

Management report to Council

Agenda item 6.6

Melbourne Office of the City of Literature - Further Three Year Agreement

31 May 2016

Presenter: Jane Crawley, Manager Arts Melbourne

Purpose and background

1. The purpose of this report is to seek Council's approval to enter into a second agreement with the Victorian government and the Wheeler Centre to support the operations of the Melbourne Office of the City of Literature (Office) for a three year term, 2016-17 to 2018-19.
2. Melbourne was designated a City of Literature in 2008 following a bid led by the Victorian government and strongly supported by the City of Melbourne (the City). The City continues to play a key role in literature initiatives including funding of Melbourne's key literature festivals and organisations; provision of writers' studios through the Creative Spaces program; the Lord Mayor's Creative Writing Awards; and a wide range of Melbourne Library programs.
3. In 2013-14 Council committed \$135,000 per annum for three years to support a partnership with the Victorian government to establish the Office. The Victorian Government through the then Arts Victoria matched this funding commitment and the Wheeler Centre housed the office and provided all administrative functions.
4. This partnership is reflected in a Memorandum of Understanding (MoU) between the three parties. Prior to 2013-14, Melbourne was the only City of Literature that did not have a dedicated Office. A Director was appointed in September 2014.

Key Issues

5. An allocation of \$135,000 to support the Office is contained within the 2016-17 Arts Melbourne operating budget. Creative Victoria has confirmed its intention to continue funding the Office on an indefinite basis at the same level of funding. The Wheeler Centre has agreed to continue to house the Office and provide all administrative functions.
6. Since commencing in late 2014, the Office has delivered numerous initiatives aimed at further enabling Melbourne's literature community and promoting Melbourne as a City of Literature. Key examples include the delivery of a highly successful travel fund for writers, booksellers and librarians, a multitude of strategic partnerships with literature stakeholders to activate the City of Literature designation and a wide range of capacity building and mentorship programs. An overview of the purpose and work of the Office over the last three years is contained in Attachment 2.
7. The Office intends to continue to play an enabling and promotional role and key intentions over the next three years are contained in the Office's 2017-19 Strategic Plan in Attachment 3.
8. The Office is managed by a Steering Group comprising representatives from Creative Victoria, City of Melbourne and the Wheeler Centre. Operations and terms of reference of the Steering Group are contained in the MoU. Management proposes that a second MoU be entered into. The draft MoU is contained in Attachment 4.

Recommendation from management

9. That Council:
 - 9.1. approves a further three year partnership with the Victorian government and the Wheeler Centre to support the operations of the Melbourne Office of the City of Literature (Office) for the period 2016-17 to 2018-19
 - 9.2. commits \$135,000 per annum for this period to the Office, subject to the Victorian government providing equivalent funding over the same period
 - 9.3. notes that a memorandum of understanding generally in accordance with Attachment 4 will be entered into with the Victorian government and the Wheeler Centre under delegation.

Attachments:

1. Supporting Attachment (Page 2 of 52)
2. City of Literature Office 2014 – 16 Activity (Page 3 of 52)
3. Strategic Plan 2017 – 2019 (Page 14 of 52)
4. Memorandum of Understanding (Page 30 of 52)

Supporting Attachment

Legal

1. Legal advice has and will continue to be provided in respect to issues in connection with Melbourne's designation as a City of Literature.

Finance

2. The draft Arts Melbourne 2016-17 operating budget contains an allocation of \$135,000 to support the operations of the Office for the 2016-17 financial year. Should Council endorse supporting the Melbourne Office of the City of Literature over a further three year period, an allocation of \$135,000 plus CPI will be included in the two future financial years, 2017-18 and 2018-19.

Conflict of interest

3. No member of Council staff, or other person engaged under a contract, involved in advising on or preparing this report has declared a direct or indirect interest in relation to the matter of the report.

Stakeholder consultation

4. No external consultation in the formulation of this report has taken place as this report relates to a proposed extension of financial support to the Office of the City of Literature.

Relation to Council policy

5. Supporting the Office in partnership with the Victorian government and the Wheeler Centre reflects and furthers Council's Creative City goal, in particular a growing reputation as the centre for vibrant artistic and cultural life; strengthening our national and international artistic and cultural connections; and increasing access to and participation in creative expression and arts and cultural experiences.

Environmental sustainability

6. The Office operates from the Wheeler Centre which is committed to conserving resources and minimising waste. As part of its Triennial Arts Grants conditions, the Wheeler Centre operates within an Environmental Management Plan, focused on reducing energy consumption, increased recycling activities, and purchasing green power.
7. The Wheeler Centre also plays leadership role in the literature sector, working with the resident literary organisations within the building to address environmental impact improvements that can be incorporated into the ongoing activities of all organisations. The Environmental Management Plan explicitly outlines the Wheeler Centre's focus on minimising, measuring and offsetting its environmental impact.

**DIRECTOR'S REPORT
CITY OF LITERATURE OFFICE
ACTIVITY 2014 - 2016**

1. INTRODUCTION

This report outlines the activities and operations of the Office of the City of Literature from its inception in September 2014 to April 2016, with an outline of proposed further activities in 2016.

The first priority of the Office was the drafting of a strategic plan, both to guide the work of the Office as well as provide a framework for the sector to understand the Office's role.

The strategic plan had four broad goals

1. Activating Melbourne as a City of Literature.
2. Building the capacity of the City of Literature.
3. Developing international pathways for the City of Literature.
4. Connecting with new audiences for the City of Literature.

This strategic plan provided the backbone of the Office's operations as well as clearly outlining to all stakeholders and partners the role of the Office. Putting this in place by January of 2015 was a key achievement and the documents generated from it (*Working with the City of Literature Office* and *Introducing the City of Literature Office*) have been invaluable.

2. REPORT ON STRATEGIC ACTIVITIES

**2.1 ACTIVATING CITY OF LITERATURE
30 under 30**

The Office provided support for the Melbourne Writers Festival's signature event in 2015 (<http://mwf.com.au/category/30-under-30/>).

2.1.1 Bookshop map

A hand drawn walking map of Melbourne by Oslo Davies distributed to City of Melbourne Volunteers and concierges in early May.

2.1.2 #Cityoflitadventcalender

A highly successful social media campaign where writers across the City nominated their favourite writing and wrote a 6-word review.

2.1.3 Comedy Festival

A site activation project publishing large poster editions of Funny Ha Ha across the CBD, representing comedy writing.

2.1.4 Melbourne Monopoly

The Office successfully lobbied for a Book token to be included in this games release.

2.1.5 National Gallery of Victoria Book Fair

The Office partnered with NGV and provided a funded opportunity for independent writers and publishers to appear at NGV's inaugural Art Book Fair (<http://www.ngv.vic.gov.au/whats-on/programs-events/art-book-fair/>). Over 65 different writers and publishers were promoted within this event.

This partnership with NGV has proven to be highly successful and will continue as a partnership between NGV and a City of Design in 2017.

2.1.6 Social media

The Office set up two accounts Twitter and Facebook.

Twitter is for communicating and promoting within the City. Presently the Office has 3200 followers with average impressions rate of 500.

Facebook is aimed at overseas audiences and is based on promoting Melbourne as a City of Literature Melbourne visually. At present we have 225 followers with 40% being from outside of Melbourne.

2.1.7 Website

The Office's full website was launched 30 April 2016. This website reflects Melbourne as a City of Literature and helps connects it via its user based events calendar.

2.2 UPCOMING

2.2.1 Australian Creative Cities Residency exchange – *launched April*

Exchange program between Adelaide, Melbourne and Sydney exchanging artists to visit other cities and be in residence within their peak art form festival i.e. Melbourne writer being in residence in Adelaide's Guitar Festival.

2.2.2 Melbourne Journal - *launched August*

An interactive story that links writing across Melbourne with non-literary locations. Writers will be asked to write the next piece of this story, which will span from the Emerging Writers Festival to Melbourne Writers Festival based on what has been written and the next location. *Delivered in partnership with Chart collective and Sand Pit Digital*

2.2.3 Open Book – *September*

Ten artists exploring the concept of being a City of Literature as part of this year's Melbourne Fringe.

2.2.4 Spoken word and Melbourne Music Week - *November*

Spoken word artists programmed as artists in residence as part of City of Melbourne Music Week.

2.3 CAPACITY BUILDING

After the first 18 months the not-for-profit literary sector has a clear understanding of the role of the Office, and in most cases, strongly advocate the work that we have managed to do. This has been partly due to the Office's location within the Wheeler Centre, my professional background and the lack of support that many of these organisations face. The Office has effectively filled a gap for many of them.

2.3.1 Development programs

The Office hosted three round table meetings: one for the nationally funded organisations to meet with Australia Council staff (pre the budget); one for the interns at the Wheeler Centre to meet and talk about career paths; and one for the literary journals. All of these events were easy and cost-effective to organise, and provided great opportunities for those in the industry to grasp the role of the City of Literature Office.

2.3.2 LoveOZYA

The Office worked with this group of Young adult writers in the development of their website.

2.3.3 Mentorship programs

The Office provided a mentorship role for organisations like Archer Magazine, Kill your Darlings literary journal, Marco Polo, Peril Magazine, Stella Prize for Women, Stupidly Big, Fictionally Yours Romance writers program, Funny Ha Ha and Meanjin literary journal.

The Director also advised another 20 projects proposed by writers or small organisations about one-off ideas.

2.3.4 Travel Fund

The Travel Fund was highly successful in activating the organisations and writers within our City of Literature. We chose 47 grant recipients to travel to 15 different countries for professional development.

