

# Strategic events pillars



*A progressive partner and investor in events*

1. Make it easier to run events in Broome
2. Facilitate the development of events in Broome
3. Make events financially sustainable in Broome

*Stimulate the economy during the shoulder seasons*

1. Build depth during the shoulder seasons
2. Build clusters of events
3. Increase the visibility of Broome events

*Deliver professional small to medium sized events*

1. Increase local capability
2. Build and retain local events knowledge
3. Build capacity during peak season

*Enable greater activation of Shire infrastructure*

1. Increase the ability to host outdoor events
2. Develop the Civic Centre as a conference venue
3. New developments build on Broome's ability to host events

*Make Broome an attractive destination to host conferences*

1. Build a compelling conference product
2. Build the 'Broome Conferences' brand

Pillar	Goal	Strategy	Actions	Timeline	Responsibility	Budget	KPIs (What does success look like?)
The Shire	Make it easier to run events in Broome	Streamline the event application process	1. Conduct an internal audit of application forms to assess ease of understanding and time taken to complete.  a) Review the instructions and language used, design and layout, and content requested in applications. b) Seek feedback from applicants to identify 'pain points'.			\$	Reduction in application approval times (from initial enquiry to final approval) by <b>XX%</b>  Decrease in enquiries regarding how to use application forms by <b>XX%</b>
			2. Create Shire approved templates for plans required as part of the application process (e.g. road management, noise management).			\$	
			3. Review 'Event Information for Applicants – Tool Kit' to make it more user friendly (e.g. identifying common types of events and providing guidance on relevant sections).			\$	
			4. Implement feedback mechanism regarding the event application process.			\$	
			5. Set time reduction KPI's bases on internal audit.			\$	
		Equip event organisers with actionable information	1. Transform audit documents into Shire templates and make them available online and upon request.			\$	Working documents available online
			2. Update document annually to ensure accuracy.			\$	Working documents updated annually
		Enable marketing opportunities	1. Review restrictions relating to the promotion of events in public places.			\$	Locations to be included in planning documents
			2. Develop a marketing toolkit to help organisers develop a strategy that is aligned to their target audience.			\$	Marketing toolkit developed and available online
		The Shire	Facilitate the development of events in Broome	Create visibility and transparency of the events strategy	1. Share the consultation report and strategy with key stakeholders in the events community.		
2. Invite feedback regarding the events strategy.						\$	
Create dedicated role(s) for events at the Shire	1. Identify the optimal structure based on the Shire's desired involvement. Review structures at other successful LGAs (e.g. City of Albany, City of Busselton).					\$	Position(s) implemented by <b>XXXX</b>
	2. Create job descriptions for roles identified, with clear parameters regarding what an ideal candidate would look like.  a) Obtain an external view on job descriptions.					\$	
	3. Advertise roles nationally.					\$	
Establish an events working group to engage with the community	1. Establish a working group responsible for working with the Shire to drive open workshops.					\$	Working group developed by <b>XXXX</b>
	2. Invite all Broome events stakeholders to participate in open workshops throughout the year (at least quarterly).					\$	Quarterly workshops executed
	3. Establish a standing agenda that encourages knowledge sharing and collaboration between stakeholders to deliver the best outcomes.					\$	
Active stakeholder management	1. Finalise stakeholder list and associated objectives.					\$	Stakeholder engagement plan developed
	2. Assign responsibility for the management of each stakeholder.					\$	Frequency of engagement delivered on

			3. Develop a stakeholder engagement plan.			\$	
The Shire	Facilitate the development of events in Broome	Make stakeholder engagement a KPI for external event organisers	1. Include stakeholder and community engagement as a criteria when evaluating external event management companies.			\$	XX perception rating of event organiser
			a) Be clear on the role of the Shire as a facilitator.			\$	
			2. Build engagement KPIs into all contracts with external event management companies.			\$	
			3. Develop a system for frequent evaluation of relationship health.			\$	
The Shire	Make events financially sustainable in Broome	Support key events with Shire funding	1. Review all events being funded against the new decision model.			\$	Implementation of revised funding application criteria
			2. Review the value of the funding pool to be allocated to events.			\$	Number of new events developed an/or attracted to the Shire of Broome
			3. Establish a funding model (e.g. recurring funding) to give events the best opportunity to grow.			\$	
			4. Pick the 'winners' that the Shire will back – larger amounts of funding to a smaller number of events.			\$	Number of community events developed into major events
			5. Establish standardised reporting and KPIs for all funded events.			\$	Implementation of standardised reporting and KPIs
		Reduce the cost of holding events at Shire Venues	1. Review current venue hire and application fees.			\$	Review conducted by XXXX
			2. Review special permit legislation and fees (e.g. short-term marquees) to reflect a common sense approach.			\$	
			3. Implement revised fee structures.			\$	Revised fee structure implemented by XXXX
The Shire	Make events financially sustainable in Broome	Support event organisers in obtaining funding	1. Develop a funding toolkit to support event organisers.			\$	Implementation of revised funding application criteria
			2. Provide strategic guidance and advice on the funding process.			\$	Number of new events developed and attracted to the Shire of Broome  Number of community events developed into major events  Implementation of standardised

