



Identifying Opportunities for Events in Broome

April 2017



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Scope of Engagement

The Brief

The Shire is seeking to develop a strategic plan to improve its major events (defined as 1,500 attendees over a 2 day period or participant based events with 250+ travellers¹) calendar. The Shire understands the potential impact a successful event can have on regional communities, creating sustained tourism and economic growth.

The aim is to attract and retain events that will increase the length of stay of existing visitors and increase visitation levels during the peak and shoulder seasons, which in turn will deliver increased tourism expenditure in the Shire.

Develop an Events Attraction Strategic Development Plan that will:



The challenge

1

Capabilities

What capabilities are required to build, enhance or attract major events?

Current State

- What are our current infrastructure capabilities?
- How easy is it to access infrastructure run by the Shire?
- What capacity exists in terms of skills and services?

Gaps (perceived and real)

- What key infrastructure requirements of major events are not present?
- What capacity for major events in terms of skills and services is not present?

Future Outlook

- What short term developments can be made to support major events?
- How can we enhance our capacity in the short term to support major events?

2

Major Events

What types of major events should be included in the calendar?

Current State

- What is the current calendar of events?
- What events from the current calendar have the potential to be grown?

Gaps (perceived and real)

- What are the current gaps (e.g. theme, type, size) in the events calendar?

Future Outlook

- What existing events could we build on?
- What existing external events may be relevant and feasible to be held in Broome?
- What are the potential options for an iconic flagship 'Broome' event?
- What criteria (e.g. connection to tourism assets, linkage to Gateway to Kimberley, recurrent) should be in place for developing major events?
- Who should we be building relationships with (e.g. event owners, event management)?

3

Funding

How do we build funding for major events?

Current State

- Who are the current funders of events in the Shire? Is there the opportunity to increase this funding?
- What are the perceptions of Broome as an events destination from major funders?

Gaps (perceived and real)

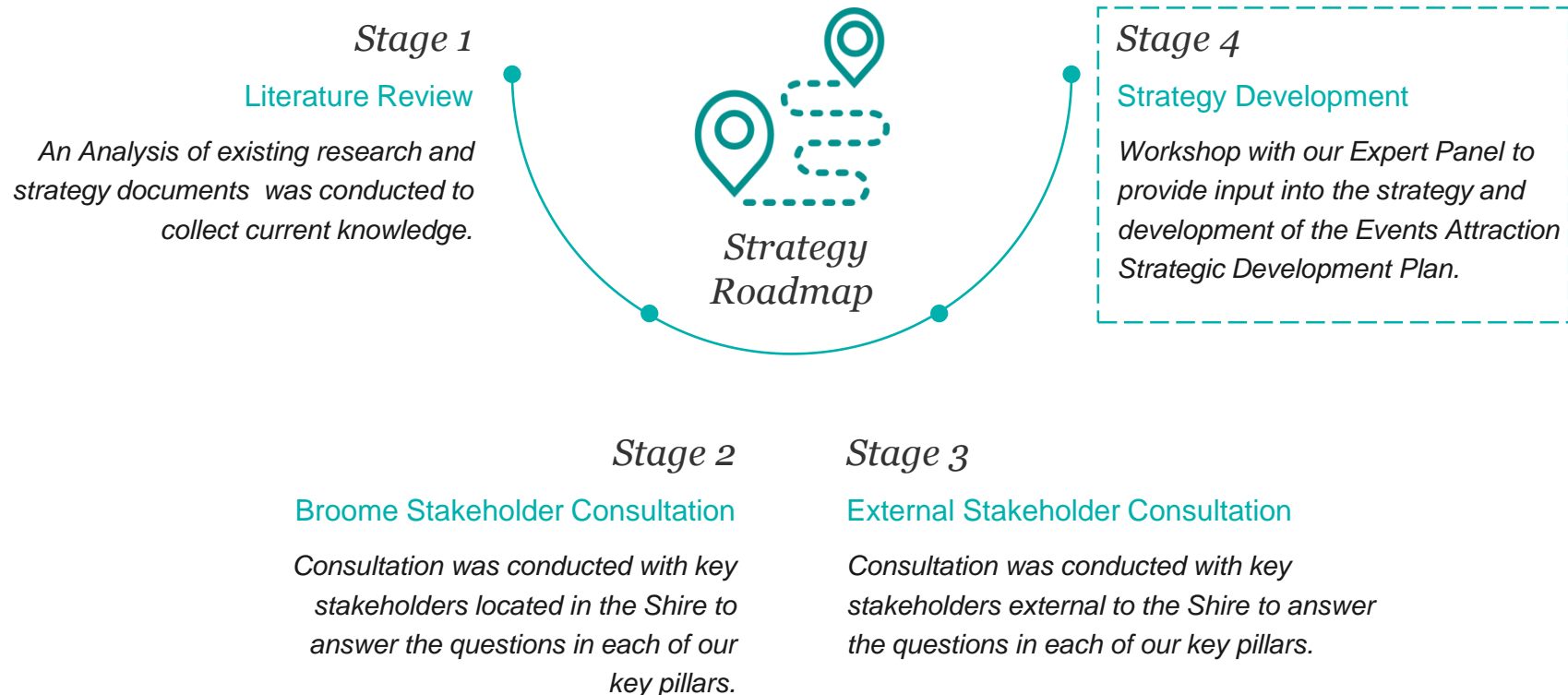
- What other funders (e.g. Government, private sector) exist, that Broome are not tapping into?
- What other funding models exist (e.g. co-investment opportunities)?
- What is holding Broome back from tapping into other funding sources?

Future Outlook

- Who are the most appropriate partners and what are their key requirements?
- What is the appetite to invest in events in Broome?

Scope of Engagement

To ensure that this engagement was built upon current knowledge and insights, we used a staged approach.



Events in Broome

In Summary: Events in Broome

Successful Events

Successful events are built for the target audience of the destination and deliver on the pillars of a successful event – community built, unique, authentic and high quality.

Event Opportunities

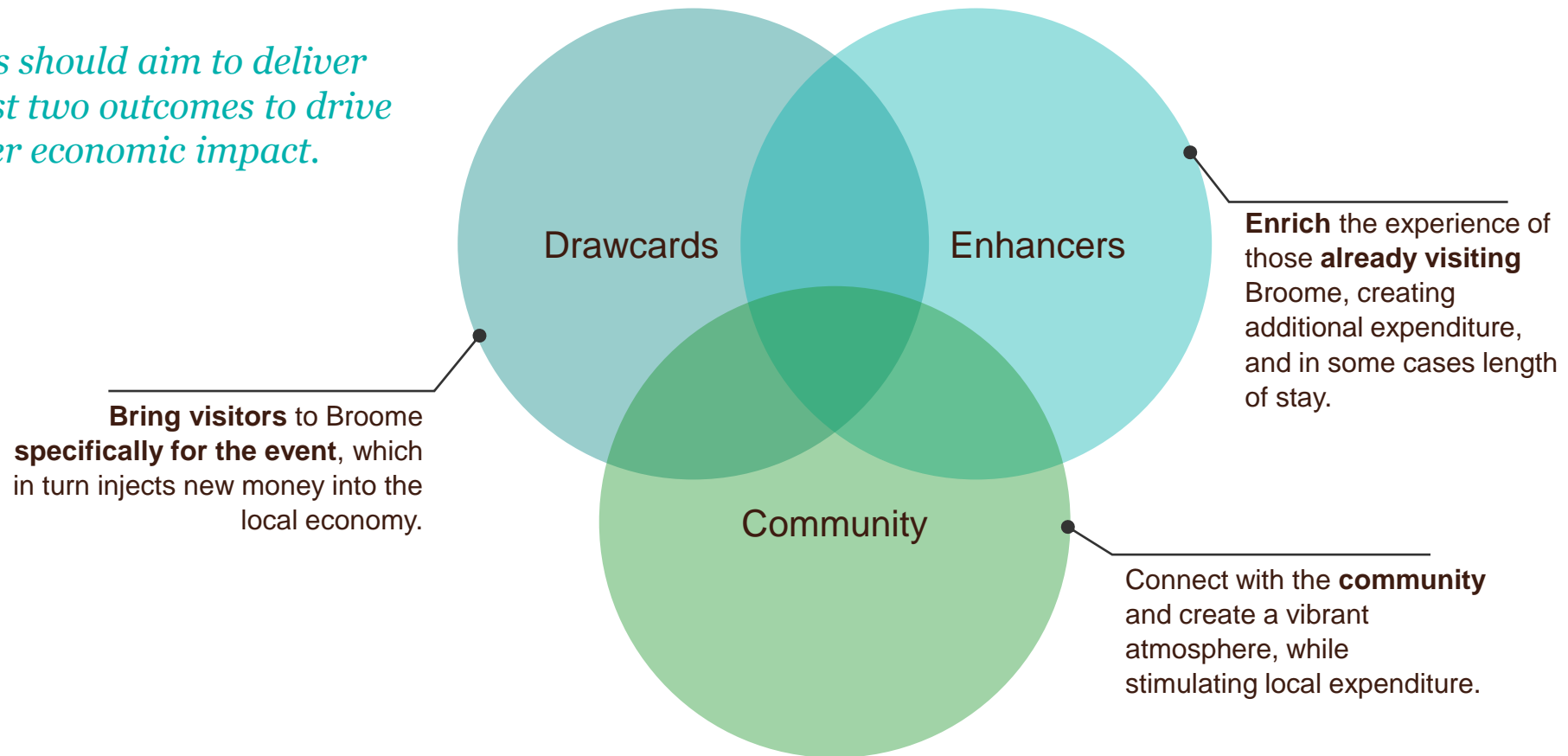
Cultural events (in particular those with an indigenous focus), participation sports, and conferences are viewed as the key opportunities for Broome.