This project was more successful than envisioned, with two key unplanned outcomes being that all applicants valued the Fund immensely and agreed that the successful applicants formed a worthy list, which showcased the diversity of the City. Also, many of those who applied unsuccessfully got funding elsewhere using the foundation of their application. It also generated interest in and a demand for development travel.

The statistics for the first of the two Travel Fund rounds are found in Attachment One.

2.4 UPCOMING

2.4.1 Bookshop cultural fund – *launched April*

A once off initiative for Bookshops to secure a moderate grant of \$2000 to spend on artist fees within their shop as a way of activating it.

2.4.2 Regional Roundtable - *November*

A one-day roundtable of regional literary programmers to discuss ways in which they can work together. *In partnership with Regional Arts Victoria*

2.5 INTERNATIONAL PATHWAYS

Dealing with other Cities of Literature provided a few challenges, given the fact that no other City has been given a direct budget for international participation projects. They also seem to hibernate during our summer, with very long time lags between sending emails and responding.

Sister Cities also tend to fall into patterns of talking about the process of being a UNESCO Creative City, rather than actively trying to achieve the aims of being one.

After the first 18 months, we can be confident that the other Cities of Literature understand our structure and goals, have an increased awareness of the strength of Melbourne as a City of Literature, and are genuinely engaged in partnering with us.

2.5.1 All Cities of Literature – 20 Minute Cities

The Office worked with Emerging Writers Festival via their Digital Writers Festival to promote different Cities of Literature through short mobile-based films. Eight cities took part in total.

2.5.2 Dunedin – NYWF

The Office facilitated an exchange for the National Young Writers Festival Directors, based in Melbourne, to attend Dunedin's first Young Writers Festival. Three emerging literary programmers attended – Alexandra Neil (ABC, Express Media), Sian Campbell (Scum Mag) and Rachel Toops (MWF).

2.5.3 Edinburgh – Express Media

The partnership between Edinburgh City of Literature and Express Media was discussed to publish Scottish young writers. It is still in development due to Express Media staff changes.

2.5.4 Iowa City – Digital Translators Conference

The Office facilitated contact between translator Lilit Thanes and the Steering Committee for this virtual conference. She is now a member of this Committee.

2.5.5 Krakow – Poetry Projections

The Office worked with Australian Poetry to arrange 12 poets to participate in Krakow's poetry project program. This program will be repeated in Prague in 15/16.

2.5.6 Prague – Writers Residency

The Office managed the Melbourne applications to Prague's pilot residency program. Liam Pieper was the inaugural writer in residence. His letter of thanks can be found in Attachment Two

2.5.7 Readings and London Book fair

The Office initiated and wrote the nomination for Readings as International Bookstore of the year.

2.5.8 Reykjavik - Rare Book Week

Coordination of a significant partnership between Rare Book Week and Reykjavik to culminate in an online lecture about the Viking texts that are central to their status as a City of Literature. Unfortunately, this partnership stalled due to Reykjavik's lack of drive in communication.

2.6 UPCOMING

2.6.1 Library pen pal network – *to be launched November*

Scoping and piloting of a network of library pen pals, wherein libraries in Victoria link themselves to a library within the Cities of Literature as a way of resource sharing as well as promoting themselves.

2.6.2 *Slepnir – to be launched December*

A Children's literacy website that links (in the first instance) Reykjavik and Melbourne through the journey of the mythical horse Slepnir. On its journey between the Cities children are encouraged to write postcards from Slepnir which are publishable (and sendable) off of the website

2.7 NEW AUDIENCES

2.7.1 *Blak and Bright Indigenous Writing festival*

The Office worked with the festival Director in a mentorship role as well as facilitating a Communications position for the Festival.

2.7.2 *Literary Commons Indian and Indigenous Writing Festival*

The Office worked with Monash University to secure a space within the City of Melbourne and helped facilitate this key Industry round table.

2.7.3 *Tourism Roundtable*

The Office held a roundtable with representatives of the NGV, State Library, Wheeler Centre and Melbourne Writers Festival to start the conversation regarding increasing Melbourne's visibility as a literary tourism destination.

2.7.4 Writers Victoria and D-Projects China – Chinese Writers festival

This simple project helped create a model for how the Office can work both in partnership and in support to address strategic goals and help program events. It involved a small investment, a mutual collaboration on goals, and a resourceful organisation doing the work.

This ongoing development work is leading up to a Chinese Writers Festival midway through 2016.

2.8 Upcoming

2.8.1 Film Festival Panels – *May to September*

A series of panel sessions on international film festivals about writing. Piloted with Czech Film Festival.

2.8.2 Chinese writers festival (Partner program with Writers Victoria) - *July*

A two-day festival in Box Hill for writers of Chinese origin.

3 UPDATE ON UNESCO CREATIVE CITIES ACTIVITY

The Director attended two UNESCO general meetings in Chengdu and Kanazawa, as well as City of Literature group meeting in Heidelberg and Dublin (May 2016).

The Office was required to be part of the selection process for the 2015 applications.

Melbourne is currently the Deputy Coordinator of the City of Literature network, primarily a support role for the Coordinator (Krakow).

The Office also facilitated greater activity on the UCCN website for Melbourne
<http://en.unesco.org/creative-cities//node/95>

Attachment One: Travel Fund

At a glance	Total Applications	Funded Applications
Round One	72	23
Round two	71	23

Occupation	%
Writer- general	40
Bookseller	5
Creative Producer	5
Journalist/ radio	2
Librarian	8
Publisher	4
Writer- children/YA	4
Writer- poetry	3
Writer- script	4
Academic/student	2
Arts Organisation	9
Editor	9
Writer & Illustrator	3
Illustrator	1
Translator	1

Status of applicants	%
Emerging	41
Established	33
Young & emerging	26

Location	%
City of Melbourne	25
Greater Melbourne	66
Regional	9

Countries Visited	No
Australia	4
Canada	2
France	3
Germany	2
Hong Kong (China)	2
India	2
Indonesia	3
Ireland	1
Italy	1
Malaysia	1
Netherlands	2
NZ	2
Portugal	1
Scotland	1
Singapore	1
Turkey	1
England	8
United States	19

UNESCO City of Literature Travel Fund Recipients
<p>Adele Walsh Literary programmer explore diversity and best practice in US young adult and romance programming</p>
<p>Alexis Drevikovsky Arts Manager investigating cultural approaches to programming, promotion and building partnerships, in Granada.</p>
<p>Alister McKeich Academic developing skills in the Pitjantjatjara Indigenous language of the Western Desert.</p>
<p>Amy Middleton Founder and editor of Archer magazine travelling to London and Berlin to gain knowledge about the viability of niche publishing and to broaden the publication's profile.</p>
<p>Beth O'Driscoll Academic visiting Edinburgh and Norwich to extend research into the public impact of Cities of Literature.</p>
<p>Brigid Mullane Emerging editor attending the Editing Goes Global conference in Toronto to establish international partnerships with a focus on the distribution of independent literary journals.</p>
<p>Brodie Lancaster Writer conducting interviews and meeting with fellow critics and publishers at SXSW in Austin, Texas.</p>
<p>Christine Gordon Events Manager attending the London Book Fair & visit independent bookshops in London & Paris to gather ideas.</p>
<p>Cory Greenwood Moony Valley librarian visiting the Street Press Community Writing and Publishing Centre in California to investigate opportunities for public libraries to develop their own writing/publishing centres</p>
<p>Elizabeth Flux Editor Researching interviews and attending the Hong Kong International Film Festival.</p>
<p>Emilie Baker Poet travelling to London to work with youth slam organisation Apples and Snakes.</p>
<p>Emilie Collyer Playwright attending production of her play The Good Girl in New York and research career sustainability.</p>
<p>Emily Johns Library Officer attending the ALSC National Institute 2016 in Charlotte, North Carolina, USA.</p>
<p>Fayen d'Evie Arts Book Publisher travelling to USA for a mentorship with Dr Georgina Kleege, Professor of Creative Writing, UC Berkeley</p>
<p>Gemma Steele Librarian travelling to Adelaide to visit the South Australian Museum Library and attend the ALIA 2016 Conference</p>
<p>Georgina Russell Development Manager attending the Ubud Readers and Writers Festival to gain an understanding of cultural tourism in the literary sector.</p>

UNESCO City of Literature Travel Fund Recipients	
Jessica Friedmann	Writer travelling to Lisbon, Portugal to attend the 2016 Disquiet International Literary Program.
Jessica Tran	Co-founder of 100 Story Building attending the Write for a Brighter Future Conference in London, a global collaboration of organisations promoting literature and education for young people from diverse backgrounds and cultures
Jo Case	Literary programmer visiting New Zealand Festival Writers Week in Wellington to enhance Australian engagement with NZ.
Kat Clay	Emerging genre fiction author attending the World Science Fiction Convention (Worldcon) in Spokane, Washington to research and promote Science Fiction and Fantasy writing
Kate Callingham	Arts manager touring Australia's top end to visit Indigenous and Torres Strait Islander writing organisations.
Kathryn Renowden	Bookseller undertaking research in London, Paris and Amsterdam in the practice of book shop operations and literary community programming
Lefa Singleton Norton	Arts manager attending the Out of the Binders Conference, meet with VIDA and Canadian Women in the Literary Arts.
Lian Low	Spoken word artist participating in the Melaka Art and Performance Festival in Malaysia, and attending the Ubud Writers and Readers Festival
Lilit Thwaites	Translator travelling to Spain to work on translations source new translations & publishers, + writers for Melbourne
Lisa Lang	Educator receiving training in facilitation at The Reader Organisation in Liverpool, a social enterprise working to improve the health and well being of communities through shared reading.
Louis Bravos	Translator attending the City University of London's "Translate in the City" Summer School, and researching the promotion of translated literature at universities in Paris and Norwich.
Marc Martin	Writer and illustrator attending the Bologna Book Fair to gain skills and knowledge in the international children's publishing industry from both a creative and a business perspective.
Matt Blackwood	Writer and artist presenting a bespoke literature project at the Arts Festival Dunedin and a public discussion of civic literature projects
Melinda Allan	Librarian exploring children's services in libraries in Canada and the USA.
Melinda Harvey	Writer and academic researching the use of literature in healthcare and well being at The Reader Organisation in Liverpool, and the Columbia University Medical Centre Narrative Medicine Workshop in New York.

