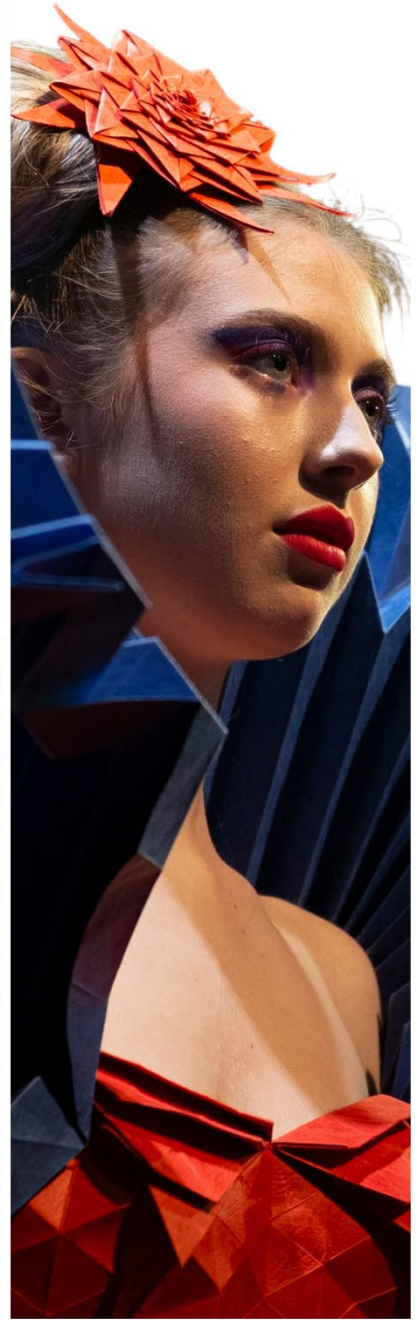


DRAFT DEVONPORT EVENTS STRATEGY

2024 - 2030



Acknowledgement of Country

The City of Devonport acknowledges the Tasmanian Aboriginal people as the traditional owners and ongoing custodians of lutruwita, Tasmania. We pay our respects to all their elders past, present and emerging and extend this to all Aboriginal and Torres Strait Islander People.

Next Date of Review: July 2030

Document Controller: Community Services Manager

Document Reviewer: Executive Manager

Date Adopted by Council:

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1 Introduction

1.1 Purpose

The Devonport Events Strategy 2024-2030 aims to contribute to the vision for Devonport to be a thriving and welcoming regional City, living lightly by river and sea.

The strategy presents a framework for Council to guide decisions around attracting, supporting, and producing events to enhance community liveability. The main outcomes of the strategy are to:

1. Attract, support, and deliver events that generate social and cultural benefits, such as connectivity, pride, belonging, diversity, strengthened community identity and wellbeing.
2. Leverage events to increase Devonport's destination appeal and economic impact. This includes generating positive event experiences for audiences and the events industry, activating city spaces, and raising the profile of Devonport as a highly desirable place to live, work, visit and invest.
3. Develop capability, such as commitment, skills, and resources, across the events system to plan and deliver a highly engaging portfolio of events.
4. Define Council's role in shaping Devonport's events landscape.

In Scope:

- ✓ Council managed and supported event activities, facilities, and processes.
- ✓ Council event cash and in-kind investment streams including Financial Assistance Grants, Sporting Event Sponsorship, Partnership Agreements.

Out of Scope:

- ✗ Convention and parnaple arts centre day-to-day operations.
- ✗ Non-council managed or supported events, such as private events that do not require a Council permit.

1.2 Methodology

The following steps have been undertaken in developing this Strategy.

- Review of the 2015-2020 Devonport Events Strategy and other contemporary Australian event strategies.
- Desktop scan of events landscape including current context and trends.
- Analysis of Council processes and resources to deliver and support events.
- Consultation with local industry stakeholders, Council elected representatives and employees.
- Development of aspirations guiding principles, goals and actions based on research and consultation outcomes.

Further consultation with event industry stakeholders and the broader community will be sought prior to strategy finalisation.

1.3 Strategic Alignment

The Events Strategy aligns with several strategies that commonly seek to utilise events as a mechanism to generate social, cultural, and economic value.

