



Appointment of Chairperson Information Pack

Information for Candidates

Thank you for your interest in the role of chairperson for the Yarra Ranges Tourism Ltd Board. The following information is provided to assist candidates for board positions in making an application:

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Attachments and Linkages:

- Yarra Ranges Tourism Ltd Constitution
- Yarra Ranges Tourism - Strategic Plan 2021-2026
- Yarra Ranges Tourism Marketing Strategy 2017/20
- Yarra Ranges Tourism Board Charter



Appointment Process for Position of Chairperson

Yarra Ranges Tourism Ltd is not-for-profit organisation created to operate as the peak regional tourism organisation for the Yarra Valley and Dandenong Ranges. Its purpose is to grow visitation to the region in partnership with industry.

The company was established on 6th June 2006 by an interim Board of Directors and on 15th November 2006, a permanent Board comprising 6 directors and a chairperson was inducted, based on Skills. With the Chairperson appointed by the Yarra Ranges Council.

Following a review of the Tourism Industry in 2013 the Board modified to its Constitution to allow the following composition of Directors to its Board:

- An Independent Chairperson (Appointed by Yarra Ranges Council in recognition of their significant financial contribution)
- Up to Four Skills-based Directors
- Up to Six Industry Partner Directors
- One Director to be appointed by Yarra Ranges Council

A further amendment in 2018 created an additional Council appointed Director from any additional Council that financially supports Yarra Ranges Tourism.

At each AGM one half of the Industry Partner Directors shall retire, and the longest serving Skills Based Directors. The Skills-based Directors are appointed for a period of three years with one-third of the board being re-elected at each AGM. Skills-based Directors and can be re-elected for a maximum of two consecutive terms. The Industry Partner Directors (in rotation) are required to stand down and can offer themselves for re-appointment for up to three consecutive terms. Directors can however be eligible for re-appointment beyond these terms by absolute resolution of the Board.

Company Information

The information provided as part of this Information Pack covers the establishment of Yarra Ranges Tourism Ltd and an outline of the current strategies being implemented to ensure the successful and viable operation of the company. More information can also be viewed on the Yarra Ranges Tourism corporate website www.yarrarangestourism.com.au

Financial information

Detailed financial information will be provided to those candidates who are short listed for interview. Yarra Ranges Tourism Ltd receives financial support from the Yarra Ranges

Council, Nillumbik Shire Council, Manningham City Council, Victorian State Government and business operators who participate in marketing activities.

Board Charter

Directors of the company will be expected to work in accordance with the Board Charter adopted by Yarra Ranges Tourism Ltd, that is generally reviewed biennially.

Appointment of Chairperson

Under the constitution the Independent Chairperson is to be appointed by the Yarra Ranges Council. The intention is to ensure that the Independent Chairperson has a high level of business, governance, financial acumen and chairing skills.

Under Clause 21.4 of the Constitution - In order to be eligible for the position of Chair, an individual:

- must be independent i.e. have no direct commercial involvement in the Yarra Valley or Dandenong Ranges tourism industries;
- must have relevant director or chair experience; and
- should have experience in the tourism industry and have business, management and/or financial skills and experience.

Council can prescribe the process of selection and has requested that a Nominations and Consultative (N&C) Committee undertake the selection process on its behalf and make a recommendation of a suitable candidate to the Council.

This Committee has been established and comprises Ms Tammi Rose - CEO Yarra Ranges Council (Committee Chair), Ms Penny Guanagnuolo - Director of Reform and Recovery (Department Jobs Precincts and Regions – Tourism Events & Visitor Economy and Mr Carl Cowie, CEO Nillumbik Council

Appointment Process

The N&C Committee will be undertaking the following steps to select a chairperson:

- Providing an information package for candidates including a position description
- Advertising in local newspapers
- Advertising through relevant industry newsletters and email bulletins
- Seeking out a wide range of potential candidates to make them aware of the application
- Requesting an application from all candidates
- Reviewing all applications
- Interviewing a selected number of candidates
- Make a final selection
- Advising Yarra Ranges Council of their recommendation for Chairperson.
- Advising the Board of their selection for Chairperson.

The N&C Committee will then disband.

Protocols

The appointment process is the responsibility of the N&C Committee. This committee (and its secretary) has undertaken to manage this process confidentially and to declare any conflicts of interest they may have in relation to candidates. Applications will only be viewed by the three members of the committee plus the Committee Secretary (Ms Helen Ruddell).

How to Apply

Applications are due by 5pm Monday 6 June and should be addressed to Ms Helen Ruddell, CEO PO Box 105 Lilydale VIC 3140 or by email h.ruddell@yarraranges.vic.gov.au

All applications will be acknowledged.