UNESCO City of Literature Travel Fund Recipients
<p>Michaela McGuire Writer and literary events curator undertaking a mentorship in New York with a focus on producing a series of Women of Letters events in the U.S.</p>
<p>Michele Lee Playwright undertaking a one-month residency in June 2016 with The Playwrights' Centre, Minneapolis, USA.</p>
<p>Rebecca Butterworth Emerging Melbourne writer travelling throughout country Victoria to explore and document the rural-metropolitan divide</p>
<p>Rebecca Varcoe Emerging comedy writer to travel to San Francisco for Mentorship</p>
<p>Sahida Ibrahim Creative producer attending Dialogue Arts Project (DAP) in New York to receive further training and development in best practices in critical literacy, connected learning through poetry, and social justice education.</p>
<p>Sam Cooney Publisher attending 2 independent magazine conferences: U Symposium (Singapore) and Facing Pages (the Netherlands).</p>
<p>Sam Twyford-Moore Literary programmer travelling to Indonesia to consult with ASEAN festival on digital programming</p>
<p>Samantha van Zweden Emerging writer attending the NonfictioNOW conference in Arizona and various literary events across the U.S focussing on experimental nonfiction</p>
<p>Sarah Howell Illustrator attending the International Comics Festival in Angouleme, France to expand and consolidate Melbourne's comic and graphic novel culture</p>
<p>Simmone Howell Writer travelling to San Francisco to study environmental life writing at the Djerassi Centre.</p>
<p>Susan Hawthorne Publisher and writer travelling to Turkey for the cross-linguistic meeting of the International Alliance of Independent Publishers (IAIP)</p>
<p>Vikki Woods Emerging creative producer travelling to San Francisco and New York to gain knowledge and practical skills in presenting literary events in non traditional venues</p>
<p>Zoey Dawson Playwright and independent theatre artist travelling to New York to complete a three week internship with experimental playwright Young Jean Lee's Theatre Company</p>

Attachment Two – Liam Pieper Feedback

Dear David,

I'm writing to let you know that advance proofs of my new novel, *The Toymaker*, which I completed during my City of Literature grant, have just gone to print.

I also thought it appropriate to thank you and the City of Literature office for nominating me for the inaugural City of Literature residency in Prague. My time in Europe was profoundly productive, both from an artistic viewpoint, and a commercial one.

Although the term 'arts industry' is often used to describe the kind of work I do as an author, the fact is often overlooked—that in publishing, artistry and industry are co-dependent.

My time in Europe, facilitated by the UNESCO cultural network, was invaluable, both in terms of research opportunities and resources afforded to me, but also a way to facilitate industrial advancement: meeting with publicists, publishers and festival heads, all of which provided commercial and export opportunities to me and my support staff in Melbourne which would have otherwise stayed out of reach.

Culture cannot survive in a vacuum, and any cultural industry suffers without the ability to access foreign culture, and export its own product.

To that end, I was very pleased (and a little shocked) by the fine reputation that Melbourne's literature enjoys abroad, largely, due to the work of the City of Literature network in connecting Melbourne's writers with festival managers, literary journals, organisations, etc, opening the door for future internationalisation of our work.

I heard from other representatives that the City of Literature office in Melbourne is one of the more active members of the network, much admired for opening avenues of collaboration between antipodean literature and other markets. Krakow and Prague, in particular, admired the level of involvement, ideas for promotion of local literature, and the improvement in the visibility of Melbourne's activities within the Network.

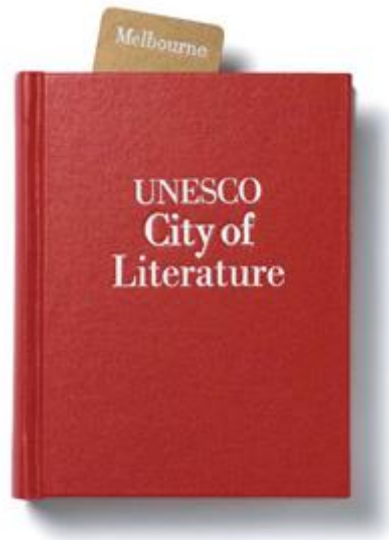
If it weren't for the close co-operation and communication facilitated by Melbourne and its UNESCO sister-cities, then my book would probably never have been finished.

As it stands, it's being released in June as one of Penguin Random House's key Australian domestic releases, and looks likely to be purchased in several foreign markets, securing lucrative royalties for a struggling Australian publishing industry, none of which would be possible without the generous funding of the UNESCO network.

Anyhow, just wanted to drop a line and extend my gratitude on behalf of my publishers and myself for the investment in this creative writer from Melbourne.

Kind regards,

Liam Pieper



STRATEGIC PLAN

2017-2019

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At a glance

In 2008, Melbourne joined the UNESCO Creative Cities Network when it was designated the first and only City of Literature in Australia and the second of its kind in the world. There are currently 20 Cities of Literature.

The Melbourne UNESCO City of Literature Office is a joint initiative of Creative Victoria and City of Melbourne and is hosted by The Wheeler Centre.

The Office role is to support the work and networks that exist; nurture and develop new opportunities and networks; make connections across industry and audiences; and champion all things Melbourne as a City of Literature.

The Office operates in three ways:

- **Strategic initiatives** – seeking meaningful change that advances Melbourne as a City of Literature.
- **Partnership programs** – working with partners to deliver more significant and impactful programming.
- **International exchanges** – strengthening the Creative City network and advancing Melbourne’s role within the network.

The Office has three broad areas of action that address the aims of the Creative City Network as well as the needs for Melbourne as a City of Literature:

1. **Connecting the City of Literature** - *Melbourne is a well-connected City both locally and internationally*
2. **Reflecting the City of Literature** - *Melbourne values itself as a leading City of Literature*
3. **Supporting the City of Literature** - *Melbourne is a sustainable City of Literature*

Our vision is to be the best connected City of Literature, both internally and externally.

UNESCO Creative Cities

Mission

Launched in 2004, the UNESCO Creative Cities Network (UCCN) aims to strengthen cooperation with and among cities that have recognized creativity as a strategic factor of sustainable development as regards economic, social, cultural and environmental aspects.

By joining the Network, cities acknowledge their commitment to sharing best practices, developing partnerships that promote creativity and the cultural industries, strengthening participation in cultural life and integrating culture in urban development plans.

The UNESCO Creative Cities Network covers seven creative fields: *Crafts and Folk Arts, Design, Film, Gastronomy, Literature, Media Arts, and Music*.

Objectives

The Creative Cities Network aims to:

1. Strengthen international cooperation between cities that have recognized creativity as a strategic factor of their sustainable development.
2. Stimulate and enhance initiatives led by member cities to make creativity an essential component of urban development, notably through partnerships involving the public and private sectors and civil society.
3. Strengthen the creation, production, distribution and dissemination of cultural activities, goods and services.
4. Develop hubs of creativity and innovation and broaden opportunities for creators and professionals in the cultural sector.
5. Improve access to and participation in cultural life as well as the enjoyment of cultural goods and services, notably for marginalized or vulnerable groups and individuals.
6. Fully integrate culture and creativity into local development strategies and plans.

Areas of action

The objectives of the UNESCO Creative Cities Network are implemented both at the level of the member cities and at the international level, notably through the following areas of action:

- Sharing experiences, knowledge and best practices.
- Pilot projects, partnerships and initiatives associating the public and private sectors, and civil society.
- Professional and artistic exchange programmes and networks.
- Studies, research and evaluations on the experience of the Creative Cities.
- Policies and measures for sustainable urban development.

- Communication and awareness raising activities.

There are currently 20 Cities of Literature: Baghdad, Iraq; Barcelona, Spain; Dublin, Ireland; Dunedin, New Zealand; Edinburgh, Scotland; Granada, Spain; Heidelberg, Germany; Iowa City, USA; Krakow, Poland; Ljubljana, Slovenia; Lviv, Ukraine; Montevideo, Uruguay; Norwich, England; Nottingham, England; Óbidos, Portugal; Prague, Czech Republic; Reykjavik, Iceland; Tartu, Estonia; Ulyanovsk, Russia.

Melbourne – a UNESCO City of Literature

In 2008, Melbourne joined the UNESCO Creative Cities Network when it was designated the first and only City of Literature in Australia and the second of its kind in the world.

Melbourne's designation as a UNESCO City of Literature was an acknowledgment of the breadth, depth and vibrancy of the city's literary culture. Melbourne supports a diverse range of writers, a prosperous publishing industry, a successful culture of independent bookselling, a wide variety of literary organisations and a healthy culture of reading and engagement with events and festivals.