Events Calendar

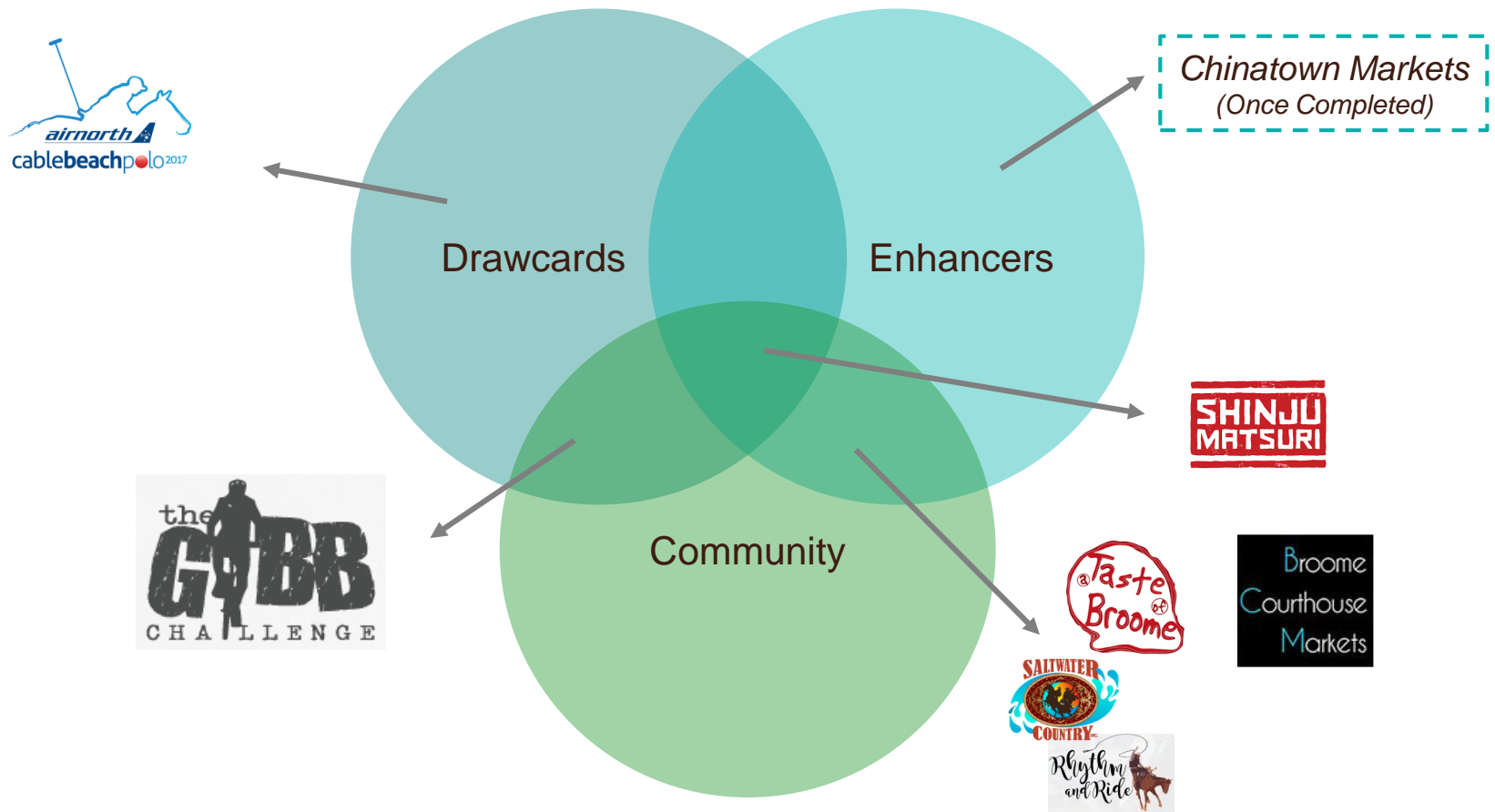
Key shoulder periods (April, early May and October) have the biggest gaps in the events calendar. Careful consideration needs to be given to building a 'new' major event vs. adding depth to the event calendar by providing more options and leveraging existing events or audiences (e.g. 'Gateway to the Kimberley' visitors, Staircase to the Moon).

Events in Broome should focus on one or more of the following outcomes

Events should aim to deliver at least two outcomes to drive greater economic impact.



Broome has a number of existing events delivering strong outcomes



Events need to be built with Broome’s target audience in mind

Stakeholders recognise the importance of building events that speak to Broome’s target audience. These people have an existing interest in the location and the means to visit. Events can act as a trigger to convert interest into booking, or can help to increase length of stay.

The examples to the right are Tourism WA’s key segments. These align Broome Tourism Strategy’s definition of adult couples on holidays, but bring a measure of affluence and time availability into the mix.

We also recognise that some operators look at audiences based on mode of transportation (i.e. fly and drive, fly only, drive only).



Grey Explorers



Dedicated Discoverers



Aspirational Achievers

These groups are less likely to be impacted by typical barriers:

Cost of flights

Cost of accommodation

Travel time

Successful events are unique, authentic, have strong community buy-in, and quality delivery



Community built

The event must have buy-in and support from the community. In regional areas, many events are born from the community, evolving over time into major events.

Support of the local community is linked to local attendance, doubly important as locals make up the majority of income.



Unique

The event must be difficult for anyone to replicate – it can't be experienced anywhere else.

An event experience also available in a more convenient (cheaper, closer) location diminishes the likelihood of visitors travelling to Broome.



Authentic

The event must reflect the local culture and showcase the natural environment.

Broome's unique indigenous and multicultural ties can be incorporated into events.



Quality Delivery

A high quality product must be delivered in a professional manner to facilitate major event development. This must be done whilst maintaining respect for and including local community groups (e.g. indigenous and low socio-economic individuals).

Cultural events, participation sports and conferences are considered the events best suited to Broome



Cultural



Participation Sports



Conferences

Rationale

Broome has a rich history and unique culture to share. This could be in the form of arts, culinary and music.

- Indigenous culture and community.
- Pearling history and Asian influences.
- Multi-cultural 'melting pot' of 70 nationalities.

Broome has a strong sporting community, established sporting facilities (i.e. BRAC) and a unique natural environment that can be leveraged for land based events (e.g. Cable Beach).

Broome has a strong accommodation offering and existing facilities that may enable it to cater to larger audiences. Combined with a Broome and Kimberley experience, this could be a compelling proposition.

Current Events

Shinju Matsuri, Taste of Broome, Rhythm and Ride.