Strategy	Alignment / Relevance
Devonport City Council	
<i>Strategic Plan 2009-2030</i>	Strategy contributes to Goal 4. Building Quality of Life and Outcome 4.2 A vibrant City is created through the provision of cultural activities, events, and facilities.
<i>Term Plan 2022-2026</i>	Strategy addresses Priority 3.2 Support implementation of festival, events, and attractions in accordance with our Events Strategy.
<i>Living Well: Devonport Health and Wellbeing Strategy 2022-2033</i>	One of six strategy focuses areas, <i>Belonging</i> , includes the aspiration that our cultural activities, events and festivals celebrate diversity, identity and what it means to belong as part of our 'Living Well' communities.
<i>Waste Strategy 2023-2028</i>	Improved waste management at events can assist in meeting two objectives aimed in limiting waste to landfill: Objective 2 - Eliminate use of problematic single use plastic from Council operations and Objective 3 - increase range and quantity of recycled and recovered materials into its operations.
<i>Disability Inclusion Plan 2020-2025</i>	The Plan outlines several actions aimed at improving inclusivity and accessibility of Council events.
<i>Strategic Asset Management Plan 2021-2031</i>	Outlines framework for asset investment, renewal, and maintenance to ensure long-term financial sustainability of Council. Improvements to event infrastructure would be integrated into Council's rolling 5-year Capital Works program.
<i>Financial Management Strategy - 2033</i>	Resourcing of events strategy actions need to be considered across the revenue and expenditure strategies of Council to ensure Council can effectively deliver a range of services to the community now and into the future.
State Government	
<i>Tasmanian Government Events Strategy 2023-2027</i>	Outlines three areas where the Tasmanian Government prioritises support for events: 1. Economic growth: Focus on supporting mass-participation events and events that stimulate the economy; partnerships; research and measurement; building capacity in regional areas. 2. Social cohesion: Focus on supporting events that encourage creativity, community participation, engagement with Tasmanian Aboriginal People and culture, access and inclusivity, events that drive visitation into the regions, and are environmentally sustainable. 3. Alignment with Tasmania's destination brand, and Tasmanian communities' identity.
<i>2030 Visitor Economy Strategy</i>	One of the eight directions to grow Tasmania's visitor economy includes investment in the events sector. Relevant actions in the 2023-2026 action plan include: <ul style="list-style-type: none"> • Invest in events infrastructure across the state. • Prioritise events that are unique to Tasmania, contribute to our environment, wellbeing, connectedness and incorporate a genuine recognition of our island and its people. • Champion Tasmania's seasonal events strategy, with a focus on winter and shoulder periods, supporting cultural and participation-based events, and that generate demand for regional destinations. • Support to attract and expand business events. • Grow the capacity and professionalism of the events industry; align the events sector with the visitor economy.

1.4 Implementation and Monitoring

To reach the overall 2030 vision, multistakeholder collaboration and investment will be required. In terms of Council's investment, resources are allocated as part of the annual planning and budgetary process. Consideration is given to legal obligations, community expectations, and the Strategy's guiding principles. The level of investment is also considered in relation to other strategic priorities of Council.

Strategy actions will be assessed and reported to Council on an annual basis. This may include recommendations to alter or introduce new actions as opportunities or issues arise. The Devonport Events Strategy will be formally reviewed in 2030.

2 What is an Event?

2.1 Events defined

For the purposes of this Strategy an event is considered a planned and organised activity or occasion that takes place wholly or partly on public land (including roads, footpaths, parks, council venues and sports grounds) and/or requires approval from Council or other government agencies.

An event is generally a complex social endeavour characterized by sophisticated planning in a dynamic environment with a fixed deadline. The event management process can be thought of in four phases, where ideas and activities of each phase are continually refined:

1. ideation and concept analysis in the pre-planning stage;
2. planning;
3. execution, and
4. post event analysis¹.

Events often occur in challenging diverse environments, that are unique in concept and execution, and require a broad range of skills to deliver². As such events often involve numerous stakeholders. Stakeholders in the Devonport events sector include:

- Attendees – audiences comprising residents and visitors.
- Ratepayers and the community in general who may be positively or negatively impacted directly or indirectly by events.
- Event organisers, hosts, promoters, participants, and suppliers.
- Organisations - community, sporting, arts/music/culture, and environmental organisations who deliver, partner or may be impacted by events.
- Industry – tourism operators, hospitality, other businesses.
- Investors – sponsors, funders.
- Government including Devonport City Council, neighbouring local government authorities and state government agencies.

¹ Thomas, K, and Stephens, S., 2022, in SSRN Electronic Journal, https://www.researchgate.net/publication/351229536_Understanding_the_Management_Theory_in_Event_Management

² *ibid*

2.2 Council Roles

Devonport City Council plays four roles in the events system.

1. Strategy and leader

- Influences Devonport's profile as an event destination for visitors and organisers.
- Aims to coordinate a diverse, vibrant, and balanced yearly event calendar that supports strategic community objectives.
- Events development including event acquisition, growth, and sustainability.
- Advocacy for event investment into the city and region.

2. Provider

- Event planning, execution, and evaluation.
- Creates and maintains an enabling built environment and event friendly spaces.

3. Facilitator and investor

- Event funding through sponsorship, grants, and partnerships.
- In-kind support such as promotion, equipment, advice, sharing information, pre-planning analysis.
- Foster connections and sharing of information and resources, to expand calendar of quality events.

4. Regulator

- Manages the permit approval process for to ensure the health and safety of event participants and broader community.

2.3 Event Categories

Events can be categorised:

- By scale (local community & civic, regional, or major events), and/or
- By theme: social/community, sports & active leisure, arts, music & culture, business & industry.

Events can be delivered in various mediums - in-person, digital or a hybrid. The majority of events in Devonport are delivered in-person.

