 2 Appointing the panel of suppliers for advertising. I feel this has been frustrating for all involved but we are almost there. 3 Endeavour to "show the love" to the forgotten sectors of Shepparton i.e. the industrial, the professional etc.
- Appoint a Chair from the elected members as previously promised and have SSM show some true leadership in the local business world.
- Draw up a Global Plan and allocate a majority of our funds to that plan.
- Work on SSM becoming Incorporated so the local businesses get better 'Bang for their Bucks'.
- 1. To evaluate where we sit in the greater Shepparton picture. 2 set a budget for sponsorships and promotional activities and plan ahead with a proper calendar of events 3 get our stakeholders involved and informed at every level.
- 1. Confirm annual marketing strategy 2. Develop tactical campaigns and budget allocations 3. Engaging with the stakeholders.
- Parking issues, Office for Co-ordinator Seasonal and area promotions.
- Finalising marketing plan.
- Give SSM back to its stakeholders by having the chair be non-council.
- Consider reducing the levy.
- Establish more high profile events Shepparton centric.
- Partnerships with "like" organisations such as working with the Chamber and Tourism Greater Shepparton to best position Shepparton – collaborative marketing campaigns/initiatives.
- More consistent and construction communication and engagement with the SSM members. We need to capture their input to inform our activities.
- Getting some consistent administration support would make it easier to focus on our core business.

**6. Further Comments**

- It's a pleasure to be able to assist and work on the committee for the greater good of Shepparton.
- A preference that the position of Chair of the Shepparton Show Me Committee be filled by a representative of the commercial or industrial sector, rather than a Councillor. It is essential, though, that the Chair has a thorough understanding and willingness to adhere to good governance practices.
- That Council management carry out what is requested.
- I would like to surprise the committee with the odd meeting like a tray of Nori rolls, or mini pizzas etc. I enjoy the extension of the meeting @ the other office. It gives the opportunity to continue discussion and get to know the committee better.
- The fact we will soon have over \$1M in the bank is a disgrace which can only be attributed to Council interference in SSM. Let SSM get on with doing the job it was formed to do!!!!!!!!!!!! I am sure the Officers like Fiona and Mat are quite capable of making this work, but they are delayed by supposed processes which are unnecessary or could be fast tracked. Having said that a lot of the red tape which was forced upon us previously has now been eliminated by Fiona.
- Rather look to the future and be a part in making Shepparton a better place to work and play.
- I would like to see a more cohesive approach from all members.
- Need to change from identifying problems to providing solutions.
- The support from the committee has been overwhelming! I have really appreciated feeling so welcome. I also appreciate the committee's openness and honesty and willingness to think outside the box and try new ideas.
- I think we've also most finished building the foundations that will see SSM really kick some significant goals.



**Appendix 9: 2012/2013 SSM Annual Report**



# **Shepparton Show Me**

# **Committee Induction Kit**

January 2014



## 1. What is Shepparton Show Me?

The Shepparton Show Me (SSM) Committee was established in 1998 to promote the retail and commercial sectors of Shepparton, and to help ensure its long-term viability and economic sustainability.

SSM is a collaborative marketing program that strategically promotes Shepparton as the premier place to do business, shop, stay and play. *Shepparton Show Me* is the brand name for the innovative marketing program that combines entices people to come to Shepparton, utilise the city's services, attend an event or festival, eat out, stay overnight and shop at local businesses. Its intention is to showcase the commercial, industrial and entertainment offerings in attracting business for the key stakeholders in which it serves.

SSM is a fund established for the specific purpose of promoting the businesses of Shepparton CBD and surrounding area and supports the continued development of Shepparton retail and commercial precinct by creating an identity exclusive to Shepparton.

The marketing activities are funded by a differential rate on all commercial and retail properties within a defined area of Shepparton encompassing approximately 1,110 businesses.

The money raised is used to promote the businesses within the levy area to customers and is not intended to be spent on infrastructure, maintenance, security patrols or car parking.

## 2. History of Shepparton Show Me

Shepparton Show Me began in 1998 out of a need to promote Shepparton's retail and commercial business sector.

The Super Shepparton Marketing Group put forward a detailed submission to the Greater Shepparton City Council which outlined a proposed Marketing Strategy incorporating a special rate on CBD properties.

The Economic Development department at the Greater Shepparton City Council developed a variation on the submissions and other proposals received, to formulate Shepparton Show Me in the form it is today.

Since its inception, SSM has evolved into a committee with a strong focus on the future direction.

In 2004, SSM embarked on creating a unique identity for Shepparton. The animated ribbon branding with its purple and pink leaves was created and soon became synonymous with the Shepparton Show Me initiative.

SSM became easily identifiable and a strong association has been made between the brand and the message – "shop in Shepparton". This has been demonstrated in the Economic Benefit Study, carried out by Essential Economics in May 2009, which identified SSM as having 73 per cent brand recognition in its catchment area.

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In December 2011, the current SSM logo was launched which is vibrant, dynamic, fun, energetic and adaptable through the ability to interchange colours relevant to particular campaigns. It represents a virtual explosion of colour and excitement, from the central hub that is Shepparton – the heart of regional Victoria.

### **3. Where does the funding come from?**

Income for SSM is raised through a series of differential rates applied to properties zoned for commercial, industrial and professional purposes in the Shepparton urban area.

The area is defined by:

- The Goulburn River to the west
- Wanganui Road and Ford Road to the north, but including the Goulburn Valley Highway to the Barmah-Shepparton Road
- The Shepparton Heavy Vehicle By-Pass to the east, but including Benalla Road to Davies Drive
- River Road to the south

The amount of the rate is calculated by multiplying the Capital Improved Value (CIV) of the property by the applicable differential rate, set during the annual Council budget process.

It should be noted that the SSM rate is not levied as a special rate. Therefore the amount raised does not appear as a separate item on the rate notice as it is included as part of the general rate.

A map of the SSM levy area is included in the Appendix 1.

### **4. Committee**

The SSM Committee comprises fourteen members, eight representative of the Shepparton retail, commercial and industrial business community, two Councillors, a representative from Council's Executive, and Council's Marketing and Communications Manager, Investment Attraction Manager and Manager Arts, Events and Tourism. The Council Managers are non-voting members of the committee.

50 percent of the committee positions are vacated each year to ensure a turnover of members, as per the Delegation. The new Delegation of Authority and Instrument of Delegation which was implemented by Council on 19 February 2013 to tightened the governance of SSM and make it more accountable to its stakeholders. The Delegation is reviewed every 12 months (please refer to Appendix 2 Instrument of Delegation - Special Committees).

Expressions of interest for committee membership are sought from the retail, commercial and industrial business community. A written expression of interest is completed and presented to the SSM Committee for discussion and recommendation. A recommendation is then made to the Council via the Ordinary

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Council Meeting process where the Councillors either support or reject the recommendation.

Transparency is one of the key objectives of SSM, and it is imperative that at all times SSM is seen as being open and accountable. The SSM website contains minutes and annual reports that are accessible to the stakeholders and members of the public.

It is important that every committee member of SSM declare their peculiy interests, and also draws attention to this in discussions and excuses themselves during the voting process (please refer to Appendix 3 Delegation of Authority).

## 5. Members

SSM currently has close to 2,000 members listed on the database. Communicating and engagement with the members has been an on-going challenge, however the new marketing strategy has a major focus on stakeholder communication.

Currently email is the primary source of communication; however with the re-development of the SSM Marketing Co-ordinator role, there is now increased face-to-face communication and structured consultation undertaken.

The database is currently being updated with a view of improving the details available to the public when searching for businesses in Shepparton. The website will be redeveloped to provide a dedicated section to the stakeholders to ensure that they are fully up-to-date with SSM initiatives.

## 6. Target Markets/Audience

The target market of SSM has traditionally been women aged from 17 to 55 years of age. In 2013 the target markets of SSM were reviewed and are now identified as:

**Local** - Consumers in Greater Shepparton to increase frequency of spend, create loyalty and reduce leakage to Bendigo, Albury, Melbourne and online. These are:

- Young adults
- Women aged 25 – 45
- Families (including multicultural)
- Empty nesters

**Regional** - Consumers (as detailed above) in regional towns and villages within 200k radius, particularly those already using Shepparton services, in order to increase frequency of visit and spend. Geographic locations include:

- Central Victoria (e.g. Echuca)
- Northern Victoria (e.g. Benalla, Wangaratta, Mansfield, Cobram, Yarrawonga)
- Lower Hume Growth Corridor (e.g. Seymour, Wallan, Euroa)
- Riverina Region of New South Wales (e.g. Deniliquin, Finley).

**Metropolitan/National**

- Visitors attending events
- Visiting Friends and Relatives (VFRs)
- Day trippers

1. Investors – current
2. Investors new and potential

**7. Vision**

To position Shepparton as the premier place in Northern Victoria to do business, shop, dine, play and stay.

To advance the growth and promotion of business and services in Shepparton.

**Reach** - Play a pivotal role in developing targeted campaigns, promotions and leveraging off events to increase visitation to Shepparton in order to generate increased consumer spend and investor return on investment (ROI).

**Leadership** – Encourage and create opportunities for the business community to work together in positioning Shepparton as the regional hub for services and business in the region.

**Collaboration** - Work in partnership with key stakeholders to influence positive action in driving the prosperity of Shepparton.

**Inform** - Communicate regularly with SSM members regarding SSM activities and engage them in opportunities to maximising their involvement.

**Accountability** – Measure and evaluate all programs against intended outcomes and communicate results to key stakeholders.

## **8. What is a Section 86 Committee?**

Greater Shepparton City Council has delegated powers and functions to the SSM Committee, which is set out in the schedule of the Instrument of Delegation giving the Committee the ability to perform certain duties.

The Panel operates as a special committee of the Council under *Section 86 of the Local Government Act 1989*, with delegated powers and functions. This allows the Panel to act with a degree of independence from the Council but at the same time ensures that reporting and other responsibilities (such as auditing and keeping of records) which apply to the Council also extended to the Committee.

## **9. What is Council's Involvement?**

Greater Shepparton City Council allocates the funding raised from the differential levy to the Committee for use in promoting Shepparton. All monies and expenditures pass through the finance department of the Greater Shepparton City Council.

The Greater Shepparton City Council appoints two Councillors to the committee to ensure good governance and effective streams of communication.

## **10. What are the responsibilities of the Committee?**

SSM is responsible for submitting an Annual Report to Council at the end of every financial year and provide written quarterly reports to Council at an Ordinary Meeting in order to demonstrate that campaigns and sponsorship allocations have been evaluated in order for further funds to be released.

The Committee must also seek permission from Council to commit to any contract over the total value of \$100,000.

## **11. What are the responsibilities of Committee members?**

As a member of the Shepparton Show Me Committee you are required to:

- Have read the Delegation of Authority and Instrument of Delegation and understand its contents
  - Regularly attend the meetings
  - Inform the SSM Secretary a least a week in advance if you are unable to attend a meeting
  - Read and comment on all information and reports emailed to members
  - Actively participate in conversation and discussion
  - Disclose to the committee any conflicts of interest
  - Be prepared to engage with SSM stakeholders
  - Be enthusiastic and enjoy exploring new and innovative marketing ideas
-

## 12. How frequent are the meetings?

The committee meets on the third Monday each month from 5.30pm – 7.00pm for the SSM Section 86 Committee Meeting followed by a planning session from 7.00pm – 7.30pm.