The designation was made in recognition of the following factors, among others:

- The quality, quantity and diversity of publishing and editorial initiatives in Melbourne.
- The quality and quantity of educational programs in Melbourne.
- Melbourne's urban environment, to which literature is integral.
- Melbourne's experience in hosting literary events and festivals, and promoting foreign and domestic texts.
- Melbourne's libraries, bookstores and cultural centres.
- The use of new media in Melbourne to promote and strengthen the literary market.

The City of Literature Office

To better coordinate and promote literary activity in metropolitan and regional Victoria, and to promote Melbourne's designation by UNESCO as a City of Literature, Creative Victoria and the City of Melbourne agreed to partner in establishing the Melbourne UNESCO City of Literature Office in 2014.

The Office and the Director are housed in The Wheeler Centre alongside other industry organisations and writers. The City of Melbourne and Creative Victoria have provided financial support for the Office and Director, and The Wheeler Centre is providing in-kind assistance with operational and administrative costs, and access to facilities.

In its first two years the Office worked towards:

1. Activating Melbourne as a City of Literature.
2. Building the capacity of the City of Literature.
3. Developing international pathways for the City of Literature.

4. Connecting with new audiences for the City of Literature.

The office addressed its first three strategies with initiating two rounds of a Travel fund – funding 47 people to travel to 15 different countries for professional development.

To help activate the City, the Office created a unique walking map of the City as well as launching a full website, which includes a user operable calendar of events and happenings across the City of Literature.

To help with capacity building the Office managed three roundtable development programs for the literature sector as well as providing a mentorship role for organisations like *Archer Magazine*, *Kill your Darlings* literary journal, Marco Polo, *Peril Magazine*, Stella Prize for Women, Stupidly Big, Fictionally Yours, Funny Ha Ha and *Meanjin* literary journal.

The Office facilitated four partnership opportunities across the Creative City Network, providing opportunities for 40 writers to be presented in new international pathways. The Office also facilitated six writers travelling around the world, above and beyond the Travel Fund.

The Office partnered with Writers Victoria in its Diversity-Project China program and with Monash for its *Literary Commons* program as well as providing support for the Blak and Bright Indigenous Literary Festival. These programs were addressing the connecting with new audience's strategy.

The City of Literature Office Values

1. The City of Literature Office views the term 'City of Literature' not in terms of geography but rather in terms of opportunity for all Victorians.
2. The City of Literature Office views Literature not as a genre of writing but as all activity related to the written word.

Leading the City of Literature

The Office role is to support the work and networks that exist, nurture and develop new opportunities and networks, make connections across the industry and audiences and champion all things Melbourne as a City of Literature.

In doing this the Office has three streams of activity:

- Strategic initiatives – One-off programming lead by the Office that advances Melbourne as a City of Literature.
- Partnership programs – Initiatives working with partner organisations to either deliver more significant and impactful programming or to support their independent activities when they are addressing one of our strategy areas.
- International exchanges – Programs that begin here, in partnership with another Creative City, then have the ability to travel and be used around the network.

Of note, 2018 is the tenth anniversary of our designation and as such the Office will develop some larger profile celebration activities in this year.

The Office works in three broad areas of action that address the aims of the Creative City Network as well as the needs for Melbourne as a City of Literature:

1. Connecting the City of Literature
2. Reflecting the City of Literature
3. Supporting the City of Literature

Connecting the City of Literature

Melbourne is a well-connected City both locally and internationally

Melbourne's literary ecosystem works largely in isolation. Libraries wonder about engaging publishers, arts organisations strategize to engage with libraries and all aim to engage one group – readers. And so the cycle continues. The Office can play a helicopter role looking to match make opportunities.

Literature as a whole can remain an outlier in arts conversations and the Office can play a role in connecting it through the facilitation of initiative cross arts opportunities.

Outwardly looking, Melbourne is largely isolated from the rest of the network. This has two effects: firstly, we do not have an easy opportunity to reflect deeply on the rationale for Melbourne's designation as a City of Literature or, more bluntly, how good we are. Secondly, it is hard for Australian writing to travel and as a result to build new audiences.

We aim to address this strategy by:

- Developing initiatives that connect across the City of Literature.

- Developing initiatives to connect with our sister Cities and the region we live in.
- Creating opportunities to increase the people connected with the City of Literature.
- Accessing and developing opportunities for international engagement.

Initiatives

1. Australian Creative Cities Residency exchange

Exchange program between Adelaide, Melbourne and Sydney exchanging artists to visit other cities and be in residence within their peak art form festival i.e. Melbourne writer being in residence in Adelaide's Guitar Festival. *Strategic initiatives*

2. Book posters

Poster highlighting ten Melbourne books by independent and small press publishers which will provide downloadable chapters in English via Q-code on the poster. *International exchange with Krakow*

3. City of Literature parliament

A one-off event bringing all the 'citizens' of the City of Literature together for a parliament to look at and challenge the future of Melbourne as a City of Literature. Half conference and half town hall meeting, booksellers, writers, librarians ...everyone. *Tenth anniversary*

4. Film Festival Panels

A series of panel sessions hosted within international film festivals about writing. Piloted with Spanish Film Festival, Czech Film Festival. *Partnership program*

5. Library pen pal network

A scoping and piloting a network of library pen pals, wherein libraries in Victoria link themselves to a library with the Cities of Literature as a way of resource sharing as well as promoting themselves. *Strategic initiatives*

6. Slepdir

A Children's literacy website shows the journey of the mythical horse Slepdir and enables children to write short flash fiction about its journey. On its journey between the Cities children are encouraged to write postcards from Slepdir which are publishable (and sendable) from the website. *International exchange with Reykjavik*

7. South East Asian/ Pacific Creative Cities Project

In our regional partners are Adelaide (City of Music), Bandung (City of Design), Dunedin (City of Literature), Pakalongan (City of Craft), Phuket (City of Gastronomy), Singapore (City of Design) and Sydney (City of Film).

The Office will be initiate a sub network to explore and develop ways we can support each other and move towards some shared programming. *International exchange*

This strategy aims to address goals 1 and 3 of UNESCO's Creative Cities Network aims:

- *Strengthen the creation, production, distribution and enjoyment of cultural goods and services at the local level*
- *Enhance access to and participation in cultural life, as well as enjoyment of cultural goods.*

This strategy addresses City of Melbourne's Goal 2: A creative city

Reflecting the City of Literature

Melbourne values itself as a leading City of Literature

Core to the work of the Office is further activation of the City of Literature. In the first two years of the Office this centred on the use of static displays, activations in non-literary places, partnerships with profile organisations (including National Gallery of Victoria and Melbourne Writers Festival) along with a general widening of the awareness that Melbourne is a City of Literature through the use of logos and communications via social media.

While this is an important area to continue to address, it is apparent that there still needs to be work done for stakeholders to realise what it means to be a UNESCO City of Literature. It would be easy to generalise and say that many who are aware see it as an honorific and not a mark of value and an opportunity that can be used to increase their capacity.

We aim to address this strategy by:

- Developing initiatives that highlight the richness and depth of the City of Literature.
- Using opportunities to showcase Melbourne as a City of Literature internationally.
- A robust Communication's plan (outlined in "***Communicating with the City of Literature***").

Initiatives

1 City of Literature Awards

A community nominated award program celebrating the best of the City of Literature, leaning towards locations and things not supported in normal award situations. (Best Library, Best bookshop, Best café to write in). Shortlisted entrants to receive a sign promoting that they are nominees as well as the winner getting a winner decal/ shop display/ website badge. *Strategic initiative*

2 City of Literature network requests

The Office aims to respond positively to requests from its sister Cities for content for their programming (i.e. providing poetry to Krakow for projecting in

their town square) The only requirements from us is that the writers are paid and the work isn't commodifying the writer.

3 *Now we are ten*

A series of digital events linking writers, editors, booksellers and publishers from Iowa City and Melbourne discussing questions of the art, craft and the business of their Countries literary landscape via the lens of their City of Literature. *Tenth anniversary*

4 *Published snapshot – Living the City of Literature*

The published snapshot will be a downloadable magazine highlighting Melbourne's literary history as well as the latest releases. It will mix advertising with samples of the latest Melbourne writing. It would be developed and designed so that publishers and organisations would have pages directly updateable by them within the online journal.

It is envisioned that the location of *Living the City of Literature* would be printed on the Office business cards, providing a calling card when the Director or other members of Melbourne's literary community travel overseas. *Strategic initiative*

5 *Reading List*

A website function which can update new releases with links to bookshops stocking, reviews and events for the author. This will be an add-on to the Website existing calendar. *Strategic initiative*

6 *The Suburb Series*

This will be a series of short pieces (stories, non-fiction etc.) that are set in/ dedicated to/ inspired by the suburbs of the City of Melbourne and across Victoria. These commissioned pieces will be published on a dedicated website and via an e newsletter with a new piece every week. *Tenth anniversary*

7 *Website Map*

This function of the website will provide a layered map within which users can search for the nearest bookshop, library or other area of literary interest. It will have links to Melbourne's literary history, with a depth of information so users could also plot their own literary walk.

The map will also include user generated content, be it reviews on bookshops, short fiction or in a response to any locative projects the Office may run.

Users will also be able to upload content, allowing for engagement with writers and to be used for City of Literature activation programs. For example, the map could facilitate a locative literature event wherein writers have posted work around the city and readers find the writing and upload the location to continue the stories. *Strategic initiative*

This strategy addresses goals 5 and 6 of UNESCO's Creative Cities Network aims:

- Improve access to and participation in cultural life as well as the enjoyment of cultural goods and services, notably for marginalized or vulnerable groups and individuals.
- Fully integrate culture and creativity into local development strategies and plans.