Regional and Remote sporting carnivals, Cable Beach Marathon.

Conferences delivered by major hotel operators (e.g. Cable Beach Club, The Mangrove).

Stakeholders would like to create new events or enhance existing events in Broome



Cultural



Participation Sports



Conferences

Opportunities

- Events celebrating Indigenous culture.
- Culinary events that tap into local produce (e.g. Bluefin tuna, mud crabs, mangoes).
- Masters and land based participation events that target a high socio-economic audience.
- Could be linked with other events in the calendar to deliver an overall Broome experience.
- Upgrades to existing facilities would enable Broome to cater for conferences with 300 to 400 people.
 - Currently, indoor venues can only cater for 200 to 300 guests depending on the configuration.

Limitations

- For indigenous events, availability of Yawuru during wet season may impact the ability to execute at the start of the tourism season.
- Concerns regarding weather in the shoulder seasons may be too much of a risk for organisers.
- Limited target audience given current routes and supply.
- Incentives are typically required to attract conferences.

April, early May, late September and October present the biggest gaps in the events calendar



September

| MONDAY | TUESDAY | WEDNESDAY | THURSDAY | FRIDAY | SATURDAY | SUNDAY |
|-------------------------------|-------------------------------|-------------------------------|--|--|--|--|
| 28 | 29 | 30 | 31 | 01 | 02 Shinjū Matsuri Festival Courthouse Markets | 03 Shinjū Matsuri Festival Courthouse Markets |
| 04 Shinjū Matsuri Festival | 05 Shinjū Matsuri Festival | 06 Shinjū Matsuri Festival | 07 Shinjū Matsuri Festival Staircase to the Moon Taste of Broome Night Markets | 08 Shinjū Matsuri Festival Staircase to the Moon | 09 Shinjū Matsuri Festival Staircase to the Moon Courthouse Markets | 10 Shinjū Matsuri Festival Courthouse Markets |
| 11 | 12 | 13 | 14 Sea Princess Cruise Night Markets | 15 | 16 Relay for Life Courthouse Markets | 17 Courthouse Markets Relay for Life Courthouse Markets |
| 18 | 19 | 20 | 21 Night Markets | 22 | 23 Courthouse Markets | 24 Courthouse Markets |
| 25 | 26 | 27 | 28 | 29 | 30 Courthouse Markets | |

10



May

| MONDAY | TUESDAY | WEDNESDAY | THURSDAY | FRIDAY | SATURDAY | SUNDAY |
|---------------------------|--------------------------|--|---|--|---|---|
| 01 | 02 | 03 | 04 | 05 | 06 Courthouse Markets | 07 Courthouse Markets |
| 08 Pacific Eden Cruise | 09 | 10 | 11 Staircase to the Moon Shirju Fringe | 12 Staircase to the Moon Shirju Fringe | 13 Staircase to the Moon Courthouse Markets | 14 Courthouse Markets |
| 15 | 16 | 17 | 18 | 19 | 20 Cable Beach Polo Courthouse Markets | 21 Cable Beach Polo Pacific Eden Cruise Courthouse Markets Old River Road MTD |
| 22 Old River Road MTD | 23 Old River Road MTD | 24 Old River Road MTD Heritage Film Festival | 25 Melbourne International Comedy Festival | 26 | 27 | 28 Courthouse Markets |
| 29 | 30 | 31 | | | | |

6



April

| MONDAY | TUESDAY | WEDNESDAY | THURSDAY | FRIDAY | SATURDAY | SUNDAY |
|--------|--|------------------------------|------------------------------|-----------------------------|---|--------------------------|
| 27 | 28 | 29 | 30 | 31 | 01 Courthouse Markets | 02 Courthouse Markets |
| 03 | 04 | 05 | 06 Silver Discover Cruise | 07 | 08 Courthouse Markets | 09 Courthouse Markets |
| 10 | 11 | 12 Staircase to the Moon | 13 Staircase to the Moon | 14 Staircase to the Moon | 15 Easter Bales Fest Courthouse Markets | 16 Courthouse Markets |
| 17 | 18 | 19 | 20 | 21 | 22 Courthouse Markets | 23 Courthouse Markets |
| 24 | 25 Pacific Eden Cruise Antax Day Service | 26 Silver Discover Cruise | 27 | 28 | 29 Courthouse Markets | 30 Courthouse Markets |

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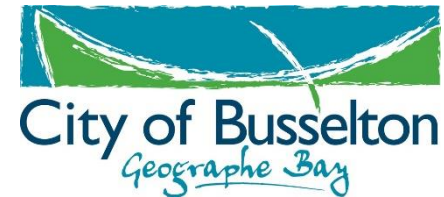
October

| MONDAY | TUESDAY | WEDNESDAY | THURSDAY | FRIDAY | SATURDAY | SUNDAY |
|---------------------------|---------|-----------|----------|-----------------------------|---|-----------------------------|
| 25 | 26 | 27 | 28 | 29 | 30 | 01 Courthouse Markets |
| 02 | 03 | 04 | 05 | 06 Staircase to the Moon | 07 Staircase to the Moon Courthouse Markets | 08 Staircase to the Moon |
| 09 | 10 | 11 | 12 | 13 | 14 Courthouse Markets | 15 |
| 16 | 17 | 18 | 19 | 20 | 21 Courthouse Markets | 22 |
| 23 Sun Princess Cruise | 24 | 25 | 26 | 27 | 28 Courthouse Markets | 29 |
| 30 | 31 | | | | | |

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Note: Full consolidated event calendar will be provided separately.

Case on a Page: Jazz by the Bay



Strategic Approach to Event Creation

The City of Busselton was cited by External Stakeholders as a Local Government Area that takes a strategic approach to events. The Jazz by the Bay music festival was created by the City to:

- Address a gap in the events calendar – winter time (off peak)
- Speak to one of its core target audiences – empty nesters

Through audience research it was able to link a winter experience the target audience would enjoy in the area to a specific area of interest - music. Through government funding and local corporate sponsorship it has been able to build into a successful event in a short period of time, now entering its fifth year.



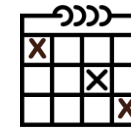
With a limited amount of resources, consideration needs to be given to what will deliver the best ROI

While there is a lot of interest in building a large scale event, there is also merit in investigating the addition of multiple smaller events to deliver a more compelling events calendar.



A single major event

- Large number of visitors for a short and specific time period
- Size is limited by tourism supply (e.g. flights, accommodation)
- Take longer to develop and get off the ground
- Needs strong buy-in from a major sponsor such as Tourism WA



Building depth in the events calendar

- There is an opportunity to entice people to visit at different times
- Can provide benefits during the shoulder season
- Provides depth in offering to deliver a longer and more enriching experience
- Quicker to develop and get off the ground
- Greater potential to obtain funding that can make a meaningful difference

Building on the current events calendar provides more opportunities to leverage existing visitation



Staircase to the Moon

Experiencing the Staircase to the Moon is currently a drawcard for visitors to Broome. Complimentary events could be scheduled strategically to encourage longer stays in Broome. With the phenomenon occurring for 2 to 3 days a month between March and October there is opportunity to develop visitation during shoulder seasons.



Cruise Ships

Thousands of day trip visitors come via the cruise ships. As per Broome CCI's strategy, there is an opportunity to hold small events that enhance the experience and encourage spend. Chinatown Redevelopment is likely to play a key role achieving this.



Gateway to Kimberley

The Kimberley is increasing its visitation, and many use Broome as a gateway.

A strong and consistent events calendar provides an opportunity to extend their stay in Broome. Low hanging fruit could be those travelling to Kimberley for events (e.g. Ord Valley Muster).

Currently, there is no authoritative source on events in Broome

Multiple events calendars exist, but all have some information gaps. As a value add for this engagement, Metrix has consolidated all event calendars.



The Visitor Centre put its hand up to be the authoritative source on events in Broome. It is willing to waive any fees that may have existed for events to be included in the calendar.

Event Management Capability

In Summary: Event Management Capability

Relationships between Event Holders and the Community

More can be done by event management companies to build relationships and trust within the community. Collaborative relationships minimise community resistance to the use of external event companies.