Category	Purpose	Examples
Community events	Primarily delivers social value for residents, focus on belonging, pride, connectedness, and creativity. May attract audience from outside the city. Attract up to 500 people, sometimes up to 1,000. Free or low cost. Planning usually commences 3-6 months prior to event.	Christmas in the East Carols by Candlelight Christmas Parade Harmony Day Winter Solstice Splash Expo of Everything Music by the Sea LuminoCity digital art event
Civic events are subset of community events	Events that celebrate or commemorate a significant aspect of community life. These have a local reach with the Mayor usually present.	Citizenship ceremonies Anzac Day memorial service Diamonds of Devonport Volunteers Week Launches of major initiatives Receptions

Regional events	These are larger scale delivering social and economic value. Attract up to 3,000 people. Regional/statewide reach. Often requires experienced event organisers. Requires 6-12 months lead time.	Sporting tournaments Business events - eg PFD Food Expo Active leisure eg Run Devonport Regatta
Major events	Large scale. May be one off or recurring. Primarily delivers economic value. Attract 3,000+ including intra, interstate and international audiences. State/national media exposure. Often more intensive and complex to deliver involving wide range of stakeholders and experienced organisers. Usually requires 10 months - 2 year lead time.	New Years Eve Triathlon Tour of Tasmania cycling tour Devonport Cup horse race Motor Show Symphony on the Waterfront
Signature events	Iconic events at a regional or major scale that showcase the city and attract participants and spectators from outside the region. These can also be considered "anchor" events.	Devonport Jazz Devonport Junior Soccer Cup

2.4 Events 2020-2023

Figures 1 and 2 provide a snapshot of events that received a permit in the three financial years commencing July 2020. Key observations:

- 64% of events were at the local community scale, 28% of events were at the regional scale and 8% major scale.
- 61% of events had a civic or a social wellbeing focus, 33% were sporting and active leisure events and a small number were environment and business events. Many more business events and conferences are held in Devonport but are not reflected in the data as these do not require an event permit.
- The low number of events held in 2020-21 compared to following years reflects the difficulty in delivering in-person events due to COVID-19 pandemic restrictions.

Further analysis, not captured in Figure 1 and 2 reveals that 20% of events were executed solely by Council. Event frequency is relatively well distributed across the year, with exclusions being early Spring, December and March which have the highest number of events and July-August with the least, aligning with the outdoor nature of events. During the winter months the paranapple convention centre is at maximum capacity hosting conferences, business, and community events, being the largest indoor venue in the City.

