



EVENTS STRATEGY

AUGUST 2014

VISION

Hepburn Shire Council will be a premier regional Victorian events destination that leverages success through its unique communities and natural environment.

STRATEGIC DIRECTION

Council's strategic direction is to support events in the following areas:

- Wellness and Healing
- Natural Experiences
- Food and Wine
- Arts and Culture
- Local Communities
- History and Heritage

STRATEGIES

In order to achieve the vision, the following strategies will be implemented:

1. Implement Councils events funding and support framework
2. Retain and enhance existing major events
3. Develop, measure and monitor the impacts of major and regional events to help them develop and ensure a return on investment is achieved
4. Identify community and regional events with the ability to grow into major events
5. Attract new major and regional events that assist in expanding Councils calendar of events
6. Provide efficient and cost effective operational support to events

ACTION PLANS

The following action plans will be undertaken to implement each strategy:

1. Implement Councils events funding and support framework

Hepburn Shire Council recognises both the significant costs involved in establishing and running a major event and the economic benefits that events bring to Hepburn Shire. In order to ensure Council can provide a suitable level of support to a wide variety of events, the following events funding and support framework has been established.

The events framework provides three levels of support for events within Hepburn Shire. This support is for:

- Major Events
- Regional Events, and;
- Local Community Events

In order to place events in a relevant category they will be assessed against the following criteria:

- Alignment with Council and/or Daylesford Macedon Ranges Regional Tourism Board (DMRRTB) or other peak regional body strategic direction
- Economic Impact generated through event and capacity to grow
- Tourism growth – raises the profile of Hepburn Shire and attracts external visitors
- Supported by community and business
- Opportunities to support existing and leverage new product and business development
- Sustainable event funding model and viability in the short/medium/long term
- New events- fill a gap in events calendar and/or addresses a gap in the strategic direction

The below table identifies a detailed breakdown of how events will be assessed against each criteria:

Criteria\Rating	High	Medium	Low
Alignment with Council and/or DMRRTB or other peak regional body strategic direction and vision and Council Plan	Does the event align with the Hepburn Shire Council Plan and event strategic direction and DMRRTB's or other peak regional body strategy and Tourism Victoria's event strategic directions?		
Economic Impact and capacity to grow event	Economic value > \$2,500,000	Economic value > \$1,000,000 - \$2,500,000	Economic value < \$1,000,000
	Can the event demonstrate a plan to grow their event over the length of the funding agreement		
Tourism Growth - Raises profile and attracts external visitors	National and International media coverage	State media coverage	Local/Regional media coverage
	Greater than 60% of attendees are from outside the region	Greater than 40% of attendees are from outside the region	20% or less of attendees are from outside the region
Supported by community and business	The event must detail how it supports and is supported by local community and business		
Opportunities to support Product Development	The event needs to explain how it proposes to utilise local and regional businesses in delivering its event and how its event supports new product and business development		
Sustainable event funding model and viability in the short/medium/long term	Provision of three year event business plan	Provision of three year event business plan	Provision of a business plan for the upcoming event
Does the event fill a gap in the strategic direction and events calendar (new events only)	New events must be able to demonstrate how they fill a gap in the existing events calendar and/or a gap in Councils events strategic direction.		

Once an event has been assessed they will then be eligible for one of the funding programs below:

Funding Program	Criteria to be met	Council support provided
Major Events	Average high against framework	<ul style="list-style-type: none"> - Funding : \$10,000 > \$20,000 - Funding tied to event growth - 3 year funding agreement - Possible sliding funding scale - Base funding amount of \$10,000 for major events - Maximum in-kind Council support valued at \$10,000 (requires approval)
Regional Events	Average medium-high against framework	<ul style="list-style-type: none"> - Funding : \$5,000 > \$10,000 - Funding tied to event growth - 3 year funding agreement - Possible sliding funding scale - Base funding amount for all events that meet 'Regional Event' criteria - Maximum in-kind Council support valued at \$5,000 (requires approval)
Local Community Events	Average medium- low against framework	<ul style="list-style-type: none"> - Funding : Up to \$2,000 - Funding available through Councils Community Grants program - 'One off' funding - Maximum in-kind Council support valued at \$3,500 (requires annual approval)