Meetings are held in the Council Boardroom, 90 Welsford Street Shepparton, with the Section 86 Committee meeting open to the public.

SSM operates several working groups to facilitate key projects being completed. These working groups meet when required and report back to the main committee at the Ordinary Meetings. The current working groups are:

Project	Objective/Priorities
Marketing Strategy & Plan	<ul style="list-style-type: none"> <li>To finalise the draft marketing strategy, ensuring it supports to direction of SSM</li> <li>To develop a draft 12 – 18 month marketing plan</li> <li>To develop a process in tendering the services of media/creative agencies to support the roll out of the marketing plan</li> </ul>
SSM member consultation & communication strategy	<ul style="list-style-type: none"> <li>To develop a consultation plan to gather feedback and input to inform the 12 – 18 month marketing plan</li> <li>To facilitate the consultation process</li> <li>To develop a draft communication plan that details how communication with SSM members will be undertaken, when and by whom</li> </ul>
Mobile stage strategy	<ul style="list-style-type: none"> <li>To develop a strategy in maximising the use of the mobile stage in alignment with the 12 – 18 month SSM marketing plan</li> <li>To have discussions with Jarrod Thomson to determine how the stage can be used</li> </ul>
Sponsorship	<ul style="list-style-type: none"> <li>To review and potentially redevelop the current SSM sponsorship application process in streamlining the process</li> <li>To review how sponsored events/activities can be supported by SSM and maximised for SSM members</li> </ul>
Social media (including website)	<ul style="list-style-type: none"> <li>To develop a social media plan in alignment with the 12 – 18 month SSM marketing plan</li> <li>To identify how social media activities will be sustained</li> <li>To review and redevelop the SSM website</li> </ul>
Budget	<ul style="list-style-type: none"> <li>To revise the current budget format to ensure that it is current and easily understood</li> <li>To develop a 2014/2015 budget in alignment with the SSM marketing plan</li> </ul>



### 13. Applications for funding

Applications for Funding guidelines have been established to help event applicants apply for funding. The guidelines outline the objectives of Shepparton Show Me and the assessment criteria for funding applications.

There is an application form (please refer to Appendix 4) that must be submitted, an Acquittal Report that outlines evaluations and other important information and a Monthly Report to guide the committee as to the progress of the event.

### 14. What type of activities/initiatives has SSM sponsored?

SSM has supported various events and festivals that benefit not only the community but also have financial benefits for the retail and commercial sectors.

Beginning with the wooden Merry Moos in 1998 support has also been given to:

- Summer City Market
- Winter City Market
- KidsFest
- Spring Car Nats
- Campbell's Ironman 70.3 Shepparton
- Shepparton Junior Basketball Tournament
- SheppARTon Festival
- Victorian Open Bowls Championships
- Greater Shepparton Garden Expo



## 15. Future Direction

It's an exciting time to be part of the SSM initiative. In moving forward there are several key activities that are occurring:

- **Committee** – a blend of long standing and new committee members committed to taking SSM to a new level
  - **SSM Marketing Co-ordinator** – this role has been redeveloped to focus more on investing in relationships and strategically marketing Shepparton as **the** place to live, do business, shop, dine, stay and play
  - **Marketing Strategy** – Consultants were commissioned to work with key stakeholders of SSM to develop a marketing strategy to set the direction of the initiative now and into the future. This strategy sets out the strategic direction for SSM to:
    - Pursue new ways of doing activities that generate economic prosperity for our community.
    - Build on partnerships we have created with other business groups in Shepparton to influence decisions that will assist to improve the consumer and visitor experience.
    - Work with investors, the community and the Greater Shepparton City Council to initiate new marketing and promotional campaigns that have consistent messaging to ensure a growth in visitation and consumer spend.
    - Facilitate a culture that encourages the community, business, government and the media to work together to champion industry development, training and leadership.
    - Reach new and existing consumers through its promotions.
    - Reach new and existing investors through its joint venture programs.These activities will all have a focus on sustainability and accountability.
  - **Marketing Plan** – The committee and SSM Marketing Co-ordinator will work through a process of translating the marketing strategy into an annual marketing plan. A key part of this process will be having formal and informal consultations with SSM stakeholders.
  - **Stakeholder Engagement** – A Stakeholder engagement plan will be developed detailing how SSM will communicate with its stakeholders.
  - **Marketing Sub-committee** – The committee is exploring convening a marketing sub-committee that will comprises of some of Shepparton's great marketing and advertising minds to ensure that activities are dynamic, targeted, successful and effective.
  - **Advertising/Creative Panel of Providers** – The committee will be working through the process to appoint a panel of providers in the development of creative and media buying for nominated campaigns.
-

## 16. SSM Website & Social Media

The SSM website can be found at [www.sheppartonshowme.com.au](http://www.sheppartonshowme.com.au)

We have also devised a generic email address [sheppartonshowme@shepparton.vic.gov.au](mailto:sheppartonshowme@shepparton.vic.gov.au) that provides a link to the stakeholders to ask questions and provide feedback.

SSM has only recently established a Facebook presence - <https://www.facebook.com/SheppartonShowMe>

**Appendix 1 - SSM levy area**



**Appendix 2 - Instrument of Delegation (Special Committees)**



### Appendix 3 - Delegation of Authority



**Appendix 4 – Sponsorship Application Form**



**Appendix 5 – Copy of current SSM Budget**





**Appendix 6 – SSM Section 86 Committee Agenda  
template**



**Appendix 7 – SSM Section 86 Committee meeting minutes  
template**





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## To support the continued development of Shepparton's retail and commercial precinct by creating a character and identity exclusive to Shepparton.

To facilitate a connection between the Shepparton Show Me branding and the stakeholders through the support and/or leveraging of events, festivals and other promotional activities directed towards attracting consumers of retail and business services to Shepparton and driving economic activity.

The key objectives of Shepparton Show Me are to:

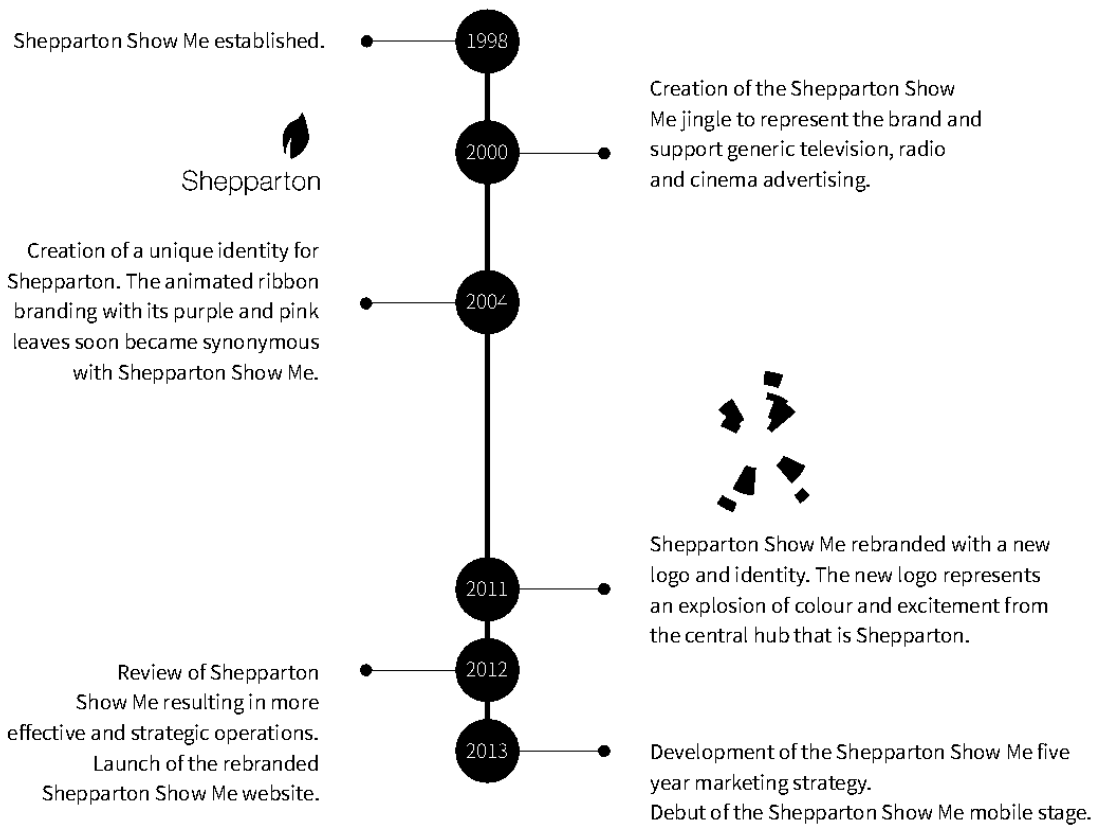
- support and grow initiatives that will bring an economic benefit to Shepparton Show Me stakeholders
- help strengthen and support these initiatives to a point that they are able to be independently successful
- stimulate the economy specific to Shepparton Show Me stakeholders and provide them with a positive return on investment
- provide an informative communication format for its stakeholders
- gain measurable results from all marketing campaigns, promotions and events
- represent stakeholders in an ethical, fair, open and transparent manner in all decision making
- appoint a committee that will have the expertise and commitment to represent its stakeholders
- consider the Shepparton Show Me brand and build on its strength in all decision making
- adhere to the policies and procedures set by the Shepparton Show Me Instrument of Delegation and Guidelines.

Launched in 1998, Shepparton Show Me was the brainchild of a dedicated group of business owners from Shepparton's CBD. Sharing a vision of Shepparton becoming the retail, commercial, entertainment and cultural heart of provincial Victoria, the group sought about achieving their vision by creating a character and identity exclusive to Shepparton.

The group, known as Super Shepparton, presented a detailed submission to Greater Shepparton City Council outlining a proposed marketing strategy. The strategy included applying a portion of a differential rate on properties within the CBD to fund promotion of Shepparton's retail and commercial business sector. Development of the strategy included consultation with Shepparton Chamber of Commerce and Industry, and key Shepparton business operators.

Using the Super Shepparton submission and other proposals as their basis, Council's Economic Development Branch proceeded to develop Shepparton Show Me. Under Section 86 of the Local Government Act 1989, a Shepparton Show Me Committee was established. The Committee's Instrument of Delegation and Guidelines detailed its specific functions and provided the guidelines for exercise of its delegated power.

Shepparton Show Me has become easily identifiable with a strong association between the brand and the message — to shop in Shepparton. An economic benefit study conducted in May 2009 by Essential Economics found that Shepparton Show Me had 73 per cent brand recognition in its catchment area.



On behalf of the Shepparton Show Me Committee I am proud to present the Shepparton Show Me 2012–2013 Annual Report.