Applications are to contain:

- A statement of skills and experience in relation to the selection criteria contained in the position description
- A statement of how you will add value to the company
- A resume

More Information

For more information, please contact the N&C Committee Secretary, Ms Helen Ruddell
Contact details are enclosed. (Document 4)



Position Description

Title: **CHAIRPERSON**

ORGANISATION ENVIRONMENT

The Yarra Ranges Tourism Ltd is a company created to be the single regional marketing organisation for the Yarra Valley and Dandenong Ranges, to market the region's tourism, agribusiness, food and wine products to domestic and international markets.

Starting with the coming together of Destination Yarra Valley & Dandenong Ranges (the regional tourism board) and the Yarra Valley Regional Brand, business owners and operators and their representative groups within the region work through (or become part of) this organisation to support a unified regional marketing effort and to enhance the reputation of the region.

The Board of Yarra Ranges Tourism comprises eleven directors and a chairperson with directors being selected on the basis of their skills, Council and industry representation.

POSITION OBJECTIVE

The Chairperson as part of the Board of Directors has responsibility for the successful operation of the company and for supporting and promoting its strategic development and growth. The Chairperson works closely with Yarra Ranges Tourism's CEO and provides a link between the company and key organisations and stakeholders in the region.

PRIMARY RESPONSIBILITIES

The Board of Directors is responsible for and has the authority to determine all matters relating to the policies, practices, management and operation of Yarra Ranges Tourism. Some of these functions may be delegated to board committees or staff. However, the Board has final responsibility for the successful operation of the company.

Without intending to limit the general role the board, its specific responsibilities are to:

- Set the goals and strategic direction of Yarra Ranges Tourism Ltd, including approval of major plans
- Determine all policies governing the operations of Yarra Ranges Tourism Ltd
- Appointing the CEO
- Establishing and determining the powers of board committees

- Approving the budget and all major items of capital expenditure
- Ensuring compliance with legal requirements.

In addition, the Chairperson will:

- Facilitate the work of the board at its meetings and be responsible for ensuring that the principles and processes of the board are maintained
- Set the agenda for each meeting in consultation with the CEO.
- Act and speak for the Board between meetings
- Be the main point of contact between the board and the CEO
- Provide mentoring for the CEO
- Chair the evaluation process for the CEO
- Ensure a board evaluation is undertaken each year

SELECTION CRITERIA

The Chairperson is to be selected on the basis of demonstrating the following key skills:

LEADERSHIP

- Communicates a vision that generates enthusiasm and commitment
- Identifies potential issues and setbacks and guides the team to optimise outcomes.
- Effectively negotiates with clients/stakeholders to achieve desired outcomes.
- Actively promotes and drives change using broad influencing skills to overcome barriers and gain support
- Strong understanding of Yarra Ranges Tourism's current and future role and inspires a sense of purpose and vision.

ORGANISATIONAL AWARENESS

- Understands and addresses underlying problems, opportunities or external forces affecting the organisation
- Uses strategic relationships and knowledge to predict and prepare for the impact of events on the organisation
- Builds awareness and understanding of economic and political trends that may affect the Region and organisation.

COMMERCIAL SKILLS

- Guides and challenges the organisation to continually strive for the best impact from resources invested
- Decisively manages financial issues and responsibilities
- Challenges others to seek more efficient ways of doing things
- Focuses on activities and projects that will bring the best long-term return for the organisation
- Anticipates and manages risk
- Ensures value for investment is achieved

PROBLEM SOLVING

- Anticipates potential problems and pre-empts required actions
- Liaises with key stakeholders to ensure full understanding of the issues
- Evaluates implemented courses of action and makes adjustments as required

STAKEHOLDER MANAGEMENT

- Identifies and manages a range of complex and competing needs
- Identifies issues in common for one or more stakeholders and uses them to build mutually beneficial partnerships
- Finds innovative solutions to resolve stakeholder issues.

REMUNERATION

The Chairperson's position is held on a voluntary basis, and small Honourarium is paid of \$5000 per annum at the completion of the AGM.

REIMBURSEMENT

Reimbursement for out-of-pocket expenses is provided.



Company Information

Our Constitution

A copy of the Yarra Ranges Tourism Ltd constitution can be viewed on our [Corporate Website](#).

Our Vision

To promote and support the region to be Victoria's premier visitor destination for exceptional wine, food and indulgent short breaks complemented by nature based, cultural and village experiences.

Through shared leadership and accountability with our industry partners, we aim to:

1. Increase the number of visitors
2. Increase length of stay
3. Increase visitor spend

Our Mission

To lead collaborative marketing for the Yarra Valley and Dandenong Ranges. Facilitated by effective partnerships that embrace industry groups and product diversity to attract, service and retain the visitor.