Increased Communication between Local Event Groups

Event organisations in the community rarely communicate or work together for the best outcome. This is restricting Broome's ability to organise successful events and develop a comprehensive events calendar.

Improved Knowledge Management Processes

Poor systems and processes are leading to significant knowledge loss. Limited document management combined with the transient workforce is resulting in the loss of critical event documents and operational knowledge.

Many with the required skills to develop and run events are volunteering their time in addition to full time jobs

There is a strong potential for burn-out, which is perceived to have already occurred. As a result, some believe that the size of the volunteer base in Broome has declined.

Event Management

Many event organisers volunteer their time in addition to full time jobs. The large time investment and mental strain can lead to burn out and withdrawal of involvement in events.



Volunteer Labour

There is also a strong reliance on local volunteers to provide unskilled labour such as event setup and pack down. There is a perception that the prolonged heavy reliance on the small volunteer base within the community has contributed to diminishing volunteer numbers.

Broome’s ability to deliver in all key areas of event management is limited

Although individuals may have multiple skills, few (if any) can deliver in all areas. Some stakeholders shared the sentiment that locals were ‘fumbling through it’ when running Shinju Matsuri. There is also a belief that most event managers will not be able to grow events without significant external assistance.

- Business planning and strategy**
- Taking a strategic approach to identifying events that are a good fit and have potential.
 - Taking an idea and turning it into a robust business plan.

- Funding acquisition and management**
- Knowledge of who to go to for funding and how to complete high quality applications.
 - Identifying the right sponsors and creating compelling value propositions.
 - Managing stakeholder relationships and demonstrating the impact of involvement.

- Financial management**
- Building events with a view to becoming sustainable quickly (i.e. not heavily reliant on funding).
 - Have appropriate governance/financial control in place.

- Sales and marketing**
- Allocating a suitable budget to sales and marketing.
 - Understanding of the best way to take the event to market.

- Event delivery**
- Ability to deliver risk management and traffic management plans.
 - Professional delivery of the event – meeting the needs of all involved (e.g. attendees, volunteers).

While the events community recognises this gap, there is a resistance to use external event managers

Resistance to collaborating with external organisations is driven by three key factors.

Loss of community ownership

In the case of Shinju Matsuri, there is a feeling of loss of ownership of the event. Some local community groups who helped create the event no longer feel like the event is 'theirs', driven by their level of involvement now, and changes to the event format.

Poor understanding of the community

Some in the community feel external parties lack knowledge and understanding of the local community and its culture. There is also a feeling the event format has changed to have less community based events, making it less accessible to the community and potentially contributing to the lack of connection.

Taking away a local opportunity

Broome is a proud community that believes it is capable of running events, and don't want to see opportunities taken away from locals.

More can be done by event management companies to build relationships and trust in the community

Given the large amount of community involvement, it is particularly important to build relationships with key influencers that have wide connections in the community.

1

Community
engagement

Engaging with local organisations and community groups will assist in demonstrating knowledge, understanding and respect for the local community, and its culture.

2

Partnerships with local
organisations

Working as a partner with local organisations demonstrates a willingness to embrace and recognise the skills in the community. A sense of pride for those involved and their networks can be created.

3

Investment in building
local capability

Local capability building shows the community that the organisation is serious about having a long term impact beyond just event delivery.

Case on a Page: Ord Valley Muster



Engaging Local Stakeholders

It was noted by numerous stakeholders that Mellen Events has built strong relationships in the Kimberley, and is considered by many as part of the community.

It has achieved this by:

- Investing time to engage far and wide - giving the community a “voice”.
- Approaching all engagement with professionalism and respect.
- Making the community feel part of the decision making process - formulating the “story” of the event.



Organisations in the community rarely communicate or work together for the best outcome

This is restricting the ability to achieve strategic 1+1=3 outcomes.

Lack of collaboration

Shire instigated meetings are often the only trigger for the events community to come together and discuss events. However, such meetings are often focused on complaints rather than strategic planning.

Some believe there is the potential to build an events committee to facilitate discussion and collaboration between event holders and avoid issues from occurring again.

“ *There was a year that another event was scheduled for the opening night of the races. They didn't even realise and it had a huge impact on their attendance.* ”

“ *If only the community of Broome could work together.* ”



1. Clashes in the event schedule

No communication between event organisers has led to multiple events being scheduled on the same day, reducing attendance and the likelihood of both events being successful given the available audience.

2. Competition for services and infrastructure

Schedule clashes lead to event organisers fighting for local services and infrastructure. With limited supply external supply must be sourced, increasing event costs.

3. Missed opportunities to maximise returns

Currently, there is no forum to share ideas and identify event synergies. If two ideas can be merged into a bigger idea this could improve feasibility and open up additional funding. An example given was parties who competed for funding in the past working together to relaunch Stompen Ground.

Poor systems and processes are leading to significant knowledge loss

Limited document management combined with the transient workforce are resulting in the loss of critical event documents and operational knowledge.

Cases exist of event holders having contacted the Shire to request past applications due to not having them on file. New event holders have taken over the management of events without a verbal or documented handover on general event information or processes.

Key documents mentioned include:

- Operational plans
- Event permits
- Funding applications
- Event schedules
- Promotional materials
- Budgets

Developing systems to capture and document this information will increase efficiency, giving organisers more time to spend seeking funding or running a high quality event.



Event Funding

In Summary: Event Funding

Understanding the “Funders Spectrum”

Event holders need to understand the unique objectives of each organisation when sponsoring an event (e.g. economic or social development) and demonstrate how it will help funders achieve their organisational goals.

Clearly Communicate Events Value

Funders react positively when funding applications include a value proposition that clearly outlines the benefits of investing in an event. Doing so makes it easier to “sell” event investment to internal stakeholders.

Incorporating the Community

Events that clearly demonstrate local community support (e.g. Shire and Yawuru) are viewed positively. Detailing strategies to involve the community in events is also favourable and increases the likelihood to attract a broader range of sponsors.

State Government, utilities and resource companies are the main funders of events in Broome

Event sponsors in Broome typically have some business interest in the area, such as resource companies. Local businesses do contribute, but the value of contributions is often smaller than the other categories. Due to the large number of requests to local businesses support cannot be provided to all.

State Government



Utilities



Resources



Local Business



The future outlook for funding is likely to be negatively impacted by the external environment



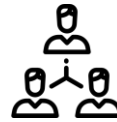
State Government

Funding from government agencies is predicted to remain at current levels if the Liberals retain power (most interviews were conducted prior to the election). However, there is recognition that a change in Government could change this.

Private Sector

Private sector funding is reflective of the economic climate and more volatile. Given tighter economic times, organisations are more likely to see cuts in their funding budgets.

Funders typically are aiming to achieve either a social or economic impact



Social Impact

Funders with a focus on social measures invest in events that create vibrancy, connection and learning opportunities for the community, or provide the opportunity to communicate about social issues.



Economic Impact

Funders with a focus on the economic impact of events look to partner with events that stimulate the local economy and businesses. Value propositions need to demonstrate the ability of an event to increase visitation and/or expenditure in the local area.

Most funders have objectives that are focused on the overall community (macro) where as others are seeking a specific outcome (micro)

Macro Focus

Funders with an overall focus prioritise investment in events that have a broad and a inclusive impact on the community. The more individuals and groups involved within the local community the better.

Micro Focus

Contrastingly, other funders are focused on events that concentrate on a single measure or involve a specific sub-section of the community. For example, events that use art to engage at risk youth may be appealing to the Department of Culture and Arts and mental health organisations.

When creating value propositions, the objectives of each organisation must be top of mind



Research is of paramount importance when dealing with Funders

Funders have clearly outlined evaluation criteria to determine events sponsorship. Open dialogue and communication beyond online forms is encouraged.