The past year has been a challenging time for the Shepparton region with the downturn in manufacturing, the uncertainty surrounding the local fruit industry and the continued growth of online shopping. These conditions only serve to highlight the importance of Shepparton Show Me and effective marketing strategies that drive local economic activity.

The 2012–2013 financial year began on the end of the Step Up campaign. Largely implemented during the previous financial year, Step Up encouraged Shepparton businesses to improve their customer service standards and business practices. The campaign aimed to position Shepparton as a leader in customer service and provide a point of difference from other regional centres.

The succession of robust marketing campaigns implemented throughout the year align with Shepparton Show Me's objective to support and grow initiatives that bring an economic benefit to stakeholders. Campaigns such as Father's Day, Christmas, Shepparton Motor City and Celebrate Mums all served to stimulate business activity in Shepparton. The highlights of this year's campaigns included engaging former footballer and media personality, Dermott Brereton, to be the face of the Shepparton Motor City campaign and three, local chefs competing in a Masterchef style cook off in the centre of Fryers Street as part of the Celebrate Mums Mother's Day campaign.

Complementing the marketing campaigns was Shepparton Show Me's extensive sponsorship program. Sponsoring events such as the Shepparton Garden and Leisure Expo, the Victorian Open Bowls Championships, Greater Shepparton Basketball Association's Junior Tournament, Kidsfest, and the Summer and Winter City Markets enables event organisers to attract thousands of visitors to Shepparton and provides opportunities for stakeholders to capitalise on the subsequent boost to the local economy.

The review of Shepparton Show Me conducted in the latter part of 2012 brought a number of changes to the Committee's operations. Thank you to the members of the Shepparton Show Me Reference Group for sharing their business knowledge and expertise throughout the review period. The review provided the Committee with valuable feedback resulting in more effective and strategic operations.

The Committee welcomed two new member positions this year with Council's Manager Arts, Tourism and Events, Carrie Donaldson, and Manager Marketing and Communications, Fiona Le Gassick, appointed to the Committee as non-voting members. The addition of these positions to the Committee will enable Shepparton Show Me to develop stronger relationships with Shepparton's arts, tourism and events sector and provide a more strategic approach to marketing activities.

Shepparton Show Me is entering an exciting period with the Committee's decision to redevelop the Marketing Co-ordinator role. This role will now have an increased focus on stakeholder relationships and engagement, and a greater strategic approach to the marketing of Shepparton.

After many months of planning, the Committee were thrilled to see the launch of the Shepparton Show Me mobile stage at the Mums Knows Best Chef's Challenge back in May. The mobile stage will be a valuable asset for promoting Shepparton across the region. Thank you to the Thompson Motor Group for generously providing a Kia truck to transport the mobile stage.

Finally, I would like to acknowledge the outstanding contribution made by the Shepparton Show Me Committee members over the past twelve months. Thank you to all Committee members, current and past, for their ongoing support, commitment, enthusiasm and insight throughout the year.

Thank you also to the Shepparton Show Me stakeholders for their continued support and input. The Committee appreciates the feedback it receives from stakeholders and this feedback plays an integral role in evaluating current and planning future marketing campaigns.

Shepparton Show Me enters the new financial year in a strong financial position and will continue to be an innovative leader in marketing Shepparton as the premier regional city to shop, dine, stay and do business.



**Michael Polan**  
Chairperson, Shepparton Show Me



The Shepparton Show Me Committee comprises of 14 members: eight members representing Shepparton's business community, two councillors from Greater Shepparton City Council, a representative from Council's Executive Leadership Team and three non-voting Council representatives. The non-voting members are Council's Manager Arts, Tourism and Events, Manager Investment Attraction and Manager Marketing and Communications.

Committee members from the business community serve a two year period with half changing over every twelve months.

The Committee meets for two hours once a month to discuss planned promotional activities, sponsorship applications and general issues concerning the Shepparton business community.



**Bill Dowling (Secretary)**  
Director, Complete Display Equipment  
Term ends July 2013

Bill has been involved in the baking industry for almost 20 years. In 2008 he established Complete Display Equipment, a Rowville based company that designs and manufactures fresh food display cabinets for bakeries and cafes across Australia. For the eight years prior to 2011, Bill was the owner of Shepparton's Freeman's Bakery Cafes, managing the operations of four bakery cafes and the bakehouse. Bill began his baking career back in 1995, establishing Billy's Bakehouse and Tearooms in Mooroopna. He has also worked in financial planning and media advertising. Bill has served on the Shepparton Show Me Committee since 2007.

*'I've enjoyed my six years as a member of the Shepparton Show Me Committee. It has been a privilege to work with progressive, like minded business proprietors and senior Greater Shepparton City Council staff to promote Shepparton as the leading vibrant retail and business hub of the North East.'*



**Tristen Murray (Treasurer)**  
Business Analyst, Tatura Milk  
Term ends July 2014

Tristen is a certified practising accountant, joining Tatura Milk in September 2012. Prior to his current role, Tristen spent ten years at Stubbs Wallace Accountants in Shepparton, beginning as a trainee accountant before moving into senior roles including Senior Accountant, Manager and Senior Manager. Tristen has served on the Shepparton Show Me Committee since 2010.

*'Shepparton is a great place to live, work and do business. I want to be able to give back to the community and help guide the business sector into the future.'*

**Gerard Bruinier**

Owner Manager, Autobarn

Term ends July 2013

Gerard has spent the past 34 years as the owner and manager of Shepparton's Autobarn store. During that time he has spent five years on the Autobarn Advisory Board and two years as Autobarn's Country Victoria and South Australia Dealer Advisor. Gerard is also a member of Shepparton Chamber of Commerce and Industry and is on the board of Shepparton Motor Museum. He has served on the Shepparton Show Me Committee since 2011.

*'Shepparton has the potential to be one of regional Victoria's premier destinations and Shepparton Show Me can help make that happen. Through promotions that drive local consumers to Shepparton businesses and sponsorship of events that attract visitors to the region, Shepparton Show Me makes a positive contribution that stimulates the local economy. I look forward to working with the Committee and its renewed focus to reinvigorate Shepparton.'*

**Gerard Michel**

General Manager, Graham Thomson Motors

Term ends July 2013

Gerard has been with Graham Thomson Motors, one of Australia's leading truck dealers, for more than 20 years. As General Manager, a role he has held for almost ten years, Gerard is responsible for business planning, team building, policy and procedure development and customer service. A certified practising accountant, Gerard has also served as Graham Thomson Motors' Financial Controller and Company Accountant during his career. Gerard has been a member of the Shepparton Show Me Committee since 2011.

*'It has been a pleasure to be involved for the past two years in the vehicle that is Shepparton Show Me. This unique initiative provides stimulus to the Greater Shepparton economy by way of promotion of everything that our region has to offer from all economic areas including the retail, commercial and industrial sectors.'*

**John Montagner**

Managing Director, Solar City Office Equipment

Term ends July 2013

John is the owner of Solar City Office Equipment, a business he co-founded 23 years ago. John manages a team of 15 staff and has grown the business to become one of the largest office equipment suppliers in rural Victoria. He has also served on the Kialla West Primary School Council, during which time the school became one of the fastest growing rural schools in the area. John has been a member of the Shepparton Show Me Committee since 2011.

*'I see Shepparton Show Me as a great vehicle to promote Shepparton as the premier place to do business, shop, dine, play and stay. As a committee member I'd like to see value in promotions for our stakeholders, which will achieve our vision and objectives and see our community prosper.'*

**Barry Smith**

Managing Director, Mailworks

Term ends July 2014

Barry has owned several Shepparton businesses over the past 25 years. Mailworks, which Barry established in 1995, is a mailing service assisting businesses to send mail efficiently, cost effectively and professionally. Mailworks has branches in Shepparton, Bendigo and Ballarat. Barry also serves on the board of Goulburn Valley Health and Shepparton Aero Club. He has been a member of the Shepparton Show Me Committee since 2010.

*'As a representative of the Shepparton Chamber of Commerce and Industry, I was a member of the committee that initiated Shepparton Show Me and consequently have taken a keen interest in its achievements. Recently I've enjoyed working with the seven other volunteer members who are passionate about making Shepparton the premier precinct in North East Victoria to shop, rest, play and do business. I look forward to working with the Committee to make Shepparton the envy of our neighbouring regional centres.'*

**Jamie Cox**

Director, Choice Group Accounting Finance Wealth  
Resigned March 2013

Jamie entered the financial services industry in 2008 after a successful career in information technology and distribution. Starting out offering accounting and finance services, Jamie and his business partner have grown the Choice Group to now include wealth and property management services. He has a Diploma in Financial Services (Mortgage Brokering) and a Diploma in Financial Services (Financial Planning). Jamie is the current chairperson of Shepparton Chamber of Commerce and Industry.

**Shelley Sutton**

Owner Manager, SAS & Bob  
Resigned May 2013

Shelley is the owner and manager of SAS & Bob, a Shepparton retail store offering the latest styles in boutique women's apparel. Prior to establishing SAS & Bob in 2013, Shelley owned and managed Studio Laine, a ladies fashion boutique also located in Shepparton. Earlier in her career Shelley worked at Greater Shepparton City Council where, in one of her roles, she provided executive assistance to the Shepparton Show Me Committee. Shelley's ultimate role at Council was that of Acting Business Manager in the Economic Development Department.



**Michael Polan** (Chairperson)  
Councillor, Greater Shepparton City Council

Michael has lived in the Shepparton area for more than 25 years. For the past 15 years he has owned Shepparton based wool buying and exporting business, AAA Woolbuyers. In April 2012 he and his family established Not Just Cupcakes, a café specialising in cupcakes located in the Shepparton CBD. Michael has been a Councillor since 2008, serving as Mayor in 2012 and Chairperson of the Shepparton Show Me Committee since November 2012.

*'I want to put back into this community and restore pride in our region. I want people to be proud to say that they come from Shepparton.'*



**Les Oroszvary**  
Councillor, Greater Shepparton City Council

Les is a serving police officer with over 32 years experience. He is currently the Sergeant in Charge of the Prosecutions Office attached to the Shepparton police station. Les is a team player with a can-do attitude and brings leadership and integrity to his role as a Councillor. Les was elected to Council in October 2012.

*'I believe Greater Shepparton can regain its reputation as a premier city, a place where people are proud to live and work and a model to other regions and municipalities.'*

**Johann Rajaratnam**

Director Sustainable Development, Greater Shepparton City Council

As part of his role Johann is responsible for the business investment, land use planning, environmental planning and building portfolios at Greater Shepparton City Council. Prior to coming to Greater Shepparton in March 2013, he worked at the City of Boroondara in Melbourne. Johann's background includes strategic planning, staff management, government liaison and corporate planning experience. His work history is primarily in local government with experience working at small coastal councils with seasonal population expansion, growth area councils and inner city councils.