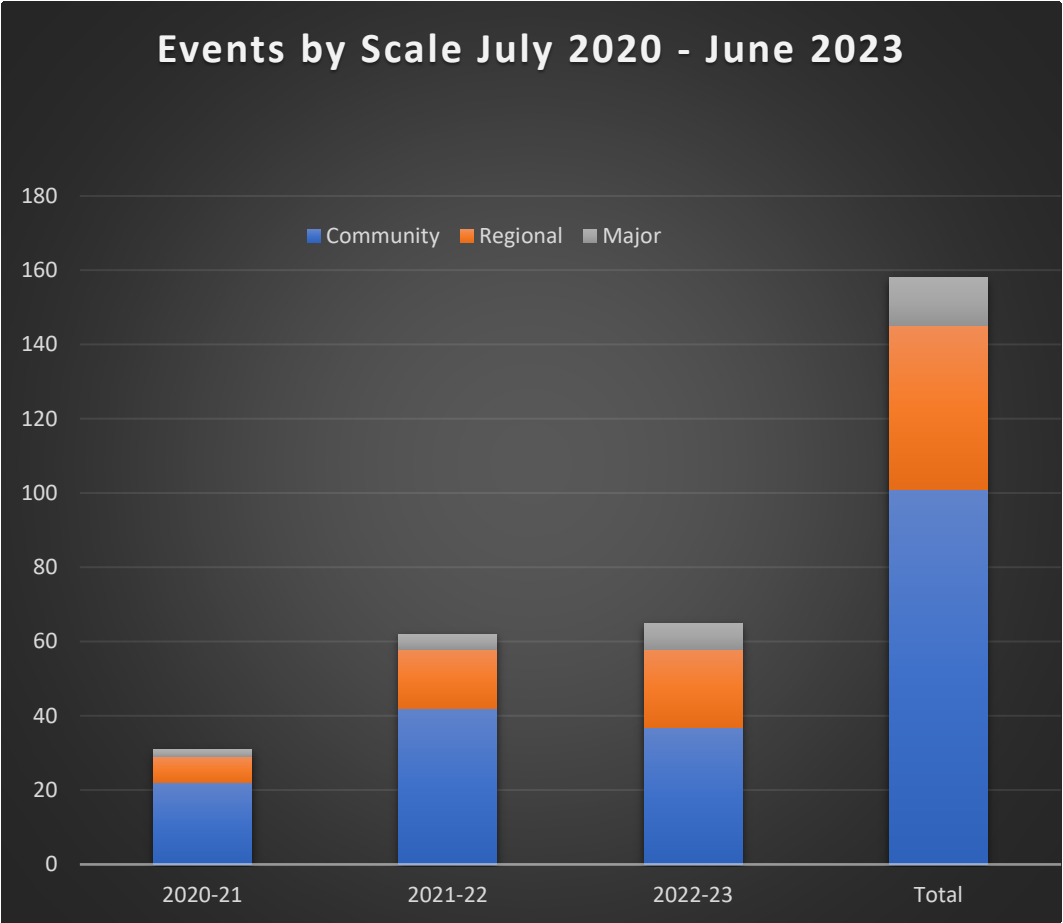


Figure 1. Events by Scale July 2020-June 2023

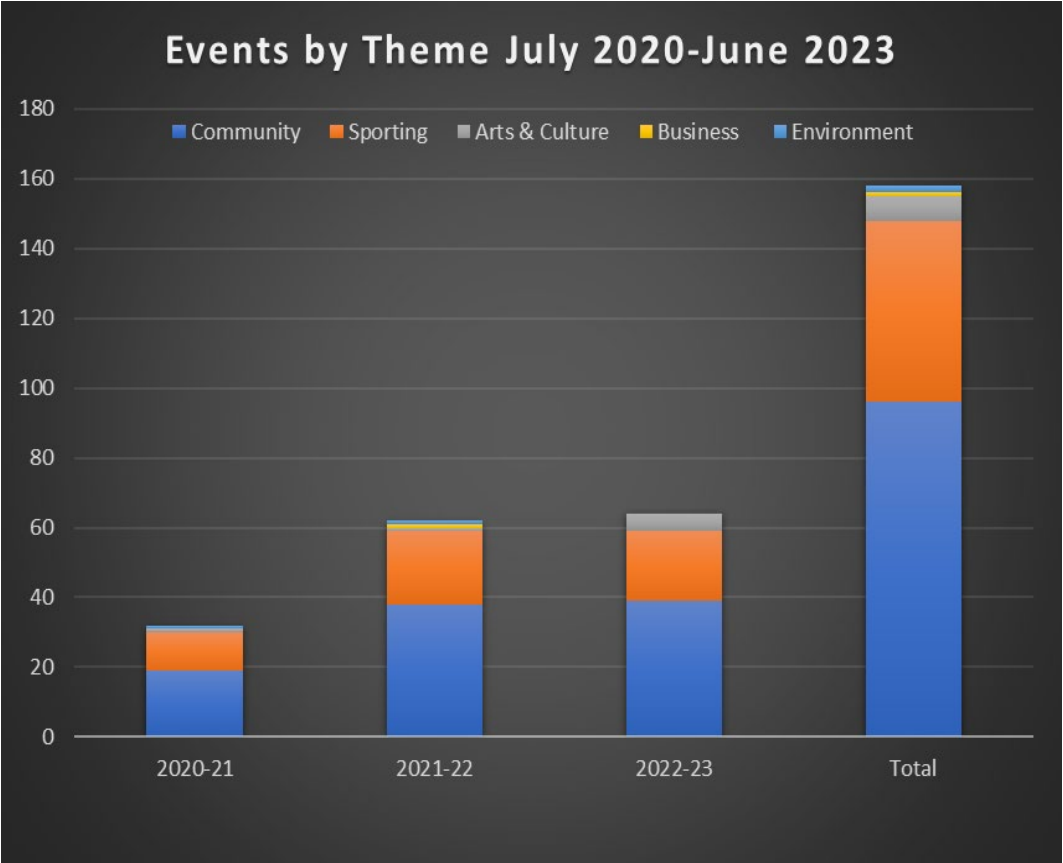


Figure 2. Events by Theme July 2020 – June 2023

3 Context

3.1 Resident and visitor profile

Devonport's population is growing with Council aspiring numbers to reach 30, 000 by the year 2030; and 35, 000 by 2040³. Our cultural diversity is increasing along with the number of residents aging, young workers, people experiencing disability and social isolation. The number of people volunteering is in decline and there is a low level of physical activity⁴. This will further create demand for a range of experiences that target the changing demographic profile and socio-economic challenges. Creating opportunities for new residents to connect and engender a sense of belonging is an important outcome of events.

Enticing visitors to Devonport via events can create greater flow on effects, especially to the local economy. In the year ending March 2023, 317,000 people visited Devonport, being the third most visited city behind Hobart and Launceston. 35% of visitors stayed for at least one night with the average stay of 5 nights, totalling 578,811 nights spent. This amounts to a total spend of \$185M calculated at \$320 per night⁵.

Most visitors comprise people on holiday, those visiting friends and family, and business/conference travellers. The main experiences sought by visitors to the state include visiting historic sites/museums and galleries, natural environment immersion (bushwalking/National Parks), purchasing Tasmanian art/craft/produce, consuming food and beverages, and sport/adventure tourism⁶.

3.2 Strengths, challenges, trends and influences

Understanding patterns of social, economic, or environmental activity provides insights into possibilities for change. The events sector must adapt to the changing landscape to ensure events remain relevant and achieve strategic outcomes. The following table highlights some of the strengths, challenges and external influences that may give rise to opportunities.

Strengths	Challenges	Trends & influences
<ul style="list-style-type: none"> Diversity of events, venues, and open scenic spaces in close proximity Infrastructure investment – including Living City, Sports Infrastructure Master Plan Devonport “brand” emerging – our story and identity is shifting and building Good level of event suppliers for relatively small city 	<ul style="list-style-type: none"> Event Management (Ideation, Planning and Execution) <ul style="list-style-type: none"> Staffing of events (paid and volunteers) Increased supplier costs Stakeholder engagement: lack of communication/awareness of process and timing, roles/responsibilities unclear which results in delays in process 	<ul style="list-style-type: none"> Cost of living creating barriers for participation Changing consumer demands - audiences expecting more meaningful, transformational experiences (wow factor) and rate connection / experience above entertainment and content COVID-19 created a behaviour change legacy, for instance some residents remain isolated

³ Population targets endorsed by Council in the Greater Devonport Residential Growth Strategy 2021-2041, p.13

⁴ Living Well: Devonport Health and Wellbeing Strategy 2023-2033

⁵ Tourism Tasmania, Tasmanian Visitor Survey Data, <http://www.tvsanalyser.com.au/>