This strategy addresses City of Melbourne's Goal 1: A city for people and Goal 4: A knowledge city

Supporting the City of Literature

Melbourne is a sustainable City of Literature

Offices in Cities of Literature fall into two main areas – programming or tourism. Melbourne, due to its size, and the richness of its current literary activity, has an opportunity to provide a helicopter view of the sector and look for the gaps that need filling. This approach helps the City to keep its capacity to be a City of Literature.

The Office can also act as a leader ensuring that the richness of the City of Literature opportunity extends across all of Melbourne, and Victoria. This entails looking at ways to engage with new audiences and communities.

We aim to address this strategy by:

- Curating initiatives to support the Organisations that make up the City of Literature
- Developing initiatives that support and build new audiences across the City of Literature

Initiatives

1. **Bookshop Day**

An initiative to extend Australian Booksellers association National Bookshop day into a date reflected by all the Cities of Literature. *Partnership program*

2. ***Four seasons in the City of Literature***

A tourism initiative to highlight Melbourne's literary attraction on a seasonal basis. This to be developed with Destination Melbourne and to be aimed at a New Zealand market. *Strategic initiative*

3. **Toolkit**

The Toolkit series are three one day seminars designed for one area of the City of Lit to professionally develop another. For example a one-day seminar for Librarians on programming run by a variety of writing organisations. *Partnership program*

4. **Translation symposium**

A two-day symposium examining the challenges of translation in Melbourne reflecting both the languages of the sister Cities of Literature as well as the languages of our region. *Partnership program with RMIT and Artopia*

These strategies address goal 3, 4 and 5 of UNESCO's Creative Cities Network aims:

- Strengthen the creation, production, distribution and dissemination of cultural activities, goods and services.
- Develop hubs of creativity and innovation and broaden opportunities for creators and professionals in the cultural sector.
- Improve access to and participation in cultural life as well as the enjoyment of cultural goods and services, notably for marginalized or vulnerable groups and individuals.

This strategy addresses City of Melbourne's Goal 1: A city for people, Goal 2: A creative city and Goal 4: A knowledge city

Budget Overview 2017/2019

Evaluating the City of Literature

Communicating with the City of Literature

Our vision is to be the best connected City of Literature, both internally and externally.

Goals of Communication

The Office has four broad communication goals:

1. Promote Melbourne as a leading City of Literature.
2. Activate Melbourne as a vibrant City full of literature.
3. Communicate about our opportunities to sustain Melbourne as a City of Literature.
4. Build awareness of the Melbourne UNESCO City of Literature Office.

These goals aim to strategically and effectively raise awareness and appreciation of Melbourne as a leading City of Literature.

Audiences

The Audiences can be categorised as:

1. City of Literature Stakeholders – *the Victorian organisations and people who make us a City of Literature.*
2. City of Literature Citizens – *people who are engaged with literary organisations and literature in Melbourne.*
3. City of Literature Visitors – *tourists and visitors to Melbourne who encounter Melbourne a City of Literature as part of another cultural, sporting or tourism activity.*
4. The Literary World – *the international Cities of Literature, global UCCN Network and other literary cities.*
5. Potentials - *Victorian readers, writers and culturally active people not actively involved with Melbourne as a City of Literature, especially regional Victorians, Melbourne's migrant population and new arrivals*

Promote Melbourne as a leading City of Literature

We believe Melbourne is a leading City of Literature and aim to highlight it both for other Cities to understand our depth and for us to reflect on our esteem in the world.

This goal aims to engage with:

- Potentials
- City of Literature Visitors
- The Literary World

Strategies

1. Promotional campaigns
2. Leveraging partners' events
3. International Cities of Literature
4. Build a community of Citizens
5. Website calendar

Activate Melbourne as a vibrant City full of Literature

We believe that all the different areas of the City of Literature can work together to bring attention to each other.

The Office aims to activate Melbourne as a City of Literature for:

- City of Literature stakeholders
- City of Literature Citizens
- City of Literature Visitors
- Potentials

Strategies

1. Drawing attention to the diverse range of activities across our City of Literature
2. Highlighting the Offices work with Partners' events
- 3 Activation programs i.e.
- 4 Website

Communicate about Offices opportunities

We aim to communicate about our opportunities in a manner that supports rather than competing with other literary communications.

The office aims to communicate its initiatives to:

- City of Literature Citizens / Stakeholders

Strategies

1. Literary industry promotion

Build awareness of the Melbourne UNESCO City of Literature Office

We aim to build awareness of the Melbourne City of Literature Office

1. Facebook
2. Logo
3. News Alerts
4. Publishing the City of Literature
5. Twitter

Attachments

Attachment 1: Functions of the Steering Committee

The Steering Committee's functions are as follows:

1. The Steering Committee will coordinate and promote literary activity in metropolitan and regional Victoria and promote Melbourne's designation by UNESCO as a City of Literature.
2. While the focus of the Steering Committee's activity will be on Melbourne, occasional activity will be undertaken in regional Victoria, consistent with the objectives of Creative Victoria.
3. The Steering Committee will decide which projects or activities will receive funding through the City of Literature Office.
4. The Steering Committee will work closely with, and oversee, the Office and the role of Director.
5. The Steering Committee will meet on a bi-monthly basis to, among other things, review the operations of the Office and the activities undertaken by the Director, and provide advice, guidance and practical support for the Office and role of Director.

Attachment 2: Functions of the Director

The Director's functions are as follows:

1. The Director will work closely with the Steering Committee and report to the Committee on at least a bi-monthly basis on the Office's programming and budget.
2. The Director, through the Office, will be responsible for the strategic marketing, promotion and communications of the UNESCO designation, with primary responsibility for running proactive campaigns online, through other media channels and with existing and new stakeholders in order to maintain, build and promote the profile of the designation locally, nationally and internationally.
3. The Director, through the Office, will work closely with the literary sector to promote literary activity in the city of Melbourne and the state of Victoria, building brand awareness and patronage of the UNESCO designation with the goal of building the reputation of Melbourne as a cultural literary destination, benefitting writers and literary organisations.
4. Within the priorities established by the Steering Committee, the duties of the Director, through the Office, may include but are not limited to:
 - (a) Establishing and managing a dedicated and comprehensive website around the designation, including a listing of Victorian literary activity.

- (b) Establishing and managing a database, producing an e-newsletter and, by other means, as appropriate, coordinating and promoting widespread literary activities.
- (c) Engaging and liaising with key stakeholders and beneficiaries of the designation, including government, schools, arts and literary organisations, libraries and others as appropriate.
- (d) Coordinating and promoting existing literary activity in metropolitan and regional Victoria to raise the profile of literature and promote Melbourne as a UNESCO City of Literature.
- (e) Undertaking or assisting with selected collaborative projects to showcase Melbourne's diverse literary activity and celebrate Melbourne's designation.
- (f) Maintaining the designation from UNESCO as an active member of the Creative Cities Network, including participation in Network conferences and collaboration on international projects, as well as undertaking any monitoring and reporting required of members.
- (g) Promoting the designation to tourism agencies to enhance Melbourne's reputation and encourage cultural tourism.
- (h) Undertaking further branding and market research to determine strategies to improve awareness of the designation.
- (i) Advocating on issues relevant to the literary reputation of Melbourne and representing the sector and stakeholders to the media and industry.
- (j) Managing accounts and budgets for all Office expenditure and arranging to record the minutes and directions of the Steering Committee at its bi-monthly meetings.

Memorandum of Understanding

between

Creative Victoria

City of Melbourne

Wheeler Centre

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Dated the _____ day of _____ 2016

Parties

The State of Victoria acting through **Creative Victoria**, whose principal place of business is at Level 31, 121 Exhibition Street, Melbourne, Victoria 3000 (**Creative Victoria**)

Melbourne City Council, being a council within the meaning of the *Local Government Act 1989*, whose principal place of business is at the Town Hall, 90-120 Swanston Street, Melbourne, Victoria 3000 (**City**)

[**Wheeler Centre**, whose principal place of business is at 176 Little Lonsdale Street, Melbourne, Victoria 3000(**Venue Partner**)

Background

In 2008 Melbourne joined the UNESCO Creative Cities Network when it was designated the first and only City of Literature in Australia, and the second in the world. The designation was made in recognition of the following factors, amongst others:

- A the quality, quantity and diversity of publishing and editorial initiatives in Melbourne;
- B the quality and quantity of educational programmes in Melbourne;
- C Melbourne's urban environment in which literature is integral;
- D Melbourne's experience at hosting literary events and festivals, and promoting foreign and domestic texts;
- E Melbourne's libraries, bookstores and cultural centres; and
- F the use of new media in Melbourne to promote and strengthen the literary market.

The application for the designation was undertaken by the then Arts Victoria with the support of the City. To date, the designation has been managed by Arts Victoria, now Creative Victoria, and both the City and Creative Victoria have undertaken literary activity that relates to the UNESCO designation.

To better co-ordinate and promote literary activity in metropolitan and regional Victoria, and promote Melbourne's designation by UNESCO as a City of Literature, Creative Victoria and the City agreed to partner in establishing a City of Literature Office and Co-ordinator.

The Wheeler Centre agreed to assist Creative Victoria and the City to establish the Office and support the position of Coordinator.

The Office was established and a Director was appointed in September 2014.