*'Shepparton is uniquely placed in northern Victoria because of the range of services it provides, its proximity to Melbourne and its high contribution to the Australian economy. I'm looking forward to working with the business community to further enhance this position within the region.'*

**Geraldine Christou**

Manager Investment Attraction, Greater Shepparton City Council

Geraldine is responsible for management of a number of portfolios. Those specifically relating to Shepparton Show Me objectives include business and industry development, investment attraction, implementation of the CBD strategy, Greater Shepparton Business Centre, festive decorations, co-ordination of the Summer and Winter City Markets and grant facilitation. Geraldine is a Shepparton Chamber of Commerce and Industry Board member and an active participant in the Hume Economic Development Network.

*'I've been involved with Shepparton Show Me for the past three years and recognise the significant role it plays in both instigating and supporting initiatives that drive economic development in collaboration with other Council departments and external bodies. I consider myself fortunate to be involved with this innovative program that is the envy of many other regional cities.'*

**Fiona Le Gassick**

Manager Marketing and Communications, Greater Shepparton City Council

As part of her role Fiona is responsible for overseeing and supporting Shepparton Show Me, including management of the Shepparton Show Me Marketing Co-ordinator position. Prior to coming to Greater Shepparton City Council in October 2012, she was the Business Development Manager at GOTAFE in Shepparton. Fiona's background includes marketing and brand management, business development, customer service and staff management. She has been the director of two home based small businesses including Le Gassick Consulting, delivering strategic and business planning, marketing strategy development and tender and submission writing services.

*'I've been a long term admirer of Shepparton Show Me so I am very excited to be directly involved in the initiative. I'm privileged to be able to work with a passionate group of business people who are committed to looking at innovative and strategic ways to market Shepparton as the place to do business, shop, rest and play.'*



**Carrie Donaldson**

Manager Arts, Tourism and Events, Greater Shepparton City Council

Carrie oversees management of a number of Council's diverse attractions, visitor services and events. These include the Shepparton Art Museum, Riverlinks Performing Arts and Convention Venues, Visitor Information Centre, Shepparton Showgrounds and a range of events showcasing the Shepparton community. The strategic objectives of Council's Arts, Events and Tourism Department align well with those of Shepparton Show Me, particularly raising the profile of the region, stimulating visitation and generating economic benefit. Carrie's background includes national and international event management, destination management and tourism development. She holds a Master of Business (Tourism) and is active on a number of boards including Goulburn River Valley Tourism, Cultural Tourism Victoria and the Victorian Tourism Industry Council's Destination Policy Committee.

*'Shepparton has established an enviable reputation as a leading regional events destination with particular focus on sporting, cultural and business markets. Through working with Shepparton Show Me, we are able to provide leverage opportunities to enhance the experience for visitors to our region and provide direct benefits to the business community.'*

Shepparton Show Me underwent an extensive review during the latter half of 2012. The review followed a motion put forward and carried at Greater Shepparton City Council's meeting on 17 April 2012. The motion included a direction to Council officers to review and report, following consultation with representatives of Shepparton's commercial and industrial sector, on the most appropriate arrangements for attracting retail and business consumers to Shepparton.

The group formed to perform the review, known as the Shepparton Show Me Reference Group, consisted of:

- two councillors from Greater Shepparton City Council (with one councillor appointed to the position of chairperson)
- one representative from Shepparton Chamber of Commerce and Industry
- two former chairpersons of the Shepparton Show Me Committee
- one representative from the legal profession
- one representative from Tourism Greater Shepparton
- two representatives from Shepparton's commercial business community
- two representatives from Shepparton's industrial business community

The objectives of the Shepparton Show Me Reference Group were to act as an advisory group for review of the existing Shepparton Show Me promotional scheme, and in particular to:

- review the effectiveness of the current Shepparton Show Me promotions
- make recommendations to Council on the most effective model to promote Shepparton's commercial and industrial businesses
- identify and recommend to Council the principles that Council should consider when allocating the contribution to Shepparton Show Me
- review and recommend to Council changes, if any, to the objectives of Shepparton Show Me and advise as to why, if any, objectives are not being met
- review and recommend to Council changes, if any, to the structure of, or the governance model applicable to, Shepparton Show Me
- review and recommend the amount of total rates revenue and the weighted distribution of those rates collected from properties for the Shepparton Show Me promotional scheme.

The review concluded in early 2013 with the Reference Group's recommendations presented for consideration at Council's meeting on 19 February 2013. A number of recommendations were adopted and incorporated that will serve to reinvigorate Shepparton Show Me into the future.

**Date:**

Sunday 1 July to Friday 30  
November 2012

**Objective/s:**

- To encourage Shepparton Show Me stakeholders to improve their customer service standards and business practices.
- To attract shoppers to Shepparton to experience the improved customer service being offered by retailers.

**Target Market:**

*Primary:* Shepparton Show Me stakeholders.

*Secondary:* Shoppers from Shepparton and regional areas within a 200 kilometre radius of Shepparton.

**Tactics:**

- Shine A Light (award style program recognising businesses for delivering excellent customer service)
- Television, radio and print advertising
- Media releases
- Customer service workshops

The majority of Step Up campaign tactics were actioned in the 2011–2012 financial year with only the final tactics falling into the 2012–2013 financial year.

**Cost:**

\$108,750.00

**Outcomes:**

A customer service workshop for Shepparton Show Me stakeholders held at GOTAFE's Shepparton Campus on Monday 12 November 2012 attracted 30 participants. Of the stakeholders participating in the workshop 96 per cent reported the workshop being of benefit to them.

The Shine A Light program recognised 24 Shepparton businesses as providing outstanding customer service between July and November 2012. These businesses subsequently featured in Shine A Light television commercials.

**Date:**

Sunday 26 August to Saturday 1 September 2012

**Objective/s:**

- To promote Shepparton as the regional Victorian destination to shop and dine for Father's Day.
- To stimulate business for Shepparton Show Me stakeholders.
- To encourage increased visitation to Shepparton over the Father's Day celebration period.

**Target Market:**

*Primary:* Purchasers of Father's Day gifts and experiences (e.g. spouses, and sons and daughters from young children through to teenage and adult children) from Shepparton and regional areas within a 200 kilometre radius of Shepparton.  
*Secondary:* Fathers both young and old.

**Tactics:**

- Television, radio and print advertising
- Media releases
- Shepparton Father's Day Open prize giveaway events

**Cost:**

\$18,850.00

**Outcomes:**

The Shepparton Father's Day Open saw approximately 100 prizes given away to shoppers in the week prior to Father's Day 2012.

Shoppers were encouraged to participate in golf putting and handball competitions with prizes awarded to shoppers based on their performance in the competitions. The Father's Day Open travelled to various shopping locations across Shepparton including the Maude Street Mall, SPC Ardmona Factory Sales, Riverside Plaza, Shepparton Marketplace and Bunnings Warehouse.

The winner of the major prize, a pack including tickets to the AFL Grand Final Footy Show, featured in a Shepparton News article on the Friday following Father's Day.

**Date:**

Monday 3 December to Monday 24 December 2012

**Objective/s:**

To attract shoppers to Shepparton as the destination of choice by providing an engaging promotional activity in the lead up to Christmas.

**Target Market:**

Christmas shoppers, particularly families, from Shepparton and regional areas within a 200 kilometre radius of Shepparton.

**Tactics:**

- Television, radio and print advertising (including Shepparton News front page wrap)
- Show Ho Ho Me Quizza prize giveaway events
- Charity gift wrapping
- Christmas activities in the Maude Street Mall including stage coach rides, balloon art, face painting and an animal nursery

**Cost:**

\$42,695.95

**Outcomes:**

The Show Ho Ho Me Quizza gave away approximately 150 prizes over the three weeks prior to Christmas. A total of 380 people entered the prize draws as the Quizza travelled to various shopping locations including the Shepparton CBD, Shepparton Marketplace, Riverside Plaza, Safeway Shopping Plaza, Fairley's Supa IGA Supermarket, and the Dunkirk, Branditt and Poplar Avenue shopping centres.

In the lead up to Christmas Shepparton Show Me leased the store previously occupied by Williams Shoes in the Maude Street Mall. Managed by various organisations, the store provided shoppers with a gift wrapping service in exchange for a donation. With all resources supplied by Shepparton Show Me, the organisations to benefit from managing the gift wrapping service were Shepparton High School \$650.00, Shepparton Theatre Arts Group \$531.00, Solar

City Calisthenics Club \$230.00 (during the first week of the store opening) and Uniting Care Cutting Edge \$615.95. Several shoppers utilising the gift wrapping service commented they would like the service to return for Christmas 2013.

A survey of shoppers undertaken at the charity gift wrapping store received 50 responses. The survey revealed that whilst most shoppers were from the Shepparton and Mooroopna area, shoppers also came from Cobram, Rushworth, Nagambie, Murchison, Katunga, Benalla and Deniliquin. Almost 50 per cent of respondents were aged between 31 and 50 years.

Of the respondents 74 per cent advised they were not aware of the Christmas activities in the Maude Street Mall prior to coming to Shepparton, although 56 per cent reported seeing the Shepparton Show Me Christmas feature in the Shepparton News. When asked about the Show Ho Ho Me Quizza, 36 per cent said they found out about the Show Ho Ho Me Quizza prize giveaway either on television or radio, whilst 58 per cent advised the Show Ho Ho Me Quizza did not influence their decision to shop in Shepparton.



*Pictured from left: Gerard Michiel, John McCarroll, Cr Les Oroszvary, Barry Smith, Jason Sherlock, Mayne Bradshaw, Maddy Ruedin, Cr Michael Polan, Martin Riseley, John Mathieson, Ben Morgan and Ken Muston. Image courtesy of the Shepparton Adviser.*

**Date:**

Thursday 21 February to Saturday 8 June 2013

**Objective/s:**

To position Shepparton as regional Victoria’s preferred city for purchasing all things automotive including new and used cars, trucks, motorcycles, and automotive services and accessories.

**Target Market:**

Men and women aged 20 to 65 years from outside Greater Shepparton who earn above average income, are not driven by discount purchases, value good customer service and prefer a face to face style shopping experience as opposed to online shopping.

**Tactics:**

- Television, radio and print advertising featuring Dermott Brereton
- Media releases
- Support for the Formula 1® Comes To Shepparton event hosted by the Australian Grand Prix Corporation and Greater Shepparton City Council on Saturday 9 March 2013.

**Cost:**

\$60,800.00

**Outcomes:**

Initial feedback regarding the Shepparton Motor City campaign has been positive. The Shepparton Motor Traders Group, made up of owners of Shepparton’s new and used car dealerships, are extremely pleased with the new and used car advertisements. Members of the Group reported instant results from the television advertising and people travelling from as far as Albury and Bendigo to purchase cars from Shepparton dealers. The Group is keen to see the Shepparton Motor City campaign continue in 2013–2014.

The Shepparton Motor City campaign is currently undergoing further evaluation.

**Date:**

Monday 22 April to Saturday 11 May 2013

**Objective/s:**

- To promote Shepparton as the regional Victorian destination for shopping and dining, and therefore driving customer spend.
- To encourage increased visitation to Shepparton over the Mother's Day period and as a result increase Shepparton Show Me stakeholder revenue.
- To develop cooperative stakeholder relationships.