“ It is easy, go online, understand our objectives and see how your event can help us reach those objectives. We always recommend picking up the phone and having a chat as the first step though. ”

Checklist when developing funding applications

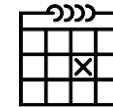
- ✓ Develop a detailed understanding of the company/organisation, in particular their **target audience** and **sponsorship objectives**.
- ✓ Understand the **lead times**, how long does it take from application to acceptance of funding? Many funders only accept applications once a year.
- ✓ Have a clearly outlined **value proposition**, Be able to explain what your event brings to the table and **what is in it for them!**
- ✓ Strive to communicate clearly with the funders, even though most of the forms are completed online, be willing to **pick up the phone** and **build a relationship**.
- ✓ Include letters of support from key local stakeholders (Goolarri, Shire and Yawuru) early in the process to demonstrate local engagement.

Involving the community and event timing are key strategies to maximise funding



Incorporate the Community

Ensuring there is at least one community component of an event increases eligibility for a greater array of funding. For example, events with a corporate hospitality focus can grow by including a free community event and gain funding for this element.



Appropriate Timing of Event

Make sure to consider the current schedule of events

- Important to “own” a slot on the cluttered calendar.
- Place event out of peak season if want to be eligible for TWA funding.

Some funders will also support organisations by investing in the infrastructure and capabilities required to host events



Infrastructure

Some funders may be willing to invest in improving infrastructure (e.g. Civic Centre) or equipment (e.g. portable toilets) if there is a clear outcome for the community demonstrated.

Lotterywest would be the most likely partner in building infrastructure.

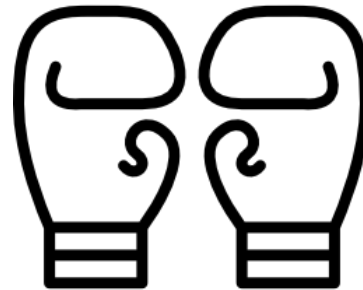


Building Capability

There is also interest in supporting training programs to teach locals skills that can be applied to events (e.g. risk management, business planning).

Department of Culture and Arts (DCA) expressed a keen interest in helping build the capacity needed to host events in the Kimberley.

For a small town, there are a number of events and organisations competing for funding from the same sources



High Levels of Competition

Stakeholders in Broome recognise this, but many do not see a solution to the problem. As mentioned previously, some view collaboration as an opportunity to identify synergies with a view to working together to deliver a bigger impact.

Alternative funding models such as co-investment and crowd funding could be considered

Crowd Funding

There are examples in Australia of events raising small amounts of funds (\$1,000 to \$3,000 via crowd funding). These events have typically been smaller scale and focus on niche audiences.

What is crowd funding?

Crowd funding is the practice of raising money from a large number of people who each contribute a relatively small amount, typically via the internet.

Co-Investment

Local event organisers could also investigate partnerships with external event management companies or talent. Based on our experience working on events in WA, we are aware of a small number of events where revenue or profit sharing has been in place. This approach would need to be carefully managed to ensure the event is eligible for funding from government agencies.

This approach was used by the Town of Port Hedland and Sunset Events. Under the festival's management agreement, Sunset Events and the Town agree to use event profits to first cover Sunset's management fee of up to \$250,000, with profits above that mark then being split on a 60-40 basis.



KICKSTARTER



**SUNSET
EVENTS**



Venues in Broome

In Summary: Venues in Broome

Activating Outdoor Venues

Although the use of outdoor venues highlights the uniqueness of Broome as an events destination (a key pillar to successful events), the costs associated with activating these spaces are currently limiting event feasibility and sustainability.

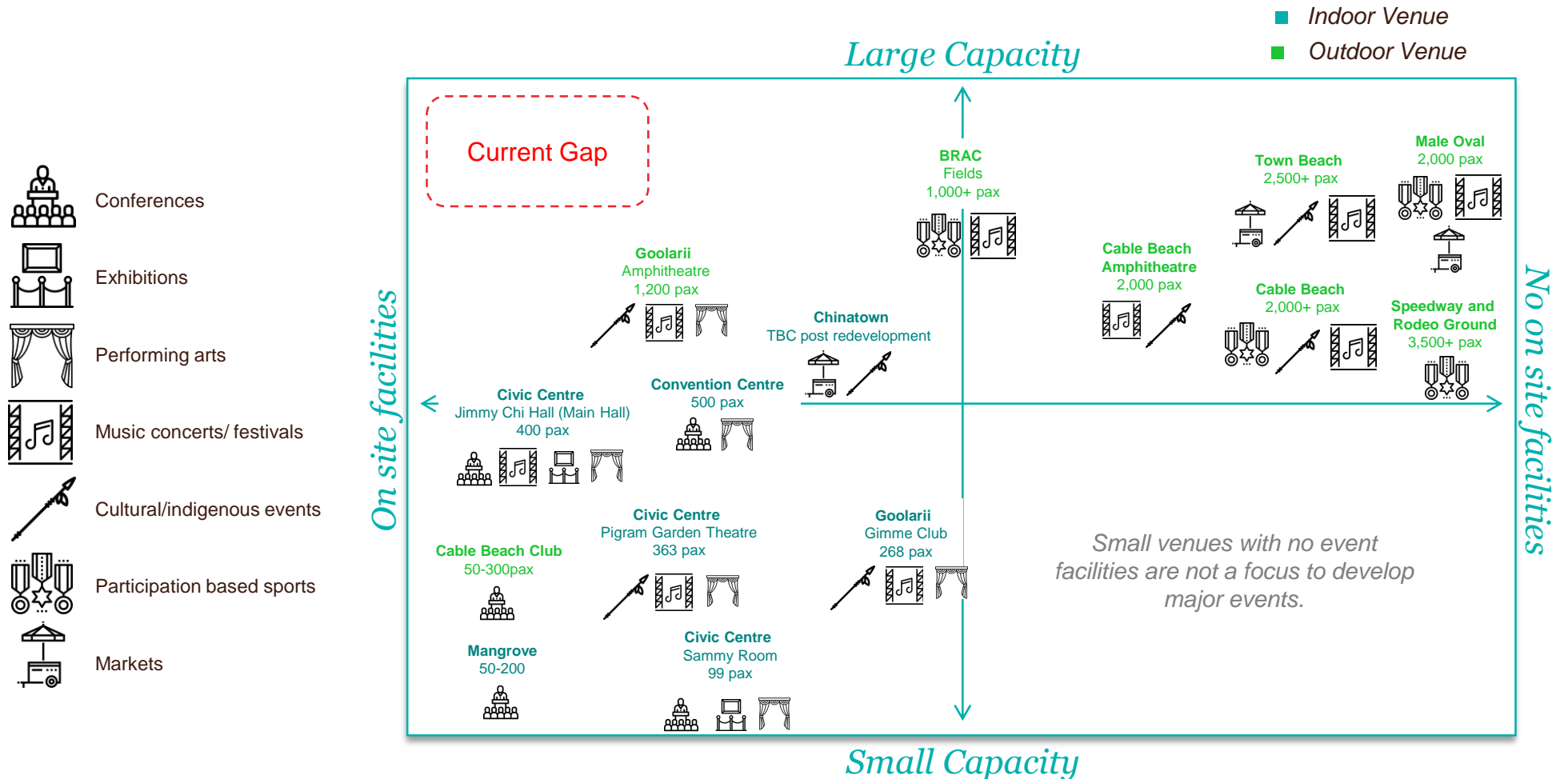
Developing Indoor Event Capacity

In order to develop major events during shoulder seasons consideration must be made for wet weather. There is scope for a larger indoor multipurpose venue to support such indoor events beyond current capacity, but there are questions about the feasibility of this type of venue.

Increasing Commercial Catering Capabilities

The availability of commercial kitchens may restrict the development of major events in the future, particularly those with a culinary focus.

There is a gap in well equipped large event venues



Broome has many attractive outdoor venues, but the costs to activate can be very high

Many outdoor venues do not have core event infrastructure in place, creating a need for temporary equipment to be brought in to host events.

Outdoor venues are key to developing *unique* and *authentic* events in Broome. However, event organisers are challenged by the high cost of operating in locations that capitalise on the natural landscape. Beyond basic lighting, power and bathroom facilities, all other basic event equipment must be hired.

Available at some venues

- Three phase power
- Lighting
- Toilets

Required at all venues

- Fencing
- Stage
- AV and sound equipment
- External catering (or food trucks)

Revisions to application and permit fees for events held in locations with high infrastructure costs could decrease operating costs and increase the viability of large outdoor events.