⁶ *ibid*

Strengths	Challenges	Trends & influences
<ul style="list-style-type: none"> • Centrally located in the State – good proximity to resident and visitor markets including transport routes • Council role – community consultation, connection, partnerships, good reputation in event support and delivery in the state – other Councils seek advice from DCC events staff • Immersion in quality natural environment 	<ul style="list-style-type: none"> - Siloed event planning - Expectation for Council to deliver more in terms of quantity and quality and sometimes to deliver the same formula each year (eg Food and Wine, Jazz festival) - Limited resources within DCC to attract or develop innovative events • Infrastructure <ul style="list-style-type: none"> - Some venues and spaces lacking in assets required for events (eg power/water) - Difficult for event organisers to determine best location due to incomplete knowledge of facilities available • Investment - inconsistencies in processes for assessing level of investment across DCC funding streams • Capacity building <ul style="list-style-type: none"> - Limited resources to support event organisers, especially volunteer organisers - Lack of private sector / professional event organisers 	<ul style="list-style-type: none"> • Weather – results in event calendar peaking in late spring and late summer • Competition to attract event organisers and attendees is increasing between localities <ul style="list-style-type: none"> - attracting events to smaller regional areas a challenge - also trend where national event promoters expect hosts to pay (and essentially bid) for their event • Big data / digitization changing rapidly - Opportunity to improve data collection and analysis to inform strategic event delivery and promotion • Environmental sustainability – expectation to deliver low carbon / sustainable events • Infrastructure developments, e.g. Port, coastal pathway etc, shape our story and appeal

3.3 Consultation Outcomes

Event sector stakeholders were invited to complete an online survey during November 2023. Of the 169 people contacted, 44 responded with 73% of these completing all survey questions. Following is a summary of the survey outcomes.

Opportunities your event presents:

- Community health and wellbeing and engagement in event delivery, including awareness raising of organisation or topic
- Promoting the city
- Economic stimulus – fundraising, sales, local economic benefits, employment

Challenges in delivering events:

- Rising costs, difficulty in seeking sponsors/additional funds.
- Staffing/volunteer availability
- Weather

- Promotion
- Access to indoor venues with appropriate facilities

Devonport's strengths as an event destination:

- Central, accessible/compact
- Amenity – natural attractions
- Good range of venues, accommodation, and infrastructure generally across City
- Community culture - organised, proud
- Positive comments about Council support – communication, process, staff engagement
- Diversity of events on offer, affordability

Importance of event outcomes:

Outcome	% respondents rating outcome 'extremely' or 'very important'
Community connectedness, pride, belonging and wellbeing	100%
Enhanced destination profile	97%
Increased visitation	93%
Positive economic impact	90%
Skilled and collaborative events industry	86%
Increased investment from sponsors and funding bodies	83%
Zero or low negative environmental impact	70%

Importance of Council roles:

Role	% respondents rating role 'extremely' or 'very important'
Creating and maintaining event venues and spaces	100.0%
Developing partnerships to increase investment in and support for events	100.0%
Increasing Devonport's profile as an event destination for visitors and hosts	96.4%
Coordinating a diverse, vibrant and balanced yearly event calendar	92.8%
Investing/collaborating in non-Council delivered events - providing financial and in-kind support (promotion/equipment/advice etc)	92.8%
Ensuring events meet risk, health and safety requirements (i.e. through event application/permit process)	92.6%
Organising events	78.6%

Additional comments focused on importance of Council to facilitate and build capacity; develop partnerships (including with the private sector), engage businesses, and continue to consult.

What to Change

- Event programming, including delivery of events that increase overnight stays, are unique, and target young people/adults
- Strive for sustainable events

- Streamlined event approval process
- Promotion of events and City
- Facilities improvements – such as parking, water and power supply

Events landscape in 2030:

- Balanced variety and volume of vendors
- Events encapsulating entire foreshore
- Community engaged in event delivery, including young people
- Known for dynamic, progressive, inclusive, engaging, diverse, unique, high quality events
- Signature event showcasing region
- Strong brand, reputation as place to easily run and attend events
- Community curious of what's coming, raise the bar
- Increase the delivery of arts, music, culture and sporting, active leisure events - with a regional or state reach (attract 1,000+ attendees)

3.4 Implications for events

Impact Summary

- Devonport has a good reputation in delivering quality events – in terms of geographic location, accessibility of venues, diversity of portfolio, skilled organisers, and supportive Council staff.
- Challenges with rising costs impacting supply and participation, affecting quantity and quality of events. The financial squeeze on residents places pressure on Council and event organisers to deliver subsidised events and may limit quality due to the need to find budget efficiencies. which is increasingly difficult due to higher supplier costs. Higher cost and competition also reduces the ability to attract appealing events.
- Some event organiser struggle with inputs to continually deliver high quality events, eg staffing availability, ability to promote and seek additional funding.
- Pre-planning of events – concept, timing, knowledge of venues - often undertaken in silo.
- Lack of clarity around Council and stakeholder roles and responsibilities.
- Inconsistencies in Council funding mechanisms means potential positive impacts of investment are not being maximised.
- Changing consumer demands - audiences expecting more meaningful, transformational experiences and rate experiences above content.
- Greater recognition that event success is tied to wellbeing as opposed to economic benefits alone.

Opportunities

- Revitalise portfolio of events to capture stronger social and economic benefits. For instance:
 - Design events that focus on connection/experience that champion diversity, equity, and inclusion.
 - Leverage from technological and digital innovation, local and regional assets, and emerging or growing trends (such as adventure tourism, sports tourism, low carbon).