**Target Market:**

*Primary:* Fathers, sons and daughters from Shepparton and regional areas within a 200 kilometre radius of Shepparton who are responsible for purchasing a Mother's Day gift or organising a Mother's Day celebration.

Shepparton Show Me stakeholders, specifically management and staff from hospitality and retail businesses.

*Secondary:* People who enjoy social dining, shopping and entertainment experiences from Shepparton and regional areas within a 200 kilometre radius of Shepparton.

**Tactics:**

- Television, radio and print advertising
- Newspaper insert
- Media releases
- Mum Knows Best Chef's Challenge event



*Pictured from left: Russell Hall from The Teller Collective, Lebe Luzuriaga from Lemon Tree Cafe and Dave Jenkins from Friars Cafe.*

**Cost:** \$20,000

**Outcomes:**

All marketing collateral for the Celebrate Mums campaign and the Mum Knows Best Chef's Challenge event directed enquiries to the Shepparton Show Me website. This resulted in a 149 per cent increase in visits to the Shepparton Show Me website, a 184 per cent increase in the number of pages viewed on the website and an 80 per cent increase in the website's average visit time during the campaign period.

The Mum Knows Best Chef's Challenge saw three local chefs go head to head in a Masterchef style cook off in Fryers Street on Saturday 4 May 2013. Four mothers, chosen via a competition where members of the public nominated their mother to be a judge, acted as the Challenge's judges. The event also featured live music, demonstrations by Barbeques Galore and Phillips Cellars and Regional Wine Centre

and cupcake decorating by Not Just Cupcakes. More than 100 people attended the Mum Knows Best Chef's Challenge with 112 individual entries received in the prize giveaway competition.

A survey of 12 visitors to the Mum Knows Best Chef's Challenge revealed that all respondents found out about the event through the television, radio or print advertising and 83 per cent reported that the event acted as an incentive for them to come to Shepparton that day.

The Mum Knows Best Chef's Challenge received excellent print media exposure, with the Shepparton News profiling the competing chefs over three days in the week prior to the Challenge. The Shepparton Adviser also ran a front page article about the Mum Knows Best Chef's Challenge two weeks before the event.

Mounted on the rear of a Kia K2900 truck, the mobile stage has been custom built for Shepparton Show Me and fitted with a high tech audio system incorporating microphones and speakers. Shepparton's Thompson Motor Group have provided Shepparton Show Me with complimentary use of the Kia truck for twelve months expiring 1 November 2013 with the option of two further twelve month agreements.

The mobile stage will play an integral role in Shepparton Show Me events, as well as being a key marketing tool for use at other events that provide the opportunity to promote Shepparton Show Me. With Shepparton Show Me livery fixed to the truck's cabin and mobile stage, and the ability to change the decals on the rear of the stage, the mobile stage also acts as a mobile billboard, creating awareness of the Shepparton Show Me brand, campaigns and events.

The Shepparton Show Me mobile stage debuted at the Mum Knows Best Chef's Challenge on Saturday 4 May 2013.

Cost: \$39,170.68





Shepparton Show Me commissioned production of three truck curtains during the latter part of 2012. The truck curtains, featuring the Shepparton Show Me logo and Shepparton specific images, aim to create awareness about shopping, dining, staying and relaxing in Shepparton.

Frank Gattuso Transport has two trucks fitted with Shepparton Show Me curtains. One truck travels predominately around the Shepparton area with occasional trips to Melbourne. The other travels to the Bendigo, Albury, Benalla and Kyabram regions. Both trucks are on the road at least 4 to 5 days each week.

S.Sali and Sons have one truck fitted with a Shepparton Me curtain. The truck travels from Melbourne to Sydney and return five times each fortnight.

Cost: \$8,027.00

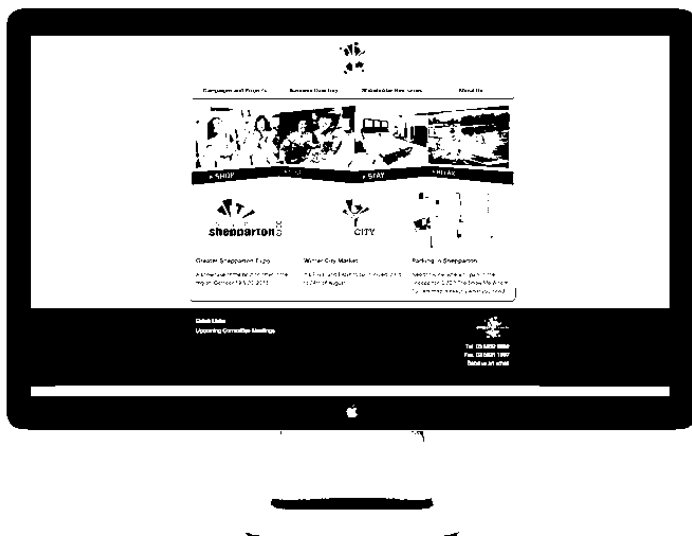


Shepparton Show Me launched its rebranded website in November 2012. Targeted at consumers, both locals and tourists to the Shepparton area, the rebranded website aims to promote Shepparton Show Me events and member businesses. The website features information about Shepparton Show Me, the Shepparton Show Me Committee and current campaigns and projects, as well as providing stakeholder resources and a business directory.

The rebranded Shepparton Show Me website currently averages 230 visits per month with visitors spending an average of almost three minutes on the site and visiting three pages per visit. New visitors account for 69 per cent of visitors to the Shepparton Show Me website.

Further development of the Shepparton Show Me website, in particular the business directory, is ongoing.

Cost: \$15,000.00



Applications received: 12  
 Applications funded: 7  
 Funds allocated: \$152,633.50



**Background:**

The Winter City Market is a long standing Shepparton event. Rebranded in February 2012, after more than 30 years as the Shepparton Bush Market, the Winter City Market aims to attract retail spending to Shepparton and promote the city’s retail diversity. Shepparton’s CBD retailers are encouraged to create a market atmosphere during the event by selling stock from the footpath in front of their stores. The Greater Shepparton City Council’s Investment Attraction Department manage the Winter City Market.

**Date:**

Friday 24 and Saturday 25 August 2012

**Sponsorship Amount:**

\$40,000.00

**Attendance:**

Between 4,000 and 5,000 over the two days of the event.

**Outcomes:**

The Winter City Market provided Shepparton CBD retailers a welcome economic and social boost.

The event’s renewed focus on free entertainment and children’s activities attracted families and provided retailers the opportunity to capitalise on increased traffic. Shoppers were encouraged to stay in the Shepparton CBD longer by creating a fun, family orientated atmosphere.

Poor weather early on the Friday morning resulted in a slow start to the Winter City Market. By 10 am crowd numbers had started to grow and remained constant through to 5.30 pm. The Saturday also attracted good numbers with some retailers indicating further solid sales.

In addition to the CBD businesses, 31 stall holders filled the Maude Street Mall. The stallholders included Shepparton based traders from outside the CBD, external traders, essential services and community groups. The Winter City Market provided a vehicle to promote the diversity of Shepparton’s retail sector with businesses outside the immediate CBD invited to participate free of charge.

Traders reported mixed results with success largely determined by the stock offered. Most retailers, based on a random selection of retailers, reported positive results.

Staging the Winter City Market was a collaborative effort by Greater Shepparton City Council, Shepparton Chamber of Commerce and Industry, Shepparton Show Me, Alchemy Media, Victoria Police, the Country Fire Authority and other emergency services.



*Image courtesy of Kidstown*

**Background:**

First held in September 2006, Kidsfest is an annual two day festival targeted at families with children aged up to 12 years. Held at KidsTown, a purpose built children's adventure playground located between Shepparton and Mooroopna, the event is managed by KidsTown employees. Kidsfest offers an extensive entertainment and education program including arts and crafts activities, sports clinics and live shows, as well as a sideshow alley, trade stalls and roving entertainment.

Kidsfest's objectives are to:

- position Kidsfest as a children's festival of state significance.
- position Greater Shepparton as a family friendly destination with a variety of activities suitable for children of all ages.
- increase visitor's length of stay in Greater Shepparton.

- enhance KidsTown's reputation as regional Victoria's best adventure park.

**Date:**

Saturday 22 and Sunday 23 September 2012

**Sponsorship Amount:**

\$20,000.00

**Attendance:**

15,640 (8,548 on 22 September and 7,092 on 23 September).

**Outcomes:**

Attendance at Kidsfest was up three per cent on 2011 attendance, with 45 per cent of visitors coming from outside Greater Shepparton, including almost three per cent from interstate. Kidsfest's estimated economic benefit to the Shepparton and Mooroopna region was \$736,549.00.

Kidsfest's marketing campaign included extensive media advertising throughout Victoria, with television advertising across the Albury, Bendigo and Shepparton regions and print advertising in the local, regional and major metropolitan newspapers.

In 2012 Kidsfest expanded its activities to incorporate a series of umbrella events extending across the two weeks of the September school holidays and across various venues in and around Shepparton. Kidsfest's umbrella events included family orientated shows at the Eastbank Centre, a chocolate making workshop at Emerald Bank Leisure Land, a school holiday sports program at the Shepparton Sports Stadium and a children's disco at the Goulburn Valley Hotel.

*Image courtesy of  
Shepparton Garden and Leisure Expo*



**Background:**

Following the success of the inaugural Shepparton Garden and Leisure Expo at Emerald Bank Leisure Land in 2011, the 2012 Expo relocated to the Shepparton Showgrounds and expanded its focus from just gardening and landscaping to include boating, camping, fishing and caravanning.

The Shepparton Garden and Leisure Expo aims to:

- showcase Shepparton
- showcase local and regional businesses
- provide a major event in Shepparton with wide appeal to draw visitors from within and beyond the region
- raise funds for local charities.

Management of the Shepparton Garden and Leisure Expo is a collaborative effort between the Rotary Club of Shepparton Central and The Community Fund.

**Date:**

Saturday 20 and Sunday 21 October 2012

**Sponsorship Amount:**

\$40,000.00

**Attendance:**

3,255 adults over the two days of the event. Total estimated attendance 4,000.

**Outcomes:**

Visitors to the Shepparton Garden and Leisure Expo came from as far as Alexandra, Yea, Seymour and Mansfield in the south through to Deniliquin, Finley, and Tocumwal in the north.

The event attracted 49 home, hardware, garden and/or landscape sites, nine Show Us Your Boat sites, five children's sites, seven food court sites and featured five speakers on the Hunter Home Timber and Hardware Stage.

**Highlights of the Shepparton**

Garden and Leisure Expo included a showcase in the Maude Street Mall in the lead up to the Expo, speakers presenting on a range of topics including landscaping, herbs, poultry and bees, a BMW luxury vehicle display, fruit bin gardens prepared by local students and the Show Us Your Boat display.

With all profits going to charity, the Shepparton Garden and Leisure Expo resulted in \$32,000.00 donated to local charities.