2. Retain and enhance existing major events

Major events in Hepburn Shire Council provide a significant boost to the local economy by increasing visitation, raising the profile of the area and attracting positive media attention. Existing events already have significant networks and community support in place along with a positive brand and reputation. By supporting and retaining our current major events Council can also signal to potential new events that they will be supported in Hepburn Shire.

In order to support current major events the following actions will be implemented:

- Implement Action Plan 1 – Events Funding and Support Framework
- Where required work with Daylesford Macedon Ranges Regional Tourism Board, Tourism Victoria, other levels of government and the private sector to attract additional support for these major events
- Provision of Memorandum of Understanding funding agreements with major events to provide clarity of roles, responsibilities and expectations between Council and the event organiser
- Continue to support major events through Councils Events Coordinator

3. Develop, measure and monitor the impacts of major and regional events to help them develop and ensure a return on investment is achieved

To ensure Council and the community receive a return on their investment into events, all major and regional events will have KPI's tied to their development. These KPI's will have a focus on events developing tourism and economic impacts within Hepburn Shire.

The actions Council will undertake to implement this strategy are:

- Strengthen partnerships with Daylesford Macedon Ranges Regional Tourism Board, Tourism Victoria and any other areas as required to enhance their support and investment to events in Hepburn Shire
- Inclusion of Key Performance Indicators (KPI's) in MOU funding agreements that encourage growth and ensure events are increasing the tourism and economic impacts they provide to Hepburn Shire annually

- Ensure major events place a focus on attracting national media coverage to encourage visitation from inter and intra state visitors
- Where viable grow events and the number of overnight visitors they attract by encouraging them to extend the length of their events

4. Support the growth of existing events into regional and major events

Supporting existing regional or community events in Hepburn Shire with the potential to grow into major events will allow Council to further develop its events calendar. Similar to existing major events, existing community and regional events already have local event organisers, volunteers and support which provides a cost effective means of developing major events.

To identify and develop community and regional events into major events Council will:

- Assess events against the funding and support framework, events calendar and strategic direction to see if it addresses a gap
- Compare potential events against any similar events across the State to identify the potential for the event to grow
- Discuss with event organisers their plans for the event and level of support to further develop the event
- Work with Daylesford Macedon Ranges Regional Tourism Board, Tourism Victoria and other government departments or areas as required to attract support and investment for the event

5. Attract new major and regional events that assist in expanding Council's calendar of events

Following the provision of support to existing major events, attracting new major and regional events to Hepburn Shire should be investigated.

In order to attract new major and/or regional events to Hepburn Shire the following strategies should be implemented:

- Develop a comprehensive events calendar for Hepburn Shire and identify current gaps
- Assess the local economy and identify periods of low economic investment

- Attract events which align with Councils events vision and strategic framework
- Work with new events to ensure they have a diverse level of investment and are not solely reliant on Council financial support
- Establish a 'new events' funding program to attract and establish new events in Hepburn Shire

6. Provide efficient and cost effective operational support to events

Council is well positioned to provide a variety of operational support to major, regional and community events across Hepburn Shire. This support can include traffic management, waste management, events equipment, providing access to facilities and assistance in event planning. This support provided to events is significant and without it some events may no longer be able to operate.

In order to continue to provide this support to events and to ensure that it is efficient and cost-effective to Council, the following actions should be undertaken:

- Conduct a comparison between the cost for Council to undertake this support against local private providers
- Annually review the events that are provided with this support to ensure they are still relevant and the budget allocated is suitable
- For new events to receive this support from Council they must fit within the events funding framework and be able to provide an events plan to Council outlining a sustainable three year plan
- 'One off' events seeking this support must contact Council six months before their event in order to be considered