- Growing interest in arts, music and cultural events targeting different genres and demographics.
- Build a more compelling proposition (as a City and for events) to attract event organisers, attendees and investors.
- Improve evaluation to increase event quality, quantify impact and increase investment.
- Establish clearer roles, responsibilities, systems, and processes within Council and between event partners and stakeholders. While Council is a central producer and co-producer of events there is an opportunity to take a stronger facilitation role to enable a thriving events calendar and industry.
- Expand local business and industry involvement with events.
- Simplify event planning and administration processes and systems.
- Greater consideration is to be given to how Council invests in events, including non-Council and Council produced events.
- Harness motivation of event sector to amplify events within resource limits.

4 2030 Aspirations

By 2030:

- An appealing diverse events portfolio engages local and visitor audiences.
- Devonport is home to at least one destination event held biennially that is uniquely Devonport.
- Arts, music & cultural events, and sporting & active leisure events feature prominently in events calendar.
- Council's event investment is aligned with Strategy and City goals and delivers strong social and economic outcomes.
- Infrastructure and assets are maximised to enrich the event stakeholder experience.
- There is a strong local and regional events network committed to working together.
- Working with Council to plan, execute and evaluate an event is a seamless process. Event organisers confidently bring events to our City.
- We know and understand the value that events offer our community and continually innovate to expand the benefits.
- Events reinforce Devonport's reputation as a desirable place to live, work, visit and invest.

5 Guiding Principles

To meet the 2030 aspirations, the following principles are to be embedded in decision making and across the event management cycle. These are reflective of themes grounded in research, data analysis, and stakeholder input.

We will:

- Embrace our community diversity, be accessible and inclusive in event planning.
- Create or leverage event opportunities to stimulate the local economy and enhance wellbeing.
- Maximise the potential of Devonport's infrastructure, assets, and local places.
- Demonstrate best practice in environmental management.
- Collaborate and inspire community, organisations, and the private sector to lead, partner and support events.
- Take the courage to innovate, seek out new concepts, test different approaches.
- Target investment to meet community and Strategy priorities.
- Raise the profile of Devonport as a highly desirable place to live, work, visit and invest.

6 Priorities

Two goals have been distilled from research and stakeholder input.

6.1 Goal 1: Grow Devonport's reputation as an event destination

Strategy: Establish an Event Acquisition and Sponsorship Fund to attract new events and nurture retained events.

This involves realignment of Council's investment avenues (Sporting Event Sponsorship, Financial Assistance, event Partnership Agreements, general Sponsorship) to this strategy. The fund aims to:

- Target new and emerging events with unique content and profiling opportunities.
- Consider events to retain and nurture.
- Maximize economic opportunities for local business.
- Engage our community and visitors and generate positive social outcomes such as connectedness, pride.
- Improving consistency in decision making and provide a clearer investment process.
- Capture the socio-economic return on investment.

Keys steps involve:

1. Establishing the governance model. It is recommended that the Fund is governed by an internal Council Committee comprising existing Financial Assistance Working Group members. When required, input from external stakeholders would be sought.

2. Developing guidelines, assessment criteria and decision-making tools. Depending on the event purpose and scale, support would be considered against how well organisers demonstrate social and economic drivers such as inclusion, pride, engaging experiences, increasing destination appeal, supporting local economy as well as good governance and financial sustainability. Such a lens can also be applied to Council produced events (refer Figure 3).
3. Reviewing funding contracts that include key performance targets and post event reporting requirements.
4. Communicating and promoting changes to the investment process to existing and potential organisers.
5. Capturing the return across the investment portfolio to generate greater social and economic capital.