Other sponsors of the Shepparton Garden and Leisure Expo included Hunters Home Timber and Hardware, Halsall Honda, GOTAFE, Billabong Nursery, Shepparton News, Greater Shepparton City Council and Game Traffic and Contracting.

**Background:**

Following their successful hosting of the 2009 and 2010 Australian Open Bowls Championships, the Shepparton Park Bowls Club won the right to host the 2011, 2012 and 2013 Victorian Open Bowls Championships. Hosted in conjunction with Bowls Victoria, the 2012 Victorian Open Bowls Championships targeted local, intra and interstate bowlers. Various bowling clubs across Greater Shepparton and surrounds hosted competitions with the finals played at Shepparton Park Bowls Club.

**Date:**

Sunday 11 to Friday 16 October 2012

**Sponsorship Amount:**

\$5,000.00

**Attendance:**

1,500 bowlers plus coaches, support staff and partners / spectators.

**Outcomes:**

The estimated benefit to the Shepparton economy provided by the Victorian Open Bowls Championships is in excess of \$1 million.

A survey of 157 participants in the Victorian Open Bowls Championships revealed that 42 per cent came from Melbourne, 27 per cent from regional Victoria (more than one hour from Greater Shepparton), 15 per cent from within one hour of Greater Shepparton and 8 per cent from interstate. The remainder came from Greater Shepparton.

Most respondents stayed in some form of paid accommodation with 54 per cent staying in either hotels / motels, guest houses / bed and breakfasts, caravan parks or serviced apartments in or around the Shepparton region. The survey found that 65 per cent

of respondents ate out in Greater Shepparton during their stay with 69 per cent eating out between one and six times during their stay.

Of the survey's 157 respondents, 11 per cent shopped at a factory sales outlet such as the SPC Ardmora Factory Outlet or the Campell's Factory Shop during their stay and 16 per cent undertook dedicated shopping in Shepparton during their stay.

Most respondents were likely to return or recommend Shepparton with 77 per cent likely or very likely to return to Shepparton in the future and 75 per cent likely or very likely to recommend Shepparton as an events destination.

Staging the Victorian Open Bowls Championships was the collaborative effort of Bowls Victoria, the Shepparton Park Bowls Club, various local bowls clubs and Greater Shepparton City Council.

*Image courtesy of  
Greater Shepparton Basketball Association*



**Background:**

Greater Shepparton Basketball Association has a membership base in excess of 2,000 members. The Association stages both winter and summer season competitions with approximately 60 senior teams and 70 junior teams competing throughout the year.

The Association's signature event is its Junior Tournament, held annually on the first weekend in December at the Shepparton Sports Stadium. Now in its 37th year, the Junior Tournament is one of Victoria's largest junior tournaments.

**Date:**

Friday 30 November, Saturday 1 and Sunday 2 December 2012

**Sponsorship Amount:**

\$6,000.00

**Attendance:**

1,500 basketball players plus parents / guardians, coaches and team managers.

**Outcomes:**

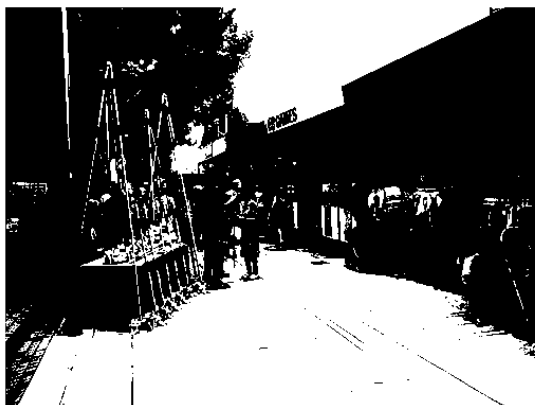
The Greater Shepparton Basketball Association Junior Tournament attracted 166 teams. This is consistent with 2011 entries and the maximum number of teams that can be accommodated on the available court space.

Teams came from across Victoria including Altona, Bellarine, Benalla, Bendigo, Broadmeadows, Castlemaine, Deniliquin, Echuca, Kerang, Korumburra, Maffra, Mansfield, Melbourne, Mildura, Mulwala, Myrtleford, Port Fairy, Seymour, Swan Hill, Tatura, Traralgon, Wangaratta, Warrnambool, Wodonga and Yarrawonga.

The Junior Tournament's estimated economic benefit to the Shepparton region was \$1,342,320.00.

Shepparton Show Me received a high level of exposure during the Junior Tournament with large branded signs placed throughout the Shepparton Sports Stadium and the logo applied to volunteer shirts and tournament trophies.

A survey of 132 Shepparton Show Me stakeholders conducted after the Junior Tournament elicited 35 responses. Of the 35 stakeholders who responded to the survey, 49 per cent believed the presence of basketball players and their families in Shepparton to attend the Junior Tournament transpired into additional sales for the stakeholder's business. At the same time 57 per cent of respondents didn't think Shepparton Show Me sponsoring the Junior Tournament provided value to them.

**Background:**

Like the Winter City Market, the Summer City Market's primary objective is to attract retail spending to Shepparton and promote the city's retail diversity. Shepparton's CBD retailers are encouraged to create a market atmosphere during the event by selling stock from the footpath in front of their stores. Greater Shepparton City Council's Investment Attraction Department also manage the Summer City Market.

**Date:**

Friday 22 and Saturday 23 February 2013

**Sponsorship Amount:**

\$40,000.00

**Attendance:**

Between 5,000 and 6,000 over the two days of the event.

**Outcomes:**

The Summer City Market enjoyed ideal weather conditions over both days of the event. The favourable weather contributed to solid attendance on both Friday and Saturday, with Saturday being the bigger of the two days.

In light of the retail downturn experienced nationally, traders reported mixed results as shoppers were seemingly more prudent with their spending. The number of shoppers and their associated spending was significantly higher than similar days in the months prior to the Summer City Market. Some retailers said the Summer City Market was arguably their best trading days for some time.

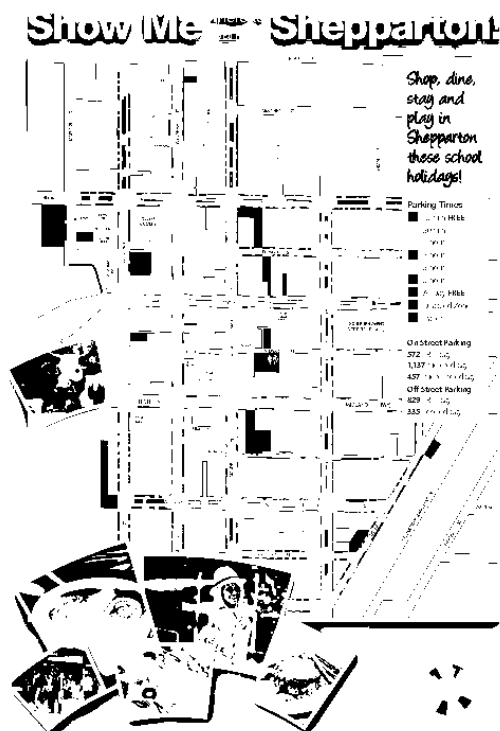
Correspondence from Shepparton Chamber of Commerce and Industry congratulating Greater Shepparton City Council's Investment Attraction

Department on their management of the Summer City Market stated that 'feedback from traders has been extremely positive ... along with strong evidence of good sales figures'.

Whilst the Summer City Market came in under budget, Council's Investment Attraction Department believe there is potential to further reduce the event's expenditure with more thorough planning, a longer lead time and more community involvement.

Staging the Summer City Market was a collaborative effort by Greater Shepparton City Council, Shepparton Chamber of Commerce and Industry, Shepparton Show Me, Alchemy Media, Victoria Police, the Country Fire Authority and other emergency services.



**Background:**

In June 2013 the Shepparton Adviser presented Shepparton Show Me with the opportunity to sponsor production and distribution of a car parking map. The map, part of the Shepparton Adviser's Shepparton On Sale booklet, would feature the parking zones and applicable parking times within Shepparton's CBD.

**Date:**

Wednesday 26 June 2013

**Sponsorship Amount:**

\$1,633.50

**Circulation:**

34,511

**Outcomes:**

The Show Me Where To Park In Shepparton map received extensive exposure, appearing on the back page of the Shepparton On Sale booklet. Distributed as an insert in the Shepparton Adviser, release of the Shepparton On Sale booklet coincided with the beginning of the Victorian and New South Wales school holidays the following week.

**The Show Me Where To Park In**

Shepparton map also features on the Shepparton Show Me website as an information tool for residents and visitors to Shepparton.

In November 2012 the Shepparton Show Me Committee sought to engage a consultant to develop a five year marketing strategy for Shepparton Show Me.

The purpose of developing the marketing strategy was to articulate how Shepparton Show Me could achieve its strategic objectives through specific marketing initiatives and tactics targeting clearly defined market segments. Requirements of the strategy included identifying key marketing campaigns, sponsorship opportunities and support for and leveraging from events and festivals. Of specific need was articulating the need to implement assessment criteria in evaluating and communicating the outcomes of promotions and activities. A communication plan was also required to ensure engagement and communication with key stakeholders.

Following advertising of an invitation to quote, Shepparton Show Me selected a joint proposal by Brentron and Partners and Mediawise Pty Ltd to undertake development of the marketing strategy. Development of the strategy consisted of two stages, workshops with key stakeholders followed by preparation of the marketing strategy document. Brentron and Partners facilitated two workshops during February 2013. The key stakeholders in attendance at the workshops included representatives from the:

- Shepparton Show Me Committee
- Shepparton Chamber of Commerce and Industry
- Tourism Greater Shepparton
- Goulburn River Valley Tourism
- Shepparton Show Me's marketing services contractor
- Local media representatives
- Local business owners and operators

as well as Council's:

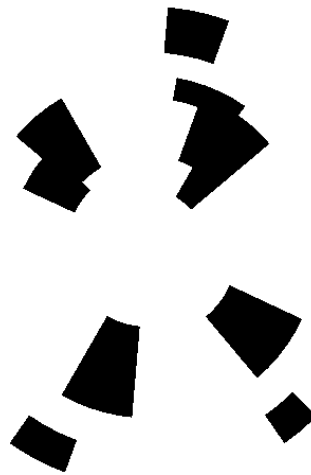
- Manager Investment Attraction
- Manager Marketing and Communications
- Manager Arts, Tourism and Events
- Acting Team Leader Marketing and Promotions
- Marketing and Promotions Officer.

Based on the information provided in the workshops, Brentron and Partners and Mediawise Pty Ltd developed a draft marketing strategy. Following receipt of the draft strategy in March 2013, the Shepparton Show Me Committee proceeded to work through the document to confirm it supports Shepparton Show Me's objectives. The Committee has scheduled to undertake further work on developing the marketing strategy in September 2013.

Following finalisation of the strategy, Shepparton Show Me will develop a twelve to 18 month marketing plan that details the actual marketing activities required to position Shepparton as the place to shop, dine, stay and do business. Stakeholder engagement will be a critical element in developing the marketing plan to ensure the plan and its activities meet the needs of stakeholders and are consistent with stakeholder's objectives. Development of a communication plan to ensure consistent and effective communication with all stakeholders will support the implementation of the marketing plan.