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Events Calendar	Build clusters of events	Revise the placement of events during the shoulder season to maximise length of stay	1. Carefully consider clustering opportunities when introducing new events.			\$	<b>X</b> events moved to the shoulder season  <b>X</b> events adding an additional showing during the shoulder season	
			2. Review opportunities to move existing events into clusters during the shoulder season. a) Investigate and identify those events best suited to be held at a similar time as existing event assets in Broome and Kimberley (e.g. Staircase to the Moon, Ord Valley Muster).			\$		
			3. Engage in discussions with these event organisers to understand their appetite to move their event, or run it more frequently.			\$		
Events Calendar	Retain and grow regional sporting events		1. Conduct an audit of sports suited to weather conditions in Broome during the shoulder season.			\$	Hosting <b>X</b> regional sporting events during the shoulder season  Hosting <b>X</b> regional sporting events annually	
			2. Engage with sporting clubs to identify opportunities to host regional championships during the shoulder season.			\$		
			3. Explore potential incentives (e.g. discounted accommodation, F&B offers) that would entice clubs to hold new events, or move existing events to the shoulder season.			\$		
			4. Supports interested clubs in developing marketing materials to promote the event to other regions.			\$		
	Build depth during the shoulder seasons	Attract a Masters event to Broome		1. Conduct an audit of Masters sporting events that align with Broome's target audience and weather conditions in Broome during the shoulder season.			\$	Acquisition of a future Masters event in the next <b>X</b> years
				2. Investigate the cost to acquire suitable events and develop top line feasibility numbers.			\$	
				3. Engage with Tourism WA to explore the potential to partner in acquiring one or more of the events.			\$	Funding acquired from Tourism
				4. Develop a detailed feasibility study for target events.			\$	
				5. Submit application to acquire target events.			\$	
	Build or grow cultural events			1. Identify locals that have expressed an interest in developing a cultural event in the past and/or existing events that are interested in scaling up.			\$	Creation of elevation of <b>X</b> cultu
				2. Conduct initial meetings to understand the potential of each event against the event decision making criteria.			\$	
				3. Conduct workshops with 'high potential' events to build on current ideas.			\$	
				4. Request a business plan from top contenders. a) Facilitate introductions to other parties if the individual or organisation don't have the capability.			\$	
				5. Evaluate each business plan to determine if any event meets the 'winners' criteria in terms of funding. a) If events do no meet 'winners' criteria, identify other potential funding partners and support application submissions.			\$	

Events Calendar	Increase the visibility of Broome events	Create a consolidated digital events calendar	1. Create a fully integrated digital events calendar with links to event pages, ticketing, social media sites and other key sources.			\$	Calendar creation and launch b
			2. Engage industry to create links to the calendar on their websites.			\$	
			3. Explore the potential for advertising packages to be sold to fund digital marketing activities.			\$	
		Create offline marketing collateral for physical distribution	1. Design offline marketing collateral for events in Broome.			\$	Marketing collateral designed a
			2. Develop distribution strategy a) Identify potential distribution channels b) Develop a plan to obtain distribution			\$	
			3. Print and distribute materials.			\$	