The Office and Coordinator are based in the Wheeler Centre alongside other industry organisations and writers. Under the first memorandum of

understanding, the City and State provided financial support for the Office and Coordinator, and the Centre provided in-kind assistance with operational and administrative costs, and access to facilities.

The Office and Coordinator have operated for an initial period of 3 years and have been overseen by a Steering Committee comprising representatives of the City, Creative Victoria, and the Centre with additional members to be co-opted.

The parties enter into this second memorandum of understanding to continue to deliver the Office and its operations for a second period of three years.

This memorandum of understanding specifies the Office's activities and how each party will contribute to its implementation, sets out the terms on which Creative Victoria and the City will make funds available for the operations of the Office and the employment of the Coordinator through the Wheeler Centre, and how the Wheeler Centre will contribute in kind.

Agreed terms

1 Interpretation

1.1 Definitions

In this memorandum the following words have the meaning ascribed to them below, unless the context requires otherwise:

Additional Member means a person that from time to time may be co-opted from the literary sector, (including, but not limited to, representatives from libraries, publishing, retail and tourism and writers), or the cultural, financial and legal sectors and admitted as a member of the Steering Committee in accordance with clause 2.3 below.

City of Literature Office Director means the person referred to in clause 5, as that person who may from time to time be replaced and notified to the other parties in writing in accordance with this memorandum.

Committee Papers means all written communications to or from one or more Steering Committee members, in their capacity as Steering Committee members, or tabled at meetings of the Steering Committee, including submissions, minutes, letters, and reports, and any other documents in the possession of the Steering Committee which are referred to in those communications.

Conflict of Interest occurs where, in relation to an issue under consideration by the Steering Committee, a member has, or should reasonably have, an expectation that the member directly or indirectly stands to gain or suffer a loss, depending on the outcome of that issue under consideration.

Representative means, in respect of Creative Victoria or the City, that party's representative identified in Item 1 of Schedule 1, as that representative may from time to time be replaced and notified to the other parties and the City of Literature Office Director in writing in accordance with this memorandum.

Steering Committee means the steering committee established by the parties under clause 2.1.

UNESCO means the United Nations Educational, Scientific and Cultural Organization.

1.2 Interpretation

- (a) A heading to a clause in this memorandum will not affect the interpretation of that clause.
- (b) A reference to a Schedule in this memorandum is a reference to a schedule to this memorandum, and a reference to an Item in this memorandum is a reference to an item in the applicable Schedule.
- (c) In this memorandum “includes” (and its other grammatical forms) shall be construed as meaning “without limitation”.

2 Steering Committee

2.1 Establishment of Steering Committee

The parties agree to establish the Steering Committee.

2.2 Composition of the Steering Committee

- (a) The Steering Committee will consist of:
 - (i) the Representative of Creative Victoria;
 - (ii) the Representative of the City;
 - (iii) the Venue Partner Director;
 - (iv) the City of Literature Office Director; and
 - (v) any Additional Member.
- (b) The Steering Committee will include no more than four Additional Members at any one time.
- (c) Creative Victoria and the City will each use all reasonable endeavours to see that their respective Representative attends, and constructively participates at, each meeting of the Steering Committee.
- (d) Each Additional Member will use all reasonable endeavours to attend, and constructively participate at, each meeting of the Steering Committee.
- (e) If Creative Victoria or the City from time to time replaces its Representative, then that party will promptly notify each other party and the City of Literature Director of its replacement Representative.

2.3 Admission of Additional Members to the Steering Committee

- (a) An Additional Member may be admitted as a member of the Steering Committee from time to time in accordance with this memorandum.
- (b) The Representatives may from time to time set additional requirements for the admission of Additional Members to the Steering Committee.

- (c) Each applicant for admission as an Additional Member to the Steering Committee must be nominated by a Representative, either acting alone or on the advice of the City of Literature Director, at a meeting of the Steering Committee.
- (d) In respect of each applicant for admission, the Representative must specify at the time of presenting the nomination:
 - (i) the reasons for which the Representative is nominating the applicant for admission as an Additional Member;
 - (ii) the date on which it is proposed the membership of the Additional Member to the Steering Committee will cease; and
 - (iii) any other proposed conditions attaching to the nomination for membership.
- (e) At the same meeting at which the applicant's nomination is presented, members of the Steering Committee in attendance at that meeting must by a vote determine to accept or reject the admission of the applicant, and the conditions proposed under clause 2.3(d)(ii) and (iii) above.
- (f) The admission of an applicant as an Additional Member to the Steering Committee, and any conditions attaching to that membership, will be accepted by the Steering Committee where more than one-half of the members of the Steering Committee in attendance and voting at that meeting vote in favour of the motion. In the event of an equal number of votes on any question of admission, or proposed conditions of membership, clause 2.6(g) below applies.
- (g) When an applicant has been admitted as an Additional Member to the Steering Committee, the applicant's name will be recorded in a register of Members kept by the Steering Committee and the applicant agrees to be bound by:
 - (i) the terms of this memorandum; and
 - (ii) any conditions attaching to the membership as voted and accepted by the Steering Committee in accordance with clause 2.3(f) above.
- (h) The period of appointment for an Additional Member can be no longer than 12 months but a person may be re-appointment as an Additional Member in accordance with the process for admission set out in this clause 2.3.

2.4 Cessation of Membership

- (a) A person ceases to be a member of the Steering Committee on:
 - (i) resignation;
 - (ii) death;
 - (iii) expiry of their term as an Additional Member; or
 - (iv) termination in accordance with clause 2.4(c) below.

- (b) A member of the Steering Committee may resign as a member by giving 14 days written notice to the Representatives.
- (c) The Representatives may in their sole discretion determine that the membership of an Additional Member be terminated, if in the reasonable opinion of the Representatives that Additional Member has:
 - (i) breached, failed, refused or neglected to comply with a clause of this memorandum;
 - (ii) acted in a manner unbecoming of a member or prejudicial to the objects and interest of the Steering Committee; or
 - (iii) prejudiced the Steering Committee or brought the Steering Committee into disrepute.

2.5 Functions of the Steering Committee

The Steering Committee will have the functions set out in Schedule 2, and all members of the Steering Committee will use all reasonable endeavours to give effect to each of those functions.

2.6 Meetings of the Steering Committee meetings

- (a) The Representatives will convene meetings as they may from time to time be required to give effect to the Committee's functions set out in Schedule 2, but not less than six meetings in any calendar year.
- (b) The first meeting of the Steering Committee will be chaired by the Representative of Creative Victoria, and the second meeting by the Representative of the City. The meetings of the Steering Committee will thereafter be chaired by the Representatives on an alternating basis.
- (c) Meetings of the Steering Committee will not take place in the absence of either Representative.
- (d) Members of the Steering Committee will each use all reasonable endeavours to agree to any substantive or procedural question arising at a meeting of the Steering Committee, including any steps necessary to give effect to its functions set out in Schedule 2.
- (e) If an agreement cannot be reached in accordance with clause 2.6(d), then that question will be decided by way of a vote in which the Representative of each party, but not the City of Literature Director, will be entitled to participate.
- (f) Subject to clause 2.5(g) below, each member of the Steering Committee entitled to vote on matters arising at a meeting of the Steering Committee will receive one vote.
- (g) The chair of a meeting of the Steering Committee will have a deliberative vote and, in the event of an equal number of votes on any question, a second or casting vote.
- (h) A proposed decision of the Steering Committee which in any way relates to the use of funding provided by Creative Victoria or the City cannot be agreed or actioned by the Steering Committee unless the Representatives vote in favour of the proposed decision.

- (i) An Additional Member who has a Conflict of Interest in an issue to be considered at a meeting of the Steering Committee:
 - (i) must disclose the interest to the Steering Committee as soon as practicable;
 - (ii) must not be present at or take part in the meeting while the issue is being considered or voted on; and
 - (iii) must not seek directly or indirectly to influence the outcome of any deliberations of the Steering Committee in relation to the issue.
- (j) The Steering Committee may invite representatives of other organisations who have an interest in Melbourne's designation as a UNESCO City of Literature to attend its meetings, including representatives from the Library Board of Victoria created under the *Libraries Act 1988* or from Tourism Victoria created under the *Tourism Victoria Act 1992*. For the avoidance of doubt, the representatives from those other organisations invited to attend a meeting of the Steering Committee will not be entitled to participate in any vote on a question arising at that meeting. Except to the extent provided for in this memorandum, the Steering Committee will regulate the conduct of its meetings.

2.7 Minutes and Meeting Papers

- (a) The preparation of minutes of each Steering Committee meeting will be overseen by the City of Literature Office Director. A copy of the minutes, including attachments, shall be provided to Steering Committee members.
- (b) The City of Literature Office Director must ensure that a complete set of Committee Papers in chronological order will be kept in an appropriate and secure manner.

2.8 Co-operation

Each party will, using all reasonable skill, care and diligence, do all things which are reasonably necessary for it to give effect to the Steering Committee's decisions.

2.9 Disbanding the Steering Committee

The Steering Committee will disband, and no further meetings of the Steering Committee will take place, upon the first of either of the following to occur:

- (a) the termination of this memorandum; or
- (b) at 11:59 pm on 31 December 2019 or such later date as the parties otherwise agree in writing.