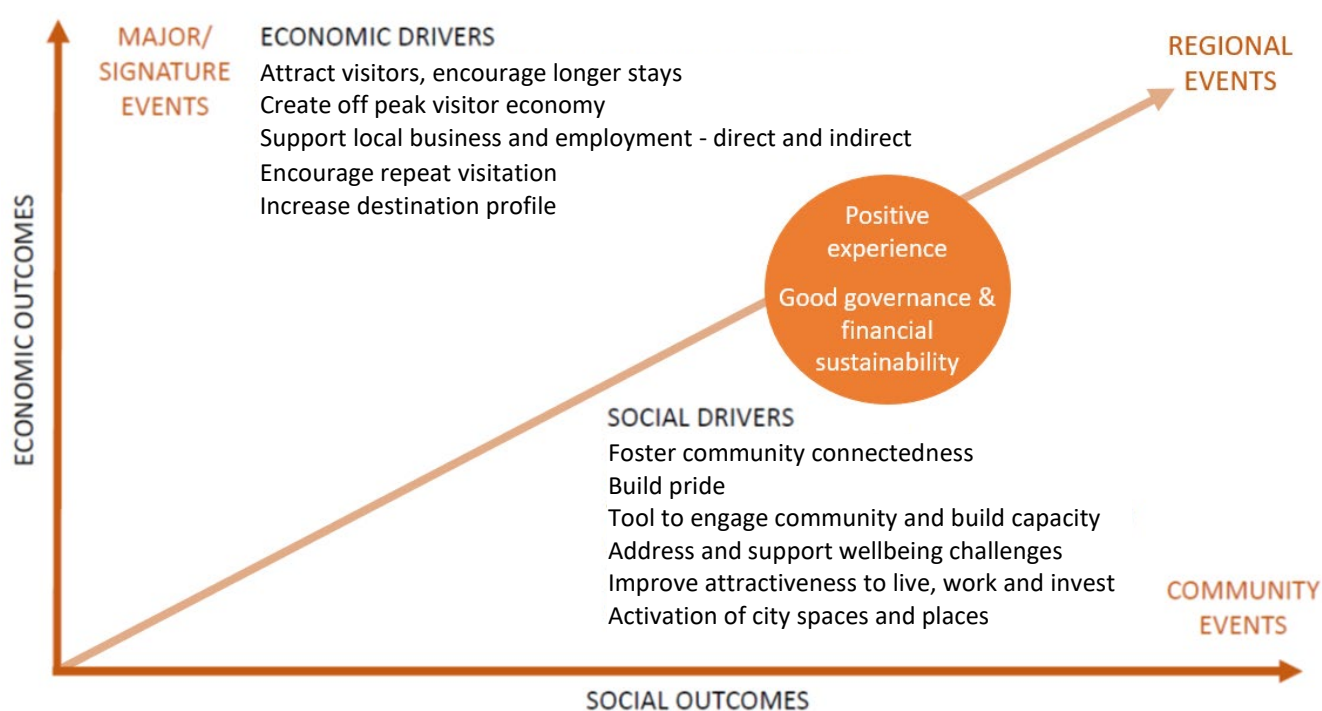


Figure 3. Event Acquisition and Sponsorship Fund Approach

This diagram⁷ represents the approach that will help inform event program and resource allocation, including how social and economic drivers and outcomes may be balanced according to event type.

Strategy: Build Devonport’s profile as a leading regional events destination.

Devonport has a good reputation in delivering quality events – in terms of geographic location, accessibility of venues, diversity of portfolio, skilled organisers, supportive Council staff and processes, combined with a resourceful and proud events network and community. Several actions can be taken to elevate the City’s as a leading regional events destination including:

⁷ Adapted from Tilma Group, 2020, *Penrith Events Strategy*, p. 20

- Actively promote Devonport's strengths and event support available to events industry, promoters, and potential event organisers (e.g. case studies, social media campaigns, networking events, speaking opportunities etc)
- Work with Tasmanian Government (e.g. Events Tasmania), regional bodies, peak arts, culture, and sporting bodies to promote the city as a niche/desirable events location.
- Offer guidance to event organisers in their development of event marketing plans and campaigns that reinforces Devonport's events reputation.
- Work with neighbouring and connected destinations in cross-promotion of events to increase length of stay and repeat visitation.

Strategy: Activate infrastructure and spaces.

There is an opportunity to realise the potential of investment in the Living City urban renewal project and sporting infrastructure to broaden the experience and benefits of events across the city. Actions include:

- Build Devonport's reputation as a regional centre for excellence for sporting events and sports tourism This includes delivering events that capture sporting trends for instance female participation, and emerging sports/variations of codes.
- Undertake audit of venues and spaces (natural and built) to ensure diversity of facilities are available for different event types, identify opportunities, and integrate into capital works and maintenance programs. This includes consideration of event needs early in relevant master planning and infrastructure development.
- Develop online venue guide and reservation system (layout/facilities available for different event types) to make it easy to plan and deliver events.

6.2 Goal 2: Establish a balanced events portfolio and build capacity to generate greater benefits for Devonport's community and businesses

Strategy: Revitalise events that showcase Devonport's unique qualities, reflect community values, utilise city precincts and resonate with target audiences.

Analysis of the events portfolio may require rationalisation of some events for new events to emerge. This does not necessarily mean more events, rather leveraging and building on our strengths. Actions include:

- Investigate opportunities to leverage existing Council events to create a multi-day arts, music & cultural event.
- Annually review portfolio of Council events (timing, scale, theme/content, location) to ensure events individually and collectively events meet community priorities and Strategy objectives.
- Continue to capture and promote sporting and active leisure events as part of the events calendar.
- Leverage paranapple arts centre and conference centre events to create city-wide experiences that encourage longer stays and repeat visitation.

Strategy: Increase capacity to support and deliver quality events.

- Collaborate broadly to ensure pre-event planning & analysis creates a calendar of events distributed across the year appealing to diverse audiences. Continue to develop and distribute calendar to support forward planning by event organisers, also allowing business to leverage from key events or reduce potential negative effects.
- Streamline event promotion using digital platforms, including clarifying responsibilities for promotion of Council and non-Council events.
- Refine the Events Approval process - improve online systems, review event guidelines (for instance encourage inclusion and sustainability), communicate process and support event organisers. The permit process applies to all city events utilising wholly or partly public assets, including Council produced events. The approval process is part of Council's responsibilities to ensure the safety of the community but also creates an opportunity to heighten event quality.
- Collaborate across the region to improve major event coordination and delivery.

Strategy: Embed evaluation and learning to understand the social, economic, and environmental impact on investment.

Evaluation of individual events and more importantly the entire portfolio creates opportunities to replicate or change our approach or create new events that increase event quality, investment, and impact. Actions include:

- Develop and communicate procedures, tools, and templates for Council and non-Council event organisers to measure event outcomes in a consistent purposeful manner.
- Apply multiple data sources to improve understanding of audience reach and event derived benefits.
- Communicate impacts of a balanced events portfolio to community, business, and investors

Action Plan

An action plan for implementation (refer Appendices p17) has been developed around the three goals with the following components.