The main venue gap is for a larger indoor venue suited to events and conferences

However, many are unsure whether there is strong enough demand to justify the investment.

Large multipurpose venue

At present, BRAC is the largest indoor venue, with capacity for 300. However, this comes with restrictions (e.g. only certain shoes can be worn). Outside of BRAC, the next largest venues can hold a capacity of 50 to 500 standing (Civic Centre and Convention Centre).

Given current demand for larger venues, there are question marks about whether a venue like this is feasible given the likely investment. If a venue was built, there is recognition that it would need to be designed to host a variety of events (e.g. conferences, concerts, performing arts, art exhibitions, and expos).

“ *There definitely is a need for a larger indoor venue, especially if we want to do more outside of dry season. It would need to cater to all event types though or it wouldn't be sustainable.* ”

Larger conference venue

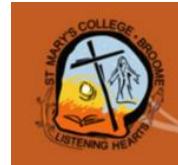
Current hotel facilities adequately cater to conferencing events with up to 200-300 guests. Development plans in place at the Golf Club and Surf Club will increase the options for conferences of this size.

If larger conferences are deemed a good market opportunity then consideration could be given to upgrading existing venues or making allowances in plans for new venues. As an example, the Civic Centre could be upgraded to allow for walls to create breakout areas and upgrade the existing kitchen to commercial grade. Combined with the outdoor area, this would enable a larger conference size of 300 to 400 people.

“ *The inclusion of break out rooms for conferencing is a huge limitation. It is pretty much a requirement for all conferences these days.* ”

Commercial kitchens accessible by external parties are limited

This hasn't presented major issues so far, but could be a challenge if the development of culinary events is pursued and potential venues for these events are either too far from existing facilities or the size of the event prohibits reliance on food trucks.



Facilities are limited to educational institutions

Currently St Mary's High School and Tafe are the only commercial kitchens accessible by external parties. This would mean the food would need to be transported and reheated on-site.



Food trucks have filled the gap

Reliance is placed on food trucks to cater to events without kitchens on-site. However, there are likely culinary concepts where this would not be feasible.

A potential short to medium term goal could be upgrading the Civic Centre facilities to a commercial kitchen if it is critical for new markets (e.g. Conferences).

Case on a Page: City of Albany



Investing in Infrastructure for Events

The City of Albany was cited as an LGA that has made a strategic decision to invest in events. One of the key areas it has focussed on is infrastructure that can be used to activate outdoor space.

Much of this investment was made via the Albany ANZAC Commemorative Events. While this event created a once in a lifetime funding opportunity, the City took a long term view to create a legacy impact.

Investments included:

- Pop-up container office
- Installed anchor points on the main road in Town
- Mobile toilet blocks



Event Services

In Summary: Event Services

Limited Local Services

The availability of basic services required to host major events locally is limited. Most events must source equipment with providers in other locations and pay large freight costs, particularly during peak season when there is a busy events calendar.

Ability to Create High Quality Events

There is a gap in the provision of services and equipment locally for *high end* events where a lot of focus is placed on quality. For example, sophisticated staging equipment and luxe furniture must be sourced from Perth.

The Impact of 'The Kimberley Cost'

Both internal and external event services and equipment hire attracts 'The Kimberley Cost' where the expense is higher compared to other regions of Western Australia.

Availability of services can be an issue in peak season

Some suggested there is an opportunity to negotiate favourable rates with Perth companies, given it is off-peak season for events in Perth, and to identify organisations transporting between Perth and Broome that may be willing to transport for a reduced fee.



Portable toilets

Currently, there are only 8 units available in Broome, and feedback suggests these units are old and worn. For a major outdoor event there is a requirement for approximately 20 units. Additionally, events held during race season must source portable toilets externally as the Turf Club books all units for the entire race period.



Temporary fencing

Supply of temporary fencing is limited. While there were limited reports of access issues, if an outdoor event such as a concert was held, there wouldn't be enough fencing to secure the venue (e.g. perimeter around the oval at BRAC).



Security

When multiple events occur, the number of security available can't meet demand. This typically results in security being flown in from Perth. Due to their limited understanding of the area, many of these people aren't equipped to deliver security services in a culturally sensitive manner.



Ambulance services

For major events, there is often a requirement to fly in ambulance officers due to the potential risk of local officers being asked to respond to major accidents or incidents. This adds to the cost of running the event.

To create high end major events, additional service gaps must be considered



Catering

There are mixed views on the ability to deliver catering on a large scale using existing resources. Concerns arise in the ability to provide a quality product for a large quantity.

“There are heaps of local caterers that you can use. But if you are running a high end dining experience for a large number of people, they’d really struggle to deliver.”



Generators

There is a perception that local service providers do not have sufficient generators on offer to host events. This requires organisers to bring equipment in from outside of Broome at a higher cost.



Event Furniture and Styling

Current capacity for the provision of furniture and styling pieces for hire is limited in range and volume. Large events, and cases of multiple events over the same time period created demand greater than local supply. Currently this can only be addressed through hire from organisations in other locations (most commonly Perth) with large delivery fees. In extreme cases, event holders have purchased furniture, glassware and crockery directly.



Production Equipment

Availability of standard production equipment can be an issue as there is only a small amount of equipment available in Broome.

When equipment of a higher quality is required for an event, external hire must be utilised as local equipment is not suitable.

“We have to get our equipment brought up from Perth because the guys here can’t deliver the quality we need.”

There is an opportunity to develop skills in limited supply locally

Traffic and Noise Management Plans

Event organisers are often not skilled in developing traffic and noise plans. Those with these skills have either learnt through past experience, or in rare cases, self funded training. There appears to be low awareness of the Shire's ability to develop these plans at a fixed rate of \$350. Instead, organisers have mentioned needed to go to specialist organisations to develop plans.

Traffic Management Implementation

The implementation of traffic management can add significant cost to an event due to the need to bring in skilled staff to execute plans. There is the opportunity to up skill community groups and/or not-for-profit organisations who can implement plans at lower rates than commercial organisations.

Qualified Riggers

The number of local trained riggers for events is thought to be low. Availability is restricted when multiple events are scheduled. However, event stakeholders see value in up skilling people in the community. There is no shortage of qualified riggers in the community, the challenge will be to build their experience in rigging for events, as opposed to their current trade.

Organisers are paying high costs to local and external suppliers to obtain equipment

Running events in Broome is said to attract the 'Kimberley Cost' - the same event held in a Perth or a South West location would be significantly cheaper compared to Broome.



Broome Suppliers

Suppliers are able to charge a premium as demand far exceeds available supply. While some in the community have come to accept this, others view this practice negatively, and are frustrated to be stuck in this predicament.

“*There's only one supplier of the sound equipment we need for events in town. They charge a lot because they've got the monopoly. It makes events really expensive to set up.*”



Intrastate and Interstate Suppliers

When local equipment isn't available, it needs to be brought in from Perth or other regional towns, including those interstate (e.g. Darwin). This can add significant transport and hire costs given the time it takes for the equipment to make a round trip.

“*There's only one set of a lot of equipment available in town so it's often not available when you need it. The only other option is to hire from somewhere else, generally Perth, and you get charged huge freight costs to get it here.*”

Perceptions of the Shire

In Summary: Perceptions of the Shire

Shire Perceptions

There is a perception that the Shire is difficult to work with when running events, and lacks innovation when developing events. The experience has improved in the past 12 months, but most recognise that a few good people can't overcome the 'system' completely.

Event Applications and Forms

Event organisers find the current event application process arduous, confusing, and time consuming. Stakeholders would like to see materials revisited and provision of face-to-face contact to overcome this. A streamlined/package approach to event applications is preferred.

The Role of the Shire in Events

The role of the Shire in major events development needs to be clarified and aligned with the vision for major events. There is the potential to play a role in event planning and support, stakeholder management, funding provision, infrastructure investment and event delivery.

The Shire is viewed by many as difficult to work with

Stakeholders raised challenges with the quantity of paperwork, amount of red tape and helpfulness of staff. Some of these issues are driven by the skills of the people going through the process, but even experienced hands shared frustrations.