3 Funding

3.1 Creative Victoria's funding

- (a) The Venue Partner must submit to Creative Victoria a tax invoice in respect of each amount specified in Item 3 of Schedule 1 from the date specified in respect of that payment in that Item.
- (b) An invoice in respect of an amount specified in Item 3 of Schedule 1 which is received by Creative Victoria before the date specified in respect of that payment in that Item will be deemed to have been received by Creative Victoria on that date.
- (c) Within 30 days of receiving a properly prepared tax invoice from the Venue Partner in respect of an amount specified in Item 3 of Schedule 1, Creative Victoria will deposit that amount in the Venue Partner's bank account having the details specified in Item 2 of Schedule 1.

3.2 The City's funding

- (a) The Venue Partner must submit to the City a tax invoice in respect of each amount specified in Item 4 of Schedule 1 from the date specified in respect of that payment in that Item.
- (b) An invoice in respect of an amount specified in Item 4 of Schedule 1 which is received by the City before the date specified in respect of that payment in that Item will be deemed to have been received by the City on that date.
- (c) Within 30 days of receiving a properly prepared tax invoice from the Venue Partner in respect of an amount specified in Item 4 of Schedule 1, the City will deposit that amount in the Venue Partner's bank account having the details specified in Item 2 of Schedule 1.

3.3 Permitted uses of the funding

Subject to clause 3.5, the amounts deposited in the Venue Partner's bank account under clauses 3.1 or 3.2 will only be expended or otherwise removed from that account:

- (a) for a purpose consistent with the Steering Committee's functions set out in Schedule 2 which it authorises from time to time; or
- (b) to remunerate the Venue Partner for the costs it reasonably incurs in connection with the City of Literature Office Director's performance of its functions under or in connection with this memorandum, as those amounts may from time to time be approved by the Steering Committee.

3.4 Interest

- (a) The City of Literature Office Director will from time to time notify the Steering Committee of any interest accruing on the amounts deposited in the Venue Partner's bank account under clauses 3.1 or 3.2.
- (b) The Steering Committee may from time to time authorise the expenditure of that amount of interest for a purpose consistent with its functions set out in Schedule 2.

3.5 Unallocated funds

- (a) If, when the Steering Committee disbands under clause 2.9, not all of the amounts deposited in the Venue Partner's bank account under clauses 3.1 or 3.2 have been expended, or allocated for expenditure, in accordance with clause 3.3, then, subject to clause 3.5(b), that unexpended or unallocated amount will be returned to Creative Victoria and the City in equal shares.
- (b) For the avoidance of doubt, if, when the Steering Committee disbands under clause 2.9, not all the interest accruing on the amounts deposited in the Venue Partner's bank account under clauses 3.1 or 3.2 has been expended, or allocated for expenditure, in accordance with clause 3.3, then the Venue Partner may retain that unexpended or unallocated interest and use it for its own purposes in connection with Melbourne's designation as a UNESCO City of Literature.

3.6 No further liability

The Venue Partner acknowledges that it will not claim from Creative Victoria or the City, and that neither Creative Victoria nor the City have any obligation to provide it with, an amount greater than the amounts specified in clause 3.1, in the case of Creative Victoria, or clause 3.2, in the case of the City.

3.7 Taxes payable on the funding amounts

Unless otherwise expressly stated in this memorandum, all amounts payable under or in accordance with this memorandum are inclusive of GST or any other taxes imposed or levied in connection with it, and the party making that payment will not have any further liability on account of any GST payable, or any other taxes imposed or levied, in connection with that supply.

4 Venue Partner Contribution

4.1 The Venue Partner to provide City of Literature Office Space

The Venue Partner will provide a lockable office space within the Wheeler Centre including office furniture, ICT, telephone, office consumables and administrative support as outlined in Schedule 1.

5 City of Literature Office Director

5.1 The Venue Partner to provide City of Literature Office Director

The Venue Partner will make available the City of Literature Office Director.

5.2 Functions of the City of Literature Office Director

- (a) The City of Literature Office Director will have the functions and the responsibilities set out in this memorandum.
- (b) The Venue Partner will use all reasonable endeavours to see that the City of Literature Office Director uses all reasonable skill, care and diligence to give effect to the City of Literature Office's functions set out in Schedule 3 and the City of Literature Office's other responsibilities set out in this memorandum.

5.3 Replacing the City of Literature Office Director

- (a) The Venue Partner will not replace the City of Literature Office Director unless:
 - (i) the City of Literature Office Director resigns or retires from his or her employment with the Venue Partner, or is otherwise reasonably expected to be absent from their employment with the Venue Partner for an extended period; or
 - (ii) the Venue Partner otherwise obtains Creative Victoria and the City's prior written consent, which will not be unreasonably withheld or delayed.
- (b) The Venue Partner will, upon receiving a request from Creative Victoria or the City, remove the City of Literature Office Director if Creative Victoria or the City reasonably form the opinion that the City of Literature Office Director's performance or conduct is or has been unsatisfactory.
- (c) Upon the removal of the City of Literature Office Director, the Venue Partner will then promptly replace that person with an appropriately qualified, competent and experienced person approved by each of Creative Victoria and the City, which approval will not be unreasonably withheld or delayed.

5.4 Payment on account of the City of Literature Office Director duties

The Director will be paid an annual salary of \$80,000 plus superannuation.

6 Reports

6.1 Submitting reports

The City of Literature Office Director will prepare and submit to the Steering Committee the reports specified in Item 6 of Schedule 1 at such times specified in respect of each report in that Item, or at such other times as the Steering Committee may reasonably require.

6.2 Content of reports

- (a) Each report submitted to the Steering Committee under clause 6.1 will address the matters specified with respect to it in Item 6 of Schedule 1, and such other reasonable details as the Steering Committee may from time to time notify to the City of Literature Office Director, to a level of detail the Steering Committee may reasonably require.
- (b) If, in the Steering Committee's reasonable opinion, a report submitted to it under clause 6.1 does not adequately address the matters specified with respect to it in Item 6 of Schedule 1, or such other reasonable details as the Steering Committee may from time to time reasonably require, then:
 - (i) the Steering Committee may direct the City of Literature Office Director to update the report so that it adequately addresses those issues; and

- (ii) promptly upon receiving that direction the City of Literature Office Director will update that report and resubmit it to the Steering Committee.

6.3 Other information

Each party acknowledges that each other party may be required to report to another person or body on its activities or expenditure of public funds. The City of Literature Office Director will use all reasonable endeavours promptly to provide a party with that information to a level of detail it may from time to time reasonably require for the purpose of preparing and submitting those reports.

7 Information management

7.1 Use of confidential information

- (a) Subject to clause 7.1(b), each party will keep confidential and will ensure that its respective employees, agents and subcontractors (including, in the case of the Venue Partner, the City of Literature Office Director) keep confidential information which is:
 - (i) disclosed, made available, communicated or otherwise provided to any of them or their employees, agents or subcontractors in connection with this memorandum or Melbourne's designation as a UNESCO City of Literature; or
 - (ii) developed by any of them or their employees, agents or subcontractors in connection with this memorandum or Melbourne's designation as a UNESCO City of Literature.
- (b) Each party's obligations under clause 7.1(a) will not apply to the extent:
 - (i) the disclosure of that information is required by law;
 - (ii) each other party approves the disclosure of that information;
 - (iii) the disclosure of that information is reasonably necessary for a party to comply with its obligations under this memorandum, and the other parties have been notified before that action is taken; or
 - (iv) that information is already in the public domain, other than as a result of that party breaching this memorandum.

7.2 Media activities

- (a) A party will not organise or undertake any media activity or event, or distribute promotional material, in relation to the Steering Committee or its activities unless:
 - (i) the Steering Committee provides its prior written approval; or
 - (ii) the organisation or undertaking of that media activity or event, or the distribution of that promotional material, is reasonably necessary for that party to comply with its obligations under this memorandum.
- (b) The Venue Partner acknowledges that Creative Victoria and the City, either acting together or separately, may from time to time issue reasonable public statements and publish reasonable information

regarding Melbourne's designation as a UNESCO City of Literature. Creative Victoria and the City agree that such statements and information will not be inconsistent with any statements published or information released in accordance with the Steering Committee's determinations.

7.3 Information privacy and freedom of information

- (a) The Venue Partner acknowledges that Creative Victoria and the City each have obligations regarding:
 - (i) the protection of personal information under the *Privacy and Data Protection Act 2014*;
 - (ii) the disclosure of particular documents or information, such as under the *Freedom of Information Act 1982*, the *Audit Act 1994* and the *Ombudsman Act 1973*.
- (b) Each party will do all things Creative Victoria or the City may from time to time reasonably require it to do to assist Creative Victoria or the City, as applicable, to comply with its obligations under any law relating to the protection or disclosure of documents or information, including by:
 - (i) informing Creative Victoria or the City, as applicable, in writing of any complaint that party receives concerning Creative Victoria or the City's use, disclosure, storage, transfer or handling of personal information; and
 - (ii) complying with any reasonable direction Creative Victoria or the City, as applicable, issues regarding a complaint that party receives concerning Creative Victoria or the City's breach of a third party's privacy.

7.4 Use of logos and insignia

- (a) If the performance of the City or the Venue Partner's obligations under this memorandum requires either of them to use the State of Victoria's logo or insignia, or any other logo or insignia belonging to the State of Victoria (including, for the avoidance of doubt, Creative Victoria), then that logo or insignia will be used in accordance with the *Victorian Government Branding Policy* (June, 2011), as that document may from time to time be replaced, updated, amended or supplemented.
- (b) If the performance of Creative Victoria's or the Venue Partner's obligations under this memorandum requires either of them to use the City's logo or insignia, or any other logo or insignia belonging to the City, then that logo or insignia will be used in accordance with the City of Melbourne Sponsorship Branding Guidelines and, as that document may from time to time be replaced, updated, amended or supplemented.
- (c) If the performance of the City's or Creative Victoria's obligations under this memorandum requires either of them to use the Venue Partner's logo or insignia, or any other logo or insignia belonging to the Venue Partner, then that logo or insignia will be used in accordance with the Wheeler Centre Branding Guidelines and, as that document may from time to time be replaced, updated, amended or supplemented.

