

12.4 Events Strategy

Location	Town-wide
Reporting officer	Events Officer
Responsible officer	Manager Community
Voting requirement	Simple majority
Attachments	<ol style="list-style-type: none">1. Town of Victoria Park Events Strategy - Final [12.4.1 - 25 pages]2. TOVP Event Strategy - Key Findings Report - Final [12.4.2 - 17 pages]3. Community Survey and Elected Member 1 Survey Report [12.4.3 - 24 pages]4. Elected Member Survey 2 Report [12.4.4 - 14 pages]

Recommendation

That Council endorses the Town of Victoria Park Events Strategy, as shown in Attachment 1.

Purpose

To present the Events Strategy document (developed based on findings from the stakeholder engagement) and seek final endorsement.

In brief

- The Event Strategy will provide a clear framework for achieving a coordinated, best practice and outcome-focused approach towards encompassing event development and delivery, place activation, event attraction, and partnerships.
- The Town engaged FORM to develop an Event Strategy for the Town of Victoria Park. In collaboration with FORM, the Town's Events team undertook a comprehensive period of stakeholder engagement between October– December 2021 with a broad cross-section of the Victoria Park community, business and community organisations to inform development of the strategy.
- Stakeholder engagement identified four key pillars related to the provision of events in the Town.
- No public comment period was undertaken as community stakeholders indicated they did not feel it was required and would be a duplication of work. This approach was supported in principle by Council.
- The Town is now seeking Council endorsement of the Town of Victoria Park Events Strategy. The Town will have the strategy graphically designed post endorsement.

Background

1. In 2017, an Events and Place Activation Strategy (E&PA Strategy) was drafted for endorsement however, was never considered by Council. This was due to:
 - (a) The development of the Economic Development Strategy (which utilised aspects of the E&PA Strategy);
 - (b) Development of the Place Planning Team who took on operational elements of place activation;
 - (c) Intent to develop a Community Development Strategy.
2. The need for an Events Strategy arose from increased focus by stakeholders to use events to leverage benefits for community projects. This is because they are a positive touch point for the Town (and its stakeholders) to activate areas, promote services, undertake engagement, and facilitate community

capacity building opportunities. Therefore, the Town identified a need for an Events Strategy to ensure clarity in its delivery approach for events and match this with appropriate resourcing.

3. The Town engaged FORM in September 2021 to develop an Events Strategy for the Town of Victoria Park. The scope of works included the following:
 - (a) Project management;
 - (b) Research and analysis;
 - (c) Community consultation and engagement;
 - (d) Evaluation and assessment;
 - (e) Summary of findings;
 - (f) Presentation of findings; and
 - (g) Report and strategy development.
4. In collaboration with FORM, the Town's Event team undertook a comprehensive period of stakeholder engagement between October – December 2021 with a broad cross-section of the Victoria Park community, business and community organisations to inform development of the strategy.
5. Between October 2021 and January 2022 FORM completed the following research:
 - (a) Desktop review of the Town's relevant strategic plans and guiding documents; and
 - (b) Desktop review of the Town's existing services, events and activities.
6. In February 2022, FORM completed a Key Findings Analysis based on stakeholder engagement and the desktop review and research.
7. In March 2022, The Town and FORM presented the draft Events Strategy at an Elected Member Concept Forum.

Strategic alignment

Civic Leadership	
Strategic outcome	Intended public value outcome or impact
CL02 - A community that is authentically engaged and informed in a timely manner.	The community is given a range of opportunities and mediums through which they can provide feedback about their priorities related to event delivery and event attractions in the Town.
CL03 - Well thought out and managed projects that are delivered successfully.	The Events Strategy will set the strategic direction for Town-led events, community-led events and externally organised events (including those held on Town land and at non-town owned venues).

Economic	
Strategic outcome	Intended public value outcome or impact
EC01 - A desirable place for commerce and tourism that supports equity, diverse local employment, and entrepreneurship.	The Town embeds economic development opportunities into its approach to the delivery and facilitation of events across the Town. Provide affordable and inclusive entertainment options for residents.

Social	
Strategic outcome	Intended public value outcome or impact
S03 - An empowered community with a sense of	The Town uses events to:

pride, safety and belonging.	<ul style="list-style-type: none"> • facilitate connections and relationships between people, groups, and the place they live. • build capacity of groups and individuals to learn/develop skills to use for future community events and activities.
S04 - A place where all people have an awareness and appreciation of arts, culture, education, and heritage.	<ul style="list-style-type: none"> • The Town delivers and facilitates a vibrant, fun and diverse program of events that caters to the different interests and talents in the community. • Showcase and promote local services and community groups in a fun interactive way.

Engagement

Internal engagement	
Stakeholder	Comments
TOVP Staff	Participation in staff workshop.
Events, Arts and Funding	Participation in staff workshop.
Community Development	Participation in staff workshop.
Place Planning	Participation in staff workshop and involvement at strategic planning meetings with the consultants.
Library	Participation in staff workshop.
Environmental Health	Participation in staff workshop.
Executive Officer (Citizenships)	Participation in staff workshop.
Project Management Office	Participation in staff workshop.
Stakeholder Relations	Participation in staff workshop and involvement at strategic planning meetings with the consultants.
C-Suite	Participation in staff workshop.
Elected Members	<ul style="list-style-type: none"> • Two online surveys (October 2022 and December 2022 – pre and post local government elections). • Participation and workshop in November 2021 Concept Forum. • Participation in March 2022 Concept Forum. • Request for feedback on the draft Plan via Elected Member portal in May 2022.