Action:	The activity or output to be delivered
Year planned:	Suggested year for activity to be delivered. Timing dependent on budget allocation and staff resources.
Priority:	High: Critical importance, high impact, easier to implement Medium: Complimentary to existing services, medium impact Low: Limited impact, possibly difficult to implement
Resources:	A-OPEX: Annual operational expenditure by Council – staffing or operational resource allocated as part of the annual plan. F-OPEX: Future operational expenditure by Council – increased requirements for future consideration in annual allocation. F-CAPEX: Future capital expenditure to be considered.
Responsible Department:	The team in Devonport City Council that will lead the action.

7 References

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8 Appendices

Action Plan – Devonport Events Strategy

Action Plan

Devonport Events Strategy 2024-2030 Action Plan

No	Action	Year Planned						Priority: H,M,L	Resources: A-OPEX F-OPEX F-CAPEX	Responsible Department
		2024/25	2025/26	2026/27	2027/28	2028/29	2029/30			
Goal 1: Grow Devonport's reputation as an event destination										
Establish an Event Acquisition and Sponsorship Fund to attract new events and nurture retained events										
1.1	Establish assessment panel and develop guidelines, assessment criteria and process to support decision making							H	A-OPEX	Community Services
1.2	Review funding contracts including post event reporting requirements							H	A-OPEX	Community Services
1.3	Communicate and promote changes to investment process to existing and potential organisers							H	A-OPEX	Community Services
Build Devonport's profile as a leading regional events destination										
1.4	Actively promote Devonport's strengths and event support available to events industry, promoters, and potential event organisers (eg case studies, social media campaigns, networking events, speaking opportunities etc)							H	A-OPEX	Community Services
1.5	Work with Tasmanian Government (eg Events Tasmania), regional bodies, peak arts, culture and sporting bodies and influencers to promote the city as a desirable events location							H	A-OPEX	Community Services
1.6	Offer guidance to event organisers in their development of event marketing plans and campaigns that reinforces Devonport's events reputation							M	A-OPEX	Community Services
1.7	Work with neighbouring and connected destinations in cross-promotion of events to increase length of stay and repeat visitation							L	A-OPEX	Community Services

No	Action	Year Planned						Priority: H,M,L	Resources: A-OPEX F-OPEX F-CAPEX	Responsible Department
		2024/25	2025/26	2026/27	2027/28	2028/29	2029/30			
Activate infrastructure and spaces										
1.8	Work with local and state sporting organisations and sports promoters to attract regional and major scale events (including trending and emerging sports, variations of codes) that activate and profile investment in sports infrastructure							H	A-OPEX	Community Services
1.9	Undertake audit of venues and spaces (natural and built) to ensure diversity of facilities are available for different event types, identify opportunities and integrate into capital works and maintenance programs							M	F-OPEX F-CAPEX	Community Services
1.10	Develop online venue guide to make it easier to plan events							M	F-OPEX	Community Services
Goal 2: Establish a balanced events portfolio and build capacity to generate greater benefits for Devonport's community and businesses										
Revitalise events that showcase Devonport's unique qualities, reflect community values, utilise city precincts and resonate with target audiences										
2.1	Investigate opportunities to leverage existing Council events to create a multi-day arts, music & cultural event							H	F-OPEX	Community Services Convention & Arts Centre
2.2	Annually review portfolio of Council events (timing, scale, theme/content, location) to ensure events individually and collectively meet community priorities and Strategy objectives							H	A-OPEX	Community Services
2.3	Continue to capture and promote sporting and active leisure events as part of the events calendar							H	A-OPEX	Community Services
2.4	Leverage paraplane arts centre and conference centre events to create city-wide experiences that encourage longer stays and repeat visitation							M	F-OPEX	Convention & Arts Centre Community Services

No	Action	Year Planned						Priority: H,M,L	Resources: A-OPEX F-OPEX F-CAPEX	Responsible Department
		2024/25	2025/26	2026/27	2027/28	2028/29	2029/30			
Increase capacity to support and deliver quality events										
2.5	Collaborate broadly to ensure pre-event planning & analysis creates a calendar of events distributed across the year appealing to diverse audiences. Continue to develop and distribute calendar to support forward planning by event organisers, also allowing business to leverage from key events or reduce potential negative effects.							H	A-OPEX	Community Services
2.6	Streamline event promotion using digital platforms, including clarifying responsibilities for promotion of Council and non-Council events							H	A-OPEX	Community Services
2.7	Refine the Events Approval process - improve online systems, review event guidelines (encourage inclusion and sustainability), communicate process and support event organisers							H	A-OPEX	Community Services
2.8	Collaborate across the region to improve major event coordination and delivery							M	A-OPEX	Community Services
Embed evaluation and learning to understand the social, economic, and environmental impact of investment										
2.9	Develop and communicate procedures, tools, and templates for Council and non-Council event organisers to measure event outcomes in a consistent purposeful manner							H	A-OPEX	Community Services
2.10	Apply multiple data sources to improve understanding of audience reach and event derived benefits							M	A-OPEX	Community Services
2.11	Communicate impacts of a balanced events portfolio to community, business, and investors							M	A-OPEX	Community Services