8 Intellectual property

8.1 Retention of all intellectual property rights

Each party will retain all its intellectual property rights in any material which it creates, uses, reproduces, modifies, adapts or copies in any way in connection with this memorandum or Melbourne's designation as a UNESCO City of Literature.

8.2 Licence to use another party's intellectual property rights

Each party grants to the other parties an irrevocable, unconditional, perpetual, transferable, free of cost, non-exclusive and worldwide licence, which includes the right to grant sub-licences, to use, reproduce, modify, adapt copy or communicate to the public any materials of any nature which that party produces in connection with this memorandum in any way for any purpose in connection with this memorandum or Melbourne's designation as a UNESCO City of Literature.

8.3 Warranties regarding intellectual property

Each party warrants that:

- (a) it is entitled to use, licence and deal with all intellectual property rights which it may use in connection with this memorandum or Melbourne's designation as a UNESCO City of Literature; and
- (b) the use or licence referred to in clause 8.3(a), and any other party's exercise of the rights granted to it under this memorandum in relation to the material in which those intellectual property rights subsist, will not infringe the intellectual property rights or moral rights of any third party.

9 General provisions

9.1 No intention to create legal relations

With the exception of clauses 7.1, 7.3 and 8, the parties do not intend to create legal relations with any other party through this memorandum. This memorandum is instead intended to set out the basis upon which each party will work co-operatively and collaboratively with the other parties to advance Melbourne's interests as a designated UNESCO City of Literature.

9.2 Termination

If Creative Victoria and the City are both reasonably of the opinion that the Venue Partner has failed to comply with its obligations under this memorandum in any material respect then, acting together, Creative Victoria and the City may terminate this memorandum by notice in writing to the Venue Partner.

9.3 Compliance with law

Each party will comply with all applicable laws when performing its obligations under this memorandum or otherwise acting in connection with Melbourne's designation as a UNESCO City of Literature.

9.4 Notices

- (a) All notices which a party issues or receives under or in connection with this memorandum will be issued by that party's Representative, or delivered to that party's Representative at the postal, email or other address specified in Item 1 of Schedule 1, or such other address as that party may notify to each other party and the City of Literature Office Director in writing.
- (b) All notices which a party issues to the City of Literature Office Director under or in connection with this memorandum will be issued to the City of Literature Office Director postal, email or other address specified in Item 5 of Schedule 1, or such other address as the City of Literature Office Director may notify to each other party in writing.

9.5 Relationship of parties

- (a) This memorandum is not intended to create a partnership, employment, or joint venture relationship between any of the parties, or an employment relationship between the City of Literature Office Director and Creative Victoria or the City.
- (b) Neither the Venue Partner nor the City of Literature Office Director is authorised by this memorandum to incur any obligation, or to make any representation, on behalf of Creative Victoria or the City in the performance of the Venue Partner or the City of Literature Office Director's obligations under this memorandum, or the Committee's functions set out in Schedule 2, unless Creative Victoria or the City, as applicable, provide their prior written consent.

By **signing** this memorandum in the space provided below each party acknowledges that it agrees to its terms.

Signed by Andrew Abbott)
Secretary, **Creative Victoria** for and on)
behalf of the **State of Victoria** in the)
presence of:)

.....
Witness

.....
Name of Witness (print)

Signed by Ben Rimmer the Chief)
Executive Officer for and on behalf of)
the **Melbourne City Council** in the)
presence of:)

.....
Witness

.....
Name of Witness (print)

Signed on behalf of the **Centre for**)
Books Writing and Ideas in)
accordance with section 127 of)
the Corporations Act on the)
.....day of 2016)
in the presence of:)

Director/Secretary
Name (print)

.....
Witness

.....
Name of Witness (print)

Schedule 1 – Details

Item 1: Representatives

Creative Victoria

From the date of this memorandum Creative Victoria's Representative is:

Greg Andrews, Director Arts Sector Investment, Creative Victoria.

The address for the receipt of notices by Creative Victoria's Representative is:

Level 31, 121 Exhibition Street

Melbourne, VIC 3000

Greg.Andrews@ecodev.vic.gov.au

The City

From the date of this memorandum the City's Representative is:

Jane Crawley, Manager Arts Melbourne, City of Melbourne

The address for the receipt of notices by the City's Representative is:

GPO Box 1603 Melbourne 3001

jane.crawley@melbourne.vic.gov.au

The Venue Partner

From the date of this memorandum the Venue Partner's Representative is:

Michael Williams, Director Wheeler Centre

The address for the receipt of notices by the Venue Partner's Representative is:

176 Little Lonsdale St, Melbourne 3000

michael.williams@wheelercentre.com

Item 2: The Venue Partner's bank account

From the date of this memorandum the Venue Partner's bank account for receiving payments from Arts Victoria under clause 3.1, and from the City under clause 3.2, is as follows:

Account name: Wheeler Centre

Bank: **[insert name of bank]**

Branch:

Acc: 15-914-2326

BSB: 083 – 004

Account number: **[insert account's number]**

or such other bank account the Venue Partner may from time to time may notify to Arts Victoria or the City in writing.

Item 3: Funding provided by Creative Victoria

For the purposes of clause 3.1, Creative Victoria is to provide the Venue Partner with the following amounts by the date specified in respect of each payment:

Amount	Date for invoicing
\$135,000	1/7/16
\$135,000	1/7/17
\$135,000	1/7/18

Item 4: Funding provided by the City

For the purposes of clause 3.2, the City is to provide the Venue Partner with the following amounts by the date specified in respect of each payment:

Amount	Date for invoicing
\$135,000	1/7/16
\$135,000	1/7/17
\$135,000	1/7/18

Item 5: City of Literature Office Director

The address for the receipt of notices by the City of Literature Office Director is:

Melbourne City of Literature
 176 Little Lonsdale St, Melbourne 3000
 director@cityofliterature.com.au

Item 6: Reports

For the purposes of clause 6.1, and in addition to bi-monthly Steering Committee meeting reports, the City of Literature Office Director is to prepare and submit to the Steering Committee the following reports at such times specified in respect of each report, or at such other times as the Steering Committee may reasonably require:

Report	Time for submission	Required content of report
6 month	31 December 2016	General progress / finance
12 month	30 June 2017	General progress / finance

18 month	31 December 2017	General progress / finance
24 month	30 June 2018	General progress / finance
30 month	31 December 2018	General progress / finance
36 month	30 June 2019	General progress / finance

Schedule 2 – Functions of the Steering Committee

The Steering Committee's functions are as follows. :

1. The Steering Committee will work closely with, and oversee, the City of Literature Office and the role of Coordinator.
2. The Steering Committee will meet on a bi-monthly basis to review the operations of the City of Literature Office and the activities undertaken by the Co-ordinator, and provide advice, guidance and practical support for the Office and role of Coordinator.
3. While the focus of the Steering Committee's activity will be on Melbourne, occasional activity may be undertaken in regional Victoria consistent with the objectives of Arts Victoria.
4. The Steering Committee will decide which projects or activities will receive funding through the City of Literature Office.

Schedule 3 – Functions of the City of Literature Office

The City of Literature Office's functions are as follows.

1. The Office will work closely with the Steering Committee and report to the Committee on at least a bi-monthly basis.
2. The Office will be responsible for the strategic marketing, promotion and communications of the UNESCO designation with primary responsibility for running proactive campaigns through the web, other media channels and existing and new stakeholders in order to maintain, build and promote the profile of the designation locally, national and internationally.
3. The Office will work closely with the literary sector to help promote literary activity in the city and state, building brand awareness and patronage of the UNESCO designation with the goal of building the reputation of Melbourne as a cultural literary destination benefitting writers and literary organisations. Within the priorities established by the Steering Committee, duties of the Office may include but are not limited to:
 - (a) establish and manage a dedicated comprehensive website around the designation including a listing of Victorian literary activity;
 - (b) establish and manage a data-base and produce an e-newsletter and other means co-ordinating and promoting widespread literary activities;
 - (c) engage and liaise with key stakeholders and beneficiaries of the designation, including Government, schools, arts and literary organisations, libraries and others;
 - (d) coordinate and promote existing literary activity in the city and state to raise the profile of literature, and promote Melbourne as a UNESCO City of Literature;
 - (e) undertake or assist with select collaborative projects to showcase Melbourne's diverse literary activity and celebrate Melbourne's designation;
 - (f) maintain the designation from UNESCO as an active member of the Creative Cities Network including participating in Network conferences and collaborating on international projects, and undertaking any monitoring and reporting required of members;
 - (g) promote the designation to tourism agencies to enhance Melbourne's reputation and encourage cultural tourism;
 - (h) undertake further branding and market research to determine strategies to improve awareness of the designation;
 - (i) advocate on issues relevant to the literary reputation of Melbourne, representing the sector and stakeholders to the media and industry;
 - (j) manage accounts and budgets for all Office expenditure;
 - (k) report to the Steering Committee on a bi-monthly basis, including programing and budget, as well as other reports outlined in Schedule 1 Item 6; and

- (l) arrange to record the meeting and directions of the Steering Committee at its bi-monthly meetings.