Our Service

Yarra Ranges Tourism is a company established with the sole purpose to improve the visitor experience, numbers and yield within the Yarra Valley and Dandenong Ranges tourism regions. We operate under a not-for-profit (NFP) business model where all profits go back into further activities to develop and promote the region.

Yarra Ranges Tourism is one of eleven Regional Tourism Boards within the state aligned to the identified campaign regions of the State Government.

Yarra Ranges Tourism facilitates opportunities for tourism business owners and operators to promote themselves to visitors and wholesale agents across intrastate, interstate and international markets. All our work is about the visitor

and specific target market segments.

Our Stakeholders

Yarra Ranges Tourism seeks to work collaboratively with Industry and its key funding partners Yarra Ranges Council, Nillumbik Shire Council, Manningham City Council and the State Government. It also works closely with Visit Victoria, and we acknowledge their generous support of our region. Tourism is recognised as a priority industry sector within the local economy for its unique ability to retain and grow regional business and employment.

More information on our Industry Partners can be viewed at www.visitarravalley.com.au and www.visitdandenongranges.com.au

Our Visitors

The visitor must be the primary focus in all decisions made by Yarra Ranges Tourism, a summary of the visitor research for our domestic and international visitation can be viewed on the State Governments [Tourism Events and Visitor Economy website portal](#). We need to be informed by evidence and seek to be ahead of the trend curve in the way we use this information to not only position the region, but to ensure our product is relevant and leads the way in Tourism for the State and Country. Innovation must be a key to ensuring our industry can capture the Visitors imagination through the entire Visitor Journey, including:

- Pre-travel
- In destination
- Post experience

Corporate & Marketing Strategies

Yarra Ranges Tourism has developed a five-year Strategic Plan 2021-26 from which an annual Action Plan and Budget is derived. The organisation also has a Marketing Strategy 2017/20 for the region, which is due to be updated as we emerge from the Pandemic.

Current Board

[Our Board](#) is comprised of skills, industry representatives and delegated appointments. The Board is supported by a small but highly effective Executive Team. The Board with its breadth of skills and representation come together to enhance the region as a collective, in the interests of driving tourism industry performance and excellence in Yarra Valley and Dandenong Ranges as a whole region.

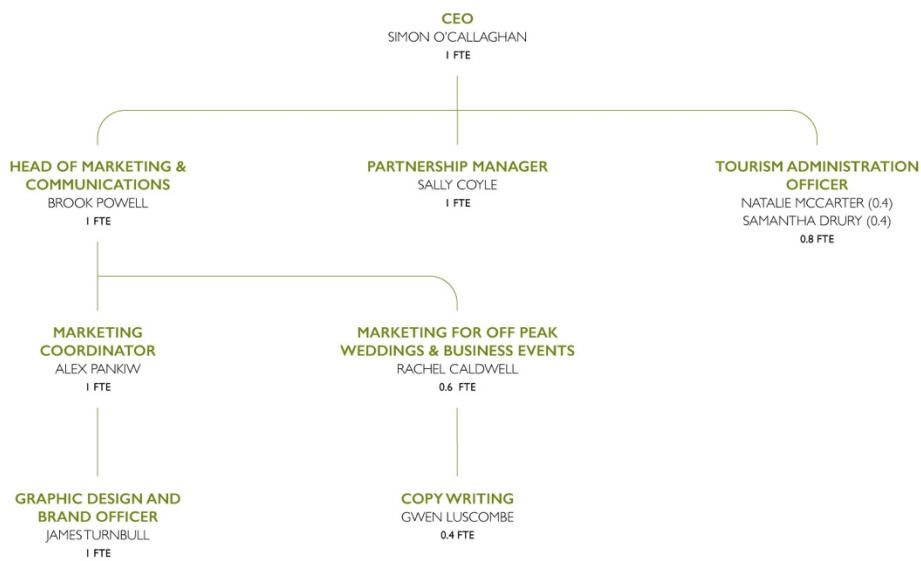
The Board comprises 11 members plus the Chairperson

Organisational Resources

Yarra Ranges Tourism has a small but effective team consisting of 6.8 full time equivalent that supports the Board in delivering a shared Strategic Plan that supports the region.

Our staffing structure is primarily funded by our funding partnership with the Councils . With project and marketing initiatives supported by our funding from the State Government, Visit Victoria and Industry partnership buy-in. While we would always like to do more, we must remain realistic about what is achievable within the available resources. Our goal is that everyone can participate with our organisation to collectively drive visitation to the region. The more industry can participate the more we can deliver.

Organisational Structure





Contact Details

Helen Ruddell (Committee Secretary)	Yarra Ranges Council	9294 6917 0418 599 781	h.ruddell@yarraranges.vic.gov.au
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