	Budget	YTD Actual	Variance
<b>INCOME</b>			
Carry forward as at 30 June 2012	\$253,224.52	\$253,224.52	
Stakeholder Levy Funds	\$645,469.00	\$645,469.00	
Step Up advertising onsell of ad spaces December 2012	\$3,090.00	\$3,090.00	
<b>TOTAL INCOME</b>	<b>\$901,783.52</b>	<b>\$901,783.52</b>	<b>\$0.00</b>
<b>EXPENDITURE</b>			
<b>OPERATIONAL</b>			
Depot staff, Ambassadors, Salaries, Plant	\$90,320.00	\$80,384.15	
<b>TOTAL OPERATIONAL COSTS</b>	<b>\$90,320.00</b>	<b>\$80,384.15</b>	<b>-\$9,935.85</b>
<b>ADMINISTRATION</b>			
Marketing Services - Alchemy	\$5,430.00	\$5,430.00	
Marketing Strategy Development	\$25,000.00	\$22,100.00	
<b>TOTAL ADMINISTRATION COSTS</b>	<b>\$30,430.00</b>	<b>\$27,530.00</b>	<b>-\$2,900.00</b>
<b>MARKETING</b>			
<b>Promotions</b>			
Step Up	\$175,010.00	\$78,950.00	
Shine A Light	\$57,110.00	\$29,800.00	
Fathers Day	\$18,850.00	\$18,850.00	
Shepparton Motor City	\$63,700.00	\$60,800.00	
Christmas	\$45,440.00	\$42,695.95	
Celebrate Mums (Mothers Day)	\$20,000.00	\$20,000.00	
2012-2013 campaign costs paid in 2011-2012 financial year*	-\$21,470.00	-\$21,070.00	
<b>Sponsorships</b>			
Winter City Market	\$40,000.00	\$38,864.70	
Kidfest	\$20,000.00	\$17,980.38	
Victorian Open Bowls Championships	\$5,000.00	\$5,000.00	
Shepparton Garden and Leisure Expo	\$40,000.00	\$40,360.00	
Shepparton Basketball Junior Tournament	\$6,000.00	\$6,000.00	
Summer City Market	\$40,000.00	\$39,121.96	
Shepparton On Sale	\$1,633.50	\$1,633.50	
<b>Marketing and Collaborative Projects</b>			
Outdoor Advertising	\$8,090.00	\$8,027.00	
Mobile Stage and Truck	\$45,954.00	\$39,170.68	
Website	\$15,000.00	\$15,000.00	
Independent Branding	\$3,465.30	\$1,871.82	
<b>TOTAL MARKETING COSTS</b>	<b>\$583,782.80</b>	<b>\$443,055.99</b>	<b>-\$140,726.81</b>
<b>TOTAL EXPENDITURE</b>	<b>\$704,532.80</b>	<b>\$550,970.14</b>	<b>-\$153,562.66</b>
<b>TOTAL</b>			
<b>SURPLUS</b>	<b>\$197,250.72</b>	<b>\$350,813.38</b>	<b>\$153,562.66</b>

\*2012-2013 campaigns with funds budgeted and paid in 2011-2012 have had those funds added in the 2012-2013 totals for a more accurate reflection of the campaign/project's total cost. To ensure accurate year to date totals for 2012-2013, the amounts paid in 2011-2012 are removed as a lump sum.



**website:** [www.sheppartonshowme.com.au](http://www.sheppartonshowme.com.au)  
**email:** [sheppartonshowme@shepparton.vic.gov.au](mailto:sheppartonshowme@shepparton.vic.gov.au)  
**phone:** 03 5832 9852  
**fax:** 03 5831 1987

**GUIDELINES – COMMITTEE DELEGATIONS  
SHEPPARTON SHOW ME COMMITTEE**



**GUIDELINES – COMMITTEE DELEGATIONS**

**INTRODUCTION**

**1 APPLICATION OF GUIDELINES AND DATE EFFECTIVE**

The delegation to the Shepparton Show Me Committee must be exercised in accordance with these Guidelines. These Guidelines were authorised by resolution of the Council on 17 September 2013 and have effect from 17 September 2013.

**2 DEFINITIONS:**

In these Guidelines, the following terms have the meanings indicated:

- 2.1 “Act” means the *Local Government Act 1989*;
- 2.2 “Committee” means the Shepparton Show Me Committee established by the Council under section 86 of the Act;
- 2.3 “Council” means the Greater Shepparton City Council; and
- 2.4 “Program” means the authorised activities undertaken by the Shepparton Show Me Committee.

**COMMITTEE STRUCTURE**

**3 POLICY, RULES AND PROCEDURES**

In furtherance of its power and functions, the Committee must:

- 3.1 make procedures and rules;
- 3.2 in making any procedures, rules and conditions of use, act consistently with the objectives of the Committee stated in the Instrument of Delegation, these Guidelines and any policies of the Council;
- 3.3 report any breaches of rules, conditions of use and local laws, which cannot appropriately be dealt with by the Committee, to the Council;
- 3.4 require all users of the program to abide by any conditions of use or rules made by the Committee which are applicable to the program;
- 3.5 require all users of the program to abide by any conditions of use, rules or local law made by the Council which are applicable to the program.
- 3.6 Within 12 months of each General Election, carry out a review of the Shepparton Show Me Committee’s requirements in accordance with section 86 of the *Local Government Act 1989*.

**GUIDELINES – COMMITTEE DELEGATIONS  
SHEPPARTON SHOW ME COMMITTEE****4 CAPITAL WORKS**

The Committee must:

- 4.1 not carry out or authorise any capital works, extensions or additions which materially alter any buildings or surrounds associated with the program outside those approved within the marketing strategy without prior approval from the Council; and
- 4.2 make recommendations to the Council on the development of future capital works and the provision of future facilities and amenities to the program.

**5 GOVERNANCE AND GOOD MANAGEMENT PRACTICE**

The Committee has the authority to seek advice, assistance and expertise as is necessary for the proper and efficient management of the Committee within the constraints of its budget and delegation, including the ability to invite persons to the meetings of the Committee as observers or advisers.

**6 REPORTING**

The Committee must:

- 6.1 provide a written report to the Council on its operation on an annual basis (which shall be deemed to be the annual report) by the end of September each year;
- 6.2 develop a 5 year marketing strategy;
- 6.3 develop a comprehensive marketing plan each year and present to Council for approval before 30 April each year;
- 6.4 document any business/funding agreements between the Shepparton Show Me Committee and any other parties and ensure such documents are transparent, reviewed and maintained;
- 6.5 Establish, maintain and present at each general meeting a register of all sponsorship submissions, including applications approved and applications declined;
- 6.6 convene or cause to be convened such meetings, forums, seminars or other activities as may be deemed of value by the Committee to meet or assist in meeting its objectives;
- 6.7 ensure compliance with all Acts, regulations and other legal requirements;
- 6.8 not commit, or permit to be committed, any act which will render the operation of any of the Council's insurance policies invalid;
- 6.9 publicise, promote and communicate its initiatives and the evaluation of such initiatives to the community of Greater Shepparton.

**GUIDELINES – COMMITTEE DELEGATIONS  
SHEPPARTON SHOW ME COMMITTEE****7 FINANCE**

- 7.1 The Committee must ensure the effective financial control of the program, including the submission of an annual budget to Council for consideration and approval by 30 April each year (for each financial year beginning on 1 July and ending the following 30 June). This annual budget must include anticipated funds carried forward as at 30 June.
- 7.2 The Committee must submit a quarterly report to the Council demonstrating that all campaigns and sponsorship allocations during the previous quarter have success measurements clearly defined prior to allocation and assessed upon completion, including all minutes of meetings from the previous quarter.
- 7.3 The Committee must consider financial reports developed by the Council in conjunction with the treasurer, detailing Shepparton Show Me's financial position at each general meeting.
- 7.4 The Secretary/Treasurer of the Committee must present an operating statement and statements of financial position at the conclusion of each financial year for presentation to the annual general meeting of the Committee.
- 7.5 The Committee may enter into contracts, leases or rental agreements on behalf of the Council associated with the Committee's annual marketing plan with the consent of Council and subject to any requirements of the Act. Specific contracts shall not exceed \$100,000 on individual contracts without Council consent and must conform with Council's Procurement Policy.
- 7.6 The Committee shall have the power to, on behalf of the Council, raise funds, solicit and receive donations and secure government grants, in accordance with the objectives of the Committee, policies of Council and the budget, subject to the consent of the Council.
- 7.7 The Committee shall have the power to, on behalf of the Council, hold or sponsor functions/events, stalls or fundraising means, within the constraints of the budget, to enhance the objectives of the Committee, subject to the consent of the Council Officers.
- 7.8 The Committee must ensure that all accounting functions of the Committee conform to the requirements of Australian Accounting Standards, the *Local Government Act 1989* and Council policies.
- 7.9 The Committee must ensure that all revenue and expenditure is accounted for using the Council's financial management system.

**GUIDELINES – COMMITTEE DELEGATIONS  
SHEPPARTON SHOW ME COMMITTEE**



## **8 COMMITTEE MEMBERSHIP**

- 8.1 The Committee shall comprise of the following:
- 8.1.1 between 6 and 9 members representative of the Shepparton business community
  - 8.1.2 two councillors
  - 8.1.3 one member of Council's Executive, and
  - 8.1.4 three non-voting members being the Council officers holding the positions of:
    - (a) Manager Marketing and Communications,
    - (b) Manager Arts, Events and Tourism, and
    - (c) Manager Investment Attraction (non-voting members).
- 8.2 The office bearer positions of Chairperson, Deputy Chairperson, Secretary and Treasurer are to be filled by members of the Committee that are representative of the Shepparton business community and will be elected annually at the Annual General Meeting.
- 8.3 On appointment, the Chairperson is required to undertake appropriate training relating to the meeting procedures outlined in this document and other Council policies.
- 8.4 Business community members will be appointed for a period of two years, however a 12 month term can also be considered. Business community members may be removed by the Council at any time. Nominations will take place each year, with 50 per cent of the Committee positions eligible for nomination every twelve months. A member of the Committee shall be eligible for re-appointment at the expiration of his or her period of office.
- 8.5 Business community members are eligible to sit a maximum of two consecutive terms on the Committee.
- 8.6 The Committee may co-opt as many additional members as it sees fit, but:
- 8.3.1 no such co-option will take effect until the Council has passed a resolution appointing the co-opted person as a member of the Committee; and
  - 8.3.2 no such co-opted members shall have any voting rights at Committee meetings;
- 8.7 The Council will call for registrations of interest from the community by way of a notice in the public notice section of a local newspaper before appointing business community representatives to the Committee;
- 8.8 Notwithstanding anything else contained herein, a Committee member who is absent from three consecutive committee meetings without notification and approval by the Committee shall cease to be a member of the Committee.