Quantity of information

A large number of documents must be completed to obtain an event permit, and many suggested it is difficult to obtain guidance on which documents should be included.

A flow chart is desired to help event organisers understand which forms are relevant to their event and require completion.



Ease of completing forms

Some found the forms difficult to understand and follow. In particular, many pointed to the language being very formal and difficult for some to understand, which some felt was condescending.

Some suggested a one-on-one meeting with the Shire to walk through application requirements would overcome this issue.



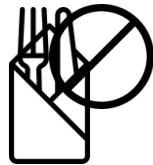
Red tape

Stakeholders and even some Shire staff believe that there can often be too many people involved in the approval process for events. The multi-step process is assumed to be quite siloed in nature, making it a long and drawn out process. Stakeholders would like to see more proactivity from the Shire to find ways to achieve the end result faster.

Many have said the experience has improved in the past 12 months, but recognise that a few good people can't overcome the 'system' completely.

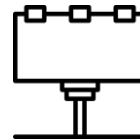
Beyond applications, issues relate to prohibitive fees and restrictions

Health and promotion restrictions and compounding Shire fees were raised specifically during the consultation process.



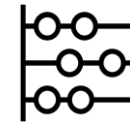
Health Restrictions

Events hosted in the natural environment attract a lot of State Government and health restrictions. Although there is an understanding that these laws need to be followed, there is a desire for assistance from the Shire in finding solutions and ways to work within them efficiently.



Promotion Restrictions

Another factor that is adding to the limited promotion of events within Broome is that there are limited spaces where advertising is permitted locally. Local attendance is believed to be negatively impacted as many are not seeing event information.



Shire fees to host events

The various types of fees to host events compound and become expensive for event organisers. In addition to venue hire, fees to install structures, conduct traffic management and noise plan fees impact the expenses of hosting events.

“ We cancelled our event plans because the fees from the Shire just kept adding up to the point where it was \$12,000 to have 8 marquees. It’s ridiculous, they should be trying to help get events running not making them so difficult. ”

There is a desire for Shire assistance with stakeholders, funding and event delivery to an extent

Stakeholder Management

Event organisers feel there is potential for the Shire to act as a conduit to internal and external stakeholders.

Internal - Indigenous organisations (Yawuru and Goolarri) and local corporations / individuals with an influence on the success of an event.

External - Event management companies, funders and government departments (e.g. Tourism WA).

Funding

Some event organisers feel there is a lack of clarity on criteria for Shire funding and how events are chosen. There is also a perception that the Shire needs to be more innovative in which events receive funding rather than supporting the same events each year. There is also a perceived resistance to fully fund events that show a profit in their events plan. Examples were provided where funding was reduced from the full amount requested, resulting in no event profit and a reliance on funding year on year.

Event Delivery

The majority feel the Shire should play a bigger role in event delivery. Suggestions included everything from contract management and marketing all the way through to building an in-house team for complete event delivery. Most felt the Shire may not have the appetite to increase its level of involvement.

Case on a Page: City of Albany




Leading the Events Agenda

The City of Albany was cited as an LGA that has made a strategic decision to invest in events, seeing the economic and social value that can be delivered. Events is heavily featured throughout the City's Strategic Community Plan.

It is playing a leading role in building Albany's events calendar via event funding, infrastructure investment, process improvements for event applications, and investment in staff and people. It has four people dedicated to events and marketing, including team members that support event holders and/or deliver events. It has also hired a Facility Manager to run Centennial Stadium, with a view to pushing outside of sports to conferences and concerts.



Strategic Decisions



Metrix believes the Shire of Broome is the **only** organisation that has the **potential** to be the **driving force** of a **successful** events strategy.

This will require a significant commitment by the Shire

Do you want to own this?

Is the Shire willing to take ownership and drive the events strategy in Broome?

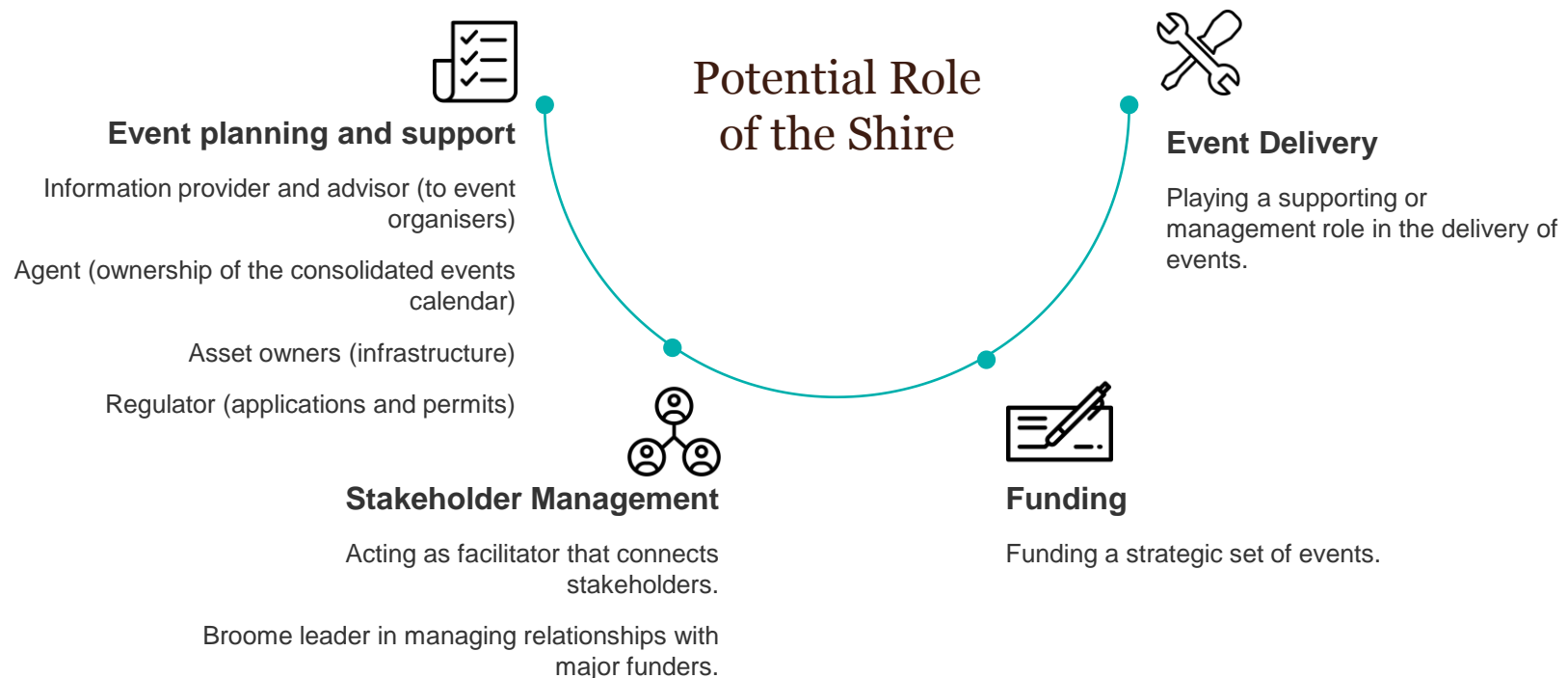
Are you prepared to invest in the strategy?

Is the Shire positioned to source and allocate funding to deliver against the strategy?

Are you prepared to make the required structural change?

Is the Shire willing to make the operational changes required to drive the events strategy?

The Shire will need to support the events strategy across four key areas



Additional resourcing is required to realise the full potential of the events strategy



Maintain the status quo

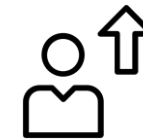
Advantages

- No additional investment required.
- Lower risk option.

Disadvantages

- Limitations to what can be achieved, meaning it will take longer to implement the strategy.
- Key person risk due to one or two people holding all of the knowledge.
- Likely to be reactive to opportunities rather than proactive.
- May suffer reputational impact in the community – all talk, but no action.

Increase efficiency



Increased resources

Advantages

- Can implement the strategy quicker and reap the rewards.
- Allows for the Shire to take a more proactive approach to events.
- A larger team will increase productivity through greater collaboration and a better working environment (not isolated).
- Demonstrates a commitment to events and economic development.