External engagement	
Stakeholders	<ol style="list-style-type: none"> 1. Residents 2. Community organisations 3. Broad community 4. Representatives of the Aboriginal and Torres Strait Islander community 5. Representatives and advocates for people living with disabilities 6. Local industry groups
Period of engagement	October – December 2021
Level of engagement	2. Consult
Methods of engagement	<ol style="list-style-type: none"> 1. Industry Workshops (two) 2. Mindeera Advisory Group Engagement 3. Community workshop 4. Access and Inclusion Advisory Group Engagement workshop 5. Staff engagement workshop 6. Pop-up engagements with service providers / community groups: <ol style="list-style-type: none"> a. Library - Murder Mystery Event b. Library – Rhyme Time c. Library – Story time d. Toy Library at Keith Hayes Community Centre e. Farmers Market at John MacMillan Park f. Library – International Games Night g. Connect Vic Park – drop in during activities 7. Pop-up engagements at key community events: <ol style="list-style-type: none"> a. Playtime in the Park b. Twilight Trio #1 c. Twilight Trio #2 d. Twilight Trio #3 e. Cocktails and Candy Canes f. Citizenship Ceremony 8. Online survey 9. Hard copy survey 10. Your Thoughts – engagement platform
Advertising	<ol style="list-style-type: none"> 1. Media Release 2. Town Website 3. Your Thoughts page 4. Local Newspaper public notice (PerthNow) 5. Public notices on noticeboards in Admin Building and Library 6. Social media 7. Direct emails to community networks and service providers 8. Direct emails to reference groups 9. A6 Flyer handed out at events / pop-up engagements

Submission summary	See attached Event Strategy - Your Thoughts Engagement Report
Key findings	See attached TOVP Event Strategy - Key Findings Report.

Legal compliance

Not applicable.

Risk management consideration

Risk impact category	Risk event description	Consequence rating	Likelihood rating	Overall risk level score	Council's risk appetite	Risk treatment option and rationale for actions
Financial	Not endorsing the Events Strategy may lead to increased financial risks due to adhoc approach to Events as a result.	Moderate	Likely	High	Low	TREAT by endorsing the Strategy
Environmental	N/A				Medium	
Health and safety	N/A				Low	
Infrastructure/ ICT systems/ utilities	N/A				Medium	
Legislative compliance	N/A				Low	
Reputation	Not endorsing the Events Strategy after extensive community engagement could result in a loss of community confidence in the Town	Moderate	Likely	High	Low	TREAT by endorsing the Strategy
Service delivery	Not meeting community expectations for event programming because the Town's approach is unclear	Major	Likely	High	Low	TREAT by endorsing the Strategy

Financial implications

Current budget impact	Sufficient funds exist within the annual budget (2021-22) to address this recommendation.
Future budget impact	<p>Budget has been proposed in 2022/2023 to address actions within the Events Strategy through the budgeting deliberation process.</p> <p>Should the 2022/2023 budget requested for events not be endorsed by Council, then prioritisation of actions within the Strategy would be required.</p>

Analysis

8. Findings from the Events Strategy engagement period informed development of the draft Strategy. The engagement demonstrated the following key themes which have been subsequently embedded within the vision of the Events Strategy (*Vic Park is loved, local and alive*):

- It could only happen here/support local
 - Use local suppliers
 - Showcasing the Town's artistic and cultural capital and potential
 - Events that take over public space creating play streets
 - Increased sense of community and local identity
- There is always something on in the Town of Victoria Park
 - Regular community-level events on Town thoroughfares and public reserves that activate public space and increase economic opportunities for brick-and-mortar businesses
- Something for everybody
 - Balance calendar of events and activities that appeal to all demographics
 - Activities for all youths, not just younger children
- Accessibility
 - Activity in local parks/reserves that are walkable for local residents
 - Convenient
 - Minimal crowd/vehicle congestion
- Sustainability
 - Walkable/minimal vehicle movement
 - Minimal waste/rubbish/litter
 - Minimal surface degradation/environmental impact
 - Facilitated/Council approved events that align to the Town's sustainability standards

9. The draft Strategy contains four pillars:

- I. Create the Plan

(We will create 'the plan' to generate year-round vibrancy and offer something for everyone)

- II. Amplify local identity
(We will positively contribute to the Town's local identity and showcase our local flavour)
 - III. Harness the community
(We will engage, involve and harness our community and partner with others)
 - IV. Tell the world
(We will support, promote and champion our local businesses and brand).
10. No public comment period was undertaken as feedback from community stakeholders and Elected Members indicated it would be a duplication of work and their interest was to see event programming that would result from the Strategy.
 11. The Town intends to take on a range of roles in events and festivals with priorities (in order) being to include the following delivery approaches:
 - a. Event organiser/event producer
 - b. Partner/supporter
 - c. Approver/host
 - d. Advocate
 - e. Communicator/promoter
 12. The Town is now seeking Council endorsement of the Town of Victoria Park Events Strategy.
 13. The Town will have the Strategy graphically designed after endorsement.

Relevant documents

Not applicable.

Further consideration

A typo in Attachment 12.4.1 - Town of Victoria Park Draft Events Strategy – Final on page 19 in the 'Tell the World' table has been amended from 'quantity' to 'quality'.

A change has been made to Attachment 12.4.1 - Town of Victoria Park Draft Events Strategy – Final on page 19 in the 'Tell the World' table. The format for measuring the quality of event promotion has been changed from 'media monitoring' to 'comms plan evaluation'.