**GUIDELINES – COMMITTEE DELEGATIONS  
SHEPPARTON SHOW ME COMMITTEE****9 MEETINGS****9.1 Annual General Meeting**

9.1.1 The Committee shall hold an annual general meeting in the first quarter of the financial year on a date fixed by the Chairperson. The business of the Annual General Meeting shall be:

- (a) to receive the annual report;
- (b) to receive a report on the programme of activities proposed for the following year;
- (c) to receive and adopt the annual financial statement; and
- (d) to elect office bearers to the positions of Chairperson, Deputy Chairperson, Secretary, Treasurer and other positions determined by the Committee as being necessary for the efficient functioning of the Committee.

9.1.2 The Committee shall give notice of the annual general meeting by way of a notice in the public notice section of the local newspaper circulating in the area.

**9.2 General Meetings**

The Committee shall hold at least ten general meetings during the year on such dates as determined by resolution of the Committee.

The Committee may, by resolution at an Ordinary meeting or Special meeting, determine or alter the day, time and place of any meeting.

**9.3 Special Meetings**

The Chairperson may call a special meeting on his or her own initiative and must call a special meeting forthwith upon receiving from any three members of the Committee a written request that such a meeting be so called. The notice of the meeting by the Chairperson and the request by the three Committee members shall contain a statement of the purpose of the meeting.

The meeting must be held on such date and at such time as fixed by the Chairperson, provided that, in cases where the Chairperson calls a meeting in response to a request, the meeting shall be held within 21 days of the Chairperson receiving such request.

The Chairperson shall arrange for reasonable notice of the meeting to be given to all Committee members. No other business shall be transacted at that meeting except that specified in the notice unless, all Committee members are present and unanimously agree to deal with any other matter.

**GUIDELINES – COMMITTEE DELEGATIONS  
SHEPPARTON SHOW ME COMMITTEE****9.4 Special (Emergency) Meetings**

In the case of an emergency, the Chairperson or, in his absence, the Deputy Chairperson, may call or postpone a meeting of the Council without the necessity to comply with clause 9.5.3 provided reasonable attempts are made to notify every Councillor.

The circumstances which prevented the Committee from complying with clause 9.5.3 must be recorded in the minutes of any Special (Emergency) Meeting.

**9.5 Notice of Meeting**

9.5.1 The Committee shall provide at least seven days public notice before the holding of any:

- (a) Ordinary Meeting
- (b) Special Meeting

9.5.2 The Committee shall give such public notice as is practicable before the holding of any Special (Emergency) Meeting.

9.5.3 The Secretary shall ensure that the notice of meeting is served on every member incorporating or accompanied by an agenda of the business to be dealt with:

- (a) For an Ordinary or a Special Meeting, at least two business days before the meeting; and
- (b) For a Special (Emergency) Meeting at least 24 hours before the meeting.

9.5.4 The notice on agenda for any meeting shall be sent by post, email, facsimile or otherwise delivered to each member and must state:

- (a) The date, time and place of the meeting;
- (b) The business to be dealt with at the meeting; and

9.5.5 Once the notice on agenda for any meeting has been distributed, the agenda may only be amended by a resolution of the Committee.

**GUIDELINES – COMMITTEE DELEGATIONS  
SHEPPARTON SHOW ME COMMITTEE**



## 10 MEETING PROCEDURES

- 10.1 The Committee is not required to comply with the requirements of Local Law No. 2 – Processes of Municipal Government (Meetings and Common Seal).
- 10.2 The quorum at any Committee meeting shall be a majority of voting members of the Committee.
- 10.3 Attendance at Committee meetings may be in person or via telephone conferencing.
- 10.4 The Chairperson shall take the chair at all meetings at which he or she is present. In the Chairperson's absence, the Vice Chairperson will chair the meeting. In the event of the absence of both the Chairperson and the Deputy Chairperson, the members present may appoint one of their fellow members to chair the meeting. Appointment of an Acting Chairperson must be way of resolution of the Committee with a mover and seconder and a formal vote.
- 10.5 The Chairperson must not accept any motion or amendment which is:
- 10.5.1 defamatory;
  - 10.5.2 objectionable in language or nature;
  - 10.5.3 vague or unclear in intention;
  - 10.5.4 outside the powers of the Committee;
  - 10.5.5 irrelevant to the item of business on the agenda and has not been admitted under Any Other Business;
  - 10.5.6 Purports to be an amendment but is not.
- 10.6 The wording of a motion before the Chairperson may be modified, with the approval of the mover and seconder and the leave of the Committee. Such modification will be treated as an amendment to the motion and the modified motion will be recorded in the Minutes of the meeting as the motion put by the Chairperson.
- 10.7 Before any motion is put to the vote, it may be withdrawn with leave of the Committee.
- 10.8 Any member or person who addresses the meeting shall direct all remarks through the Chairperson.
- 10.9 A motion before a meeting of the Committee is to be determined as follows:
- 10.9.1 a quorum must be present at the meeting;
  - 10.9.2 the motion is moved and seconded;
  - 10.9.3 each member of the Committee who is entitled to vote is entitled to one vote;
  - 10.9.4 unless otherwise prohibited by the Act, each member of the Committee entitled to vote and present, must vote;

**GUIDELINES – COMMITTEE DELEGATIONS  
SHEPPARTON SHOW ME COMMITTEE**



- 10.9.5 unless the procedures of the Committee otherwise provide, voting must be by show of hands;
- 10.9.6 the motion is determined by a majority of the vote; and
- 10.9.7 if there is an equality of votes, the Chairperson has a second vote. The Chairperson does not have to exercise the casting vote in the same manner as he or she exercised their personal vote.
- 10.10 Minutes shall be kept of the proceedings at all meetings. After confirmation of the minutes, they must be signed and certified by the chairperson of the meeting at which they are confirmed. Copies of minutes must be forwarded to Council within fourteen days of a meeting. Those meetings must record:
  - 10.9.1 The date, place, time and nature of the meeting;
  - 10.9.2 The names of members and whether they are present, an apology on leave of absence or absent;
  - 10.9.3 the declaration of any conflict of interest made by a member including the classification of the interest under the Act and the nature of the interest declared;
  - 10.9.4. the declaration of any conflict of interest made by a Council officer or contractor who has provided advice to the Committee in relation to a matter being considered at the meeting, including the classification of the interest under the Act and the nature of the interest declared;
  - 10.9.5 any application by a member to be exempted from voting on a matter due to conflict personal interests, including reasons supporting the application;
  - 10.9.6 Arrivals and departures (including temporary departures) of members during the course of the meeting;
  - 10.9.7 each motion and amendment moved, along with the mover and seconder of each motion and amendment;
  - 10.9.8 the outcomes of every motion or amendment, including motions and amendments that lapse for the want of a seconder;
  - 10.9.9 details of any failure to achieve or maintain a quorum;
  - 10.9.10 the time and reason for any adjournment of the meeting, including any adjournment as a result of a failure to gain or maintain a quorum;
  - 10.9.11 the closure of the meeting to the public and the reasons for the closure;
  - 10.9.12 the names of Council officers formally in attendance (not including officers who are merely attending as members of the public gallery);
  - 10.9.13 the names of any persons or groups formally in attendance;
  - 10.9.14 the time at which the meeting was closed; and

**GUIDELINES – COMMITTEE DELEGATIONS  
SHEPPARTON SHOW ME COMMITTEE**



- 10.9.15 any other matter which the Chairperson thinks should be recorded to clarify the intention of the meeting or the reading of the minutes.
- 10.11 Each member of the Committee must comply with the Act with respect to any conflict of interest of the member.
- 10.11.1 At any meeting of the Committee, members must declare all conflicts of interest:
- (a) at the beginning of a committee meeting (except where the conflict of interest relates to a matter which will be considered by a Committee meeting closed to the public in accordance with the Act), and
  - (b) immediately prior to consideration of the matter which gives rise to the conflict of interest whether or not a declaration has been made under clause 10.10.1(a).
- 10.11.2 Where any member has made a declaration in accordance with clause 10.10.1(a), the Chair should pause after announcing any matter in relation to which a declaration has been made, to allow a declaration to be made in accordance with clause 10.10.1(b), prior to consideration of the matter
- 10.11.3 A failure by the Chairperson to apply clause 10.10.2 does not remove any obligation on an individual member to make a declaration in accordance with the Act.
- 10.12 Any meeting or special meeting of the Committee must be open to members of the public, subject to clause 10.13.
- 10.13 The Committee may resolve that a meeting be closed to members of the public if the meeting is discussing any of the following:
- 10.7.1 personnel matters;
  - 10.7.2 the personal hardship of any resident or ratepayer;
  - 10.7.3 industrial matters;
  - 10.7.4 contractual matters;
  - 10.7.5 proposed developments;
  - 10.7.6 legal advice;
  - 10.7.7 matters affecting the security of Council property;
  - 10.7.8 any other matters which the Committee considers would prejudice the Council or any person;
  - 10.7.9 a resolution to close the meeting to members of the public.
- 10.14 If the Committee resolves to close a meeting to the public, the reason must be recorded in the minutes of the meeting.

**GUIDELINES – COMMITTEE DELEGATIONS  
SHEPPARTON SHOW ME COMMITTEE**



- 10.15 Any decision of the Committee which the Committee does not have delegated power to implement, cannot be implemented until approved by the Council.
- 10.16 The Chairperson (or other persons authorised by the Chairperson) may record on suitable video or audio recording equipment all the proceedings of a Council Meeting. Any recording will be made only for administrative purposes to ensure accuracy of the minutes. No person must operate photographic, audio or video recording equipment or any other recording device at any Committee meeting without first obtaining the consent of the Chairperson. Such consent may at any time during the course of such meeting be revoked by the Chairperson.
- 10.17 In the event of any unresolved dispute arising, the matter shall be submitted to the Council in writing and any decision made thereon by the Council shall be final.
- 10.18 The Committee may form sub-committees from among its members for the purpose of recommending on matters, provided that no decision may be acted upon until adopted by the full Committee.
- Sub-committees shall only be established by resolution of the Committee and shall only carry out those functions stated in such resolution.

## **11 OFFICE BEARERS**

- 11.1 As the last item of business at an annual general meeting, the Committee shall elect the following office bearers:
- 11.1.1 Chairperson;
- 11.1.2 Vice Chairperson;
- 11.1.3 Secretary;  
The secretary will have responsibility for taking and preparing minutes of committee meetings and assisting Council staff in the vetting of applications for funding.
- 11.1.4 Treasurer.  
The treasurer will have responsibility for recommending to Council payment of accounts, development of the annual budget and preparing monthly and annual financial reports for consideration by the Committee. The treasurer will have no direct access to or control of funds, such responsibility remaining with Council.
- 11.2 Office bearers shall hold office until -
- 11.2.1 the next annual general meeting;
- 11.2.2 they resign their office; or
- 11.2.3 they cease to be a member of the Committee -
- whichever first occurs.

**GUIDELINES – COMMITTEE DELEGATIONS  
SHEPPARTON SHOW ME COMMITTEE**



**12 TERMS OF REVIEW**

At the end of the first twelve months of its appointment, the Committee will have the opportunity to review its Instrument of Delegation and these Guidelines and discuss any potential amendments.