Disadvantages

- Requires increased investment.
- Higher risk option.

Increase efficiency and impact

To reduce risk, the events strategy should focus on building depth within the events calendar



A single major event

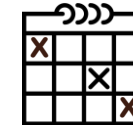
Advantages

- Large number of visitors for a short and specific time period.

Disadvantages

- Big upfront investment required.
- Significant business development required to obtain funding.
- Size is limited by tourism supply (e.g. flights, accommodation).
- Takes longer to develop and get off the ground.

High risk strategy



Building depth in the events calendar

Advantages

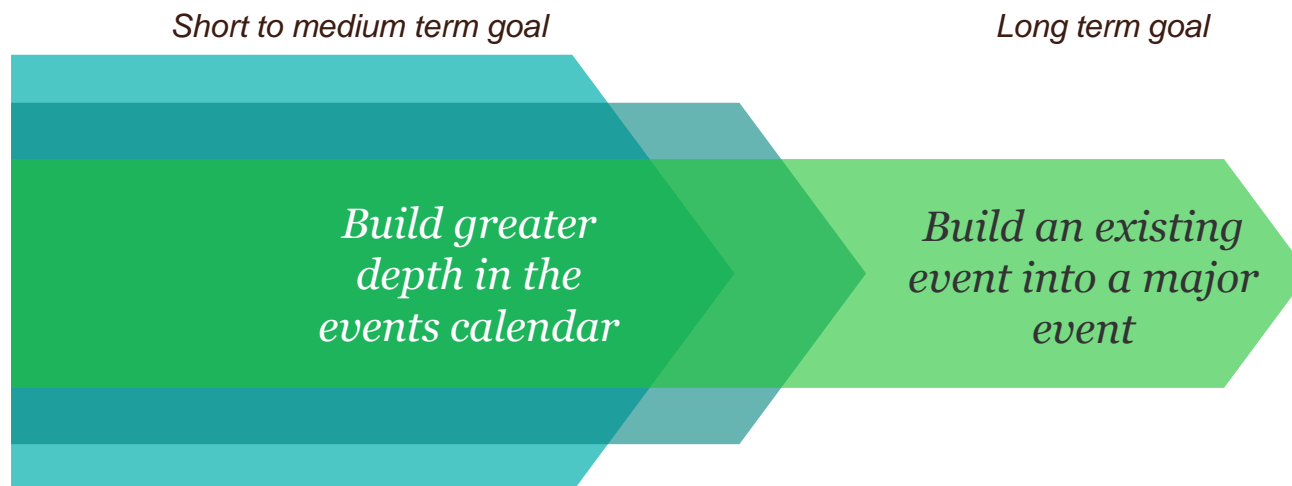
- There is an opportunity to entice people to visit at different times during the shoulder season.
- Ability to maximise identified event opportunities.
- Quicker to develop and get off the ground.
- Easier to obtain funding in smaller amounts.

Disadvantages

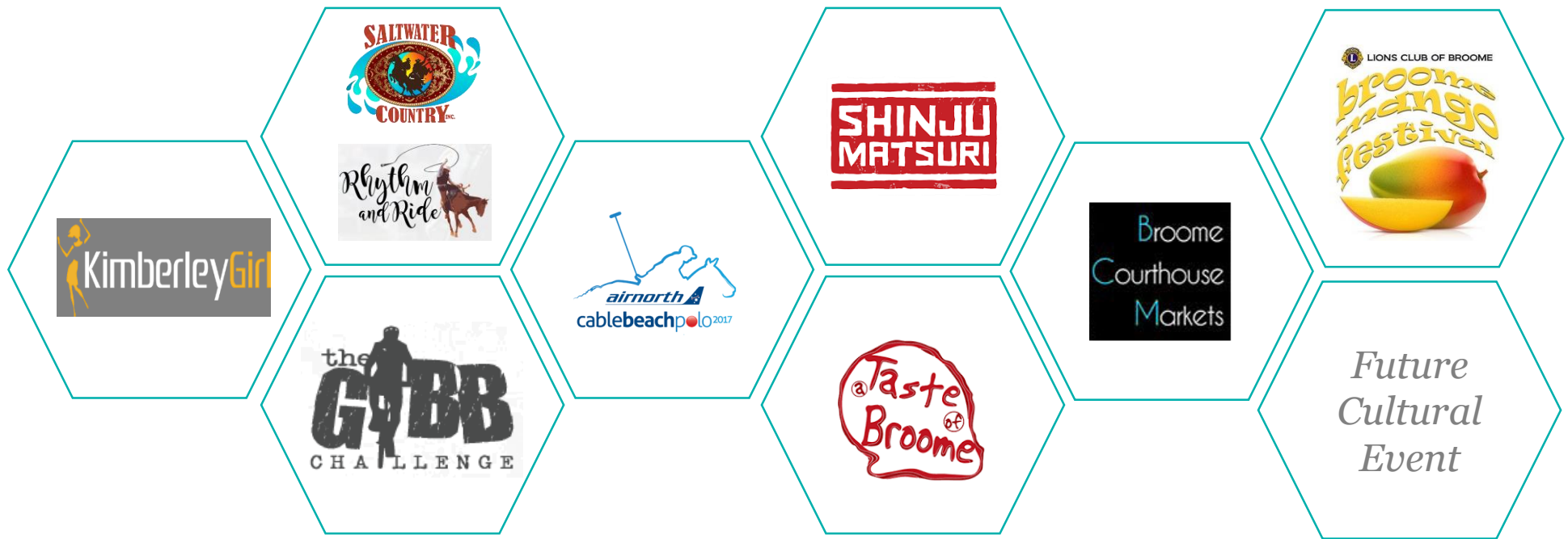
- Needs buy in and co-operation of multiple stakeholders to be successful.

Lower risk strategy

We can take a long term view of organically growing an existing event into a major event



The Shire would benefit from choosing the ‘stars’ of its events calendar and focussing the majority of its efforts (particularly funding) on these events



Appendix

Shinju Matsuri



Strengths

- An event that was born from the community.
- Has a strong connection to Broome's unique cultural diversity.
- Encourages community aspects and involvement.
- Managed by a professional event company.
- Has a diverse events calendar that speaks to tourists, but has a wider community impact.
- The diversity of the events means it can appeal to all funders.

Weaknesses

- Some groups involved in creating the event, no longer feel a 'part of it'.
- Project 3 is perceived by some to have not built strong relationships with community organisations and groups.
- Some feel the event is now too far weighted to tourists and those with higher disposable incomes.

Strengths and Weaknesses of Key Events



Taste of Broome



Rhythm and Ride



Cable Beach Polo

Strengths

- Attractive to resources companies due to its authentic ties to the indigenous community.
- Goolarri who run the event have a good reputation.
- Currently deliver a strong event experience.

- Has some ties to local culture.
- Has passionate people behind it.
- Has a community element with music acts.
- Has obtained national accreditation.

- Unique event that can't be found elsewhere in Australia.
- High quality event delivery.
- Attracts high net worth individuals to Broome who have more capacity to spend.

Weaknesses

- Runs during Shinju Matsuri (could deliver greater impact at a different time).
- Not of the required scale to attract significant Tourism funding.
- Was previously a single day event

- Considered by some sponsors as too dangerous to be involved with.

- No real connection to the community.
- Feels like an exclusive event - some view the free beach access as a slap in the face to locals who can see people 'living it up' in the private area.

Potential sponsors recognise Broome's diversity and history, but feel it suffers from isolation and cost



Positives

- ✓ Broome is one the **most diverse** communities in WA. The mix of its proud indigenous heritage and history of Asian influence in the region makes it very unique.
- ✓ Broome's **location** is seen as great opportunity. It is perceived as "**The Gateway to the Kimberley**", which for those that have had the chance to visit the region recommend very highly.
- ✓ The Region has a proud **history and heritage** in **arts and culture** that should be showcased and will appeal to funding organisations in this space such as DCA and Country Arts.



Negatives

- × As a result of its location and isolation, it can be very **expensive** to host events - increasing the reliance on funding.
- × There is a great level of **income inequality**, with a clear divide in the community between "haves and have not's".

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