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Event Delivery	Increase local capability	Make local skill development a KPI for external event organisers	1. Include local skill development as a criteria when evaluating external event management companies.			\$	XX number of local individuals trained in skilled roles X% of individuals that obtain employment based on skills developed		
			2. Build local skill development as a KPI into all contracts with external event management companies.			\$			
		Obtain funding for the development of local skills needed to host events	1. Engage with Tourism Western Australia, Lotterywest and Department of Culture and Arts on skills development required in the community.			\$	X number of training and development sessions funded		
			2. Submit funding application for training and development.			\$			
		Engage the local business community to support training and development	1. Identify local business leaders that have the skills to deliver required training, particularly in business planning and financial management.			\$	X number of training and development sessions delivered by local business leaders		
			2. Engage local business leaders and obtain buy-in to participate in the delivery of training.			\$			
		Host workshops to further event management capabilities	1. Prioritise skill development based on findings from the stakeholder consultation.			\$	Workshop calendar developed by XXXX X workshops delivered each year		
			2. Develop a 12 month training and development plan.			\$			
			3. Implement training and development plan.			\$			
		Event Delivery	Build and retain local events knowledge	Develop systems and processes to retain event knowledge	1. Establish a best practice framework for knowledge management.			\$	Knowledge management guide available online X number of views/downloads of knowledge management guide
					2. Develop a knowledge management for 'dummies' guide that event organisers can follow and implement.			\$	
				Lead a complete event knowledge management audit	1. Develop a campaign to encourage a knowledge management audit when launching the knowledge management guide.			\$	X number of events completing the audit
2. Offer an incentive to encourage completion of the audit.						\$			
3. Offer the ability for event organisers to obtain documents previously submitted to the Shire as part of the campaign						\$			
Event Delivery	Build capacity during peak season	Long term leading arrangements to reduce hire costs	1. Investigate the potential to obtain high demand equipment for the peak and shoulder seasons at a long term discounted rate.			\$	X number of equipment on long term hire for events		
			2. Conduct a feasibility analysis to determine the level of take-up required for the Shire to negate the risk of hire.			\$			
			3. Explore interest in equipment hire at the discounted rates.			\$			
	Identify alternative delivery options	1. Identify organisations in the community that are moving items to and from Perth and other regional areas.			\$	100% engagement with organisations identified			
		2. Explore whether these organisations are open to moving equipment.			\$				
			1. Identify community organisations that may have an appetite to invest in temporary infrastructure for events.			\$	100% engagement with organisations identified		

		Encourage local investment in equipment to keep money locally	2. Engage organisations to canvas interest.			\$	100% Engagement with organisations local
			3. Support business planning and equipment acquisition.			\$	X number of equipment purchased

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Infrastructure	Increase the ability to host outdoor events	Invest in facilities at outdoor venues to make them easier to activate	1. Review investment in outdoor infrastructure by other LGAs (e.g. City of Albany, City of Busselton) to understand potential options.			\$	Business case development by <b>20XX</b>
			2. Develop a requirements list for each outdoor facility.			\$	
			3. Prioritise the list of venues for investment.			\$	
			4. Initiate discussions with funders regarding their potential to invest.			\$	
			5. Develop a business case for investment in key outdoor facilities.			\$	
			6. Submit business case to Council and funding partners.			\$	
			7. Develop a marketing plan for Shire venues to attract key markets (e.g. concerts) over other locations in Broome			\$	
	Develop the Civic Centre as a conference venue	Secure funding for Civic Centre upgrade	1. Review existing application for upgrades (i.e. panelling, anchor points, audio visual) and identify opportunities to fast track Council funding.			\$	Funding assigned for Civic Centre upgrades by <b>20XX</b>
			2. Re-engage with funders to showcase new strategy and the community benefits the upgrade will deliver.			\$	
	Infrastructure	New developments build on Broome's ability to host events	Demonstrate event opportunities to 3 <sup>rd</sup> parties investing in infrastructure	1. Conduct an audit of all venue development/re-development (e.g. Golf Club, Surf Club, Yawuru).			\$
2. Engage these organisations to demonstrate opportunities to fill infrastructure gaps for events.						\$	
3. Facilitate discussions on potential refinements to ensure facilities further Broome's capacity to host events.						\$	



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Conferences	Build a compelling conference product	Conduct research into critical success factors for a conference destination	1. Conduct a literature review of all available research in the public domain on the conferencing market.			\$	Completion of research
			2. Build a detailed case study on the Commonwealth Bank conference held in Broome, including all operational aspects.			\$	
			3. Interview past conference holders in Broome to understand points of delight and pain.			\$	
		Engage industry in building unique products to meet the needs of the market	1. Invite tourism businesses to attend an open forum where the conference research will be shared.			\$	X number of products developed
			2. Gather registrations of interest from businesses that would like to put themselves forward as a potential conference partner – delivery and/or experiences.			\$	
			3. Develop key criteria conference partners will need to meet and invite businesses to submit an application.			\$	
			4. Evaluate all applications and choose businesses to be included in the product development phase.			\$	
			5. Develop a range of products with chosen businesses.			\$	
Conferences	Build the 'Broome Conferences' brand	Develop marketing strategy and plan	1. Define the target audience.			\$	Documented marketing strategy and plan.  KPIs as per the marketing plan.
			2. Create value proposition.			\$	
			3. Establish messaging framework.			\$	
			4. Develop channel strategy.			\$	
			5. Create an action plan to implement the strategy.			\$	
			6. Implement the strategy.			\$	