



# Strategic Plan

## Tweed Shire Festivals and Events

**2008 - 2013**

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## Strategic Plan

### Tweed Shire Festivals and Events

**2008 - 2013**

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Photo: TSC of Town crier at Tweed Shire Council Centenary Celebrations 2006

## Executive Summary

### Introduction

- Tweed Shire is a dynamic and diverse community with many exciting festivals and special events held each year. These festivals and events showcase the area's unique natural environment and cultural heritage.
- Tweed Shire Council seeks to enhance the community benefits of the great range of festivals & events held in the Shire including the social benefits such as the lifestyle and great sense of community and the economic benefits to local businesses and the whole community.

### Growth in Audience

- Audience attendance of Festivals and Events in the Shire has more than doubled in the past 5 years to an estimated 235,000 in 2008
- Economic benefits are estimated at \$10 - \$3 million for major festivals and around \$70,000 for larger community festivals depending on the size and kind of event
- Currently Tweed Shire has 2 major festivals and 30 larger community festivals and events with many

more smaller events an estimated total economic impact in excess of \$15 million

- Social benefits are also significant, they include adding to the quality of life and sense of community through opportunities to participate and make a positive contribution

### Major Developments so far

- Tweed Shire Council appointed a permanent Festival and Events Liaison Officer to implement the 2005 – 2007 Strategic Work Plan and develop future policy
- Council's Festivals Funding Policy budget has increased and Multi – Year Funding introduced for Significant Major Events
- Greater awareness of range of Tweed festivals and events through event listings, media promotions, websites and printed materials
- Council's Risk Management Training program over 3 years undertaken by 35 Tweed festivals and events
- Council supported 5 Tertiary Event Management Student Placements
- Audiences are expanding for many of the existing festivals and events as well as new Festivals and Events being created
- Economic impact studies of 5 different kinds of Tweed Festivals undertaken with the assistance of Tweed Economic Development Corporation (TEDC)
- Strategic regional partnerships established with Event Officers in other Councils and with regional organisations



Photo: TSC of Extreme Motocross, Cabarita

## New Challenges

To continue the development of Tweed Festivals and Events in accordance with outcomes from audience and economic research and creative input from the community

- Young people are looking for new, exciting events to engage with that meet their special interests
- Sporting events are expanding with new regional, state and national competitions coming to the Tweed
- Wintersun on the NSW / Qld border is becoming a major international festival with audience reaching 100,000 including many interstate and overseas visitors
- Corporate events are expanding at tourism resorts and clubs in Tweed Heads and along Tweed Coast
- Major growth happening in smaller community events across the Shire
- Tweed Festivals and Events all depend on the community for volunteers to successfully run their many activities and more are required each year
- Tweed Festivals and Events operate in a dynamic environment of constant change and growth and there is a need to renew leadership every couple of years
- Expanding opportunities with the development of Event Management Training Courses at Kingscliff TAFE and SCU Tweed Heads
- Need to improve the Event Management Planning of festivals and events to meet increasing expectations of audiences
- Resources are limited within the community and there is increasing demand on Council for assistance in kind as well as funding
- Media coverage locally is excellent but there is still a need for more advanced information of what's happening
- Better marketing cooperation and networking of festivals and events has started to happen and needs to be encouraged
- Developing regional partnerships of Councils will eventually lead to more consistency in regulations for event suppliers across the region
- Greater cooperation needed between Tweed Festivals and Events and Tweed Tourism to increase visitor numbers and enhance economic benefits
- Engaging the community in creative developments will increase their sense of pride and ownership, and ultimately their enjoyment of Tweed festivals and event



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### Marketing Plan

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### INTRODUCTION

#### Audience overview

- Tweed Shire has an annual audience attendance at Festivals & Events of more than 230,000
- Tweed Shire Festivals and Events are community based, rather than entrepreneur driven
- Considerable economic benefits result from Tweed Shire Festivals for tourism and other industries
- Significant social benefits add to the quality of life in the Tweed
- Diversity within the Shire is reflected in the great range of community festivals and events presented each year in different areas of the Tweed

#### Research developments

- Significant progress related to completing Tweed Festivals Strategic Work Plan 2005 – 2007
- A major first step for Tweed Shire Council was the appointment of a full-time permanent Festivals and Events Liaison Officer in April 2006
- This created the foundation and commitment to drive the more ambitious and long term goals

#### Achievements so far

- Council increased festival funding and introduced multi-year funding for significant major festivals
- Council provided professional skills development for event organisers in risk management planning, applying for grants and event management
- Festivals & events increased their cooperation Shire-wide



- Council initiated research of audiences and the economic impact of Festivals in the Shire
- Local Councils established a new regional network of Event Officers

## TWEED FESTIVALS & EVENTS

### Major Nostalgia Festivals

Festivals attracting audiences with a special interest in a past era

### Wintersun Festival Tweed Heads & Coolangatta



Photo: Courtesy of Wintersun Festival

*Australia's biggest rock 'n' roll nostalgia festival celebrating the music, dance, cars and clothing of the '50s & '60s*

The estimated total audience for Wintersun is 100,000. The festival goes over 10 days featuring a full program of live music and dance competitions in the Tweed Clubs and auditoriums, and car displays and outdoor entertainment on stages in the streets and the parks of Coolangatta and Tweed Heads.

The audience is mostly baby boomers with high disposable incomes and this explains the very high use of paid accommodation and high levels of expenditure.



Photo: TSC of Wintersun Festival Launch

The festival has a strong social element and many bring friends with them or meet up with other enthusiasts who return each year to the festival. Surveys indicate a very high level of satisfaction and 97% intend returning the following year.

Marketing is through networks of interest and helped by great word of mouth, which now extends interstate and overseas. Marketing focuses on event tourist visitors from outside the Tweed / Gold Coast and is promoted as middle of the road and family oriented.

### Speed on Tweed Murwillumbah



Photo: Courtesy of Speed on Tweed

*1940's style Grand Prix with timed races on a track from the showground around the main streets of Murwillumbah, celebrating the great cars and drivers of motor sports past eras*





Photo: Courtesy of Speed on Tweed

The estimated total audience for Speed on Tweed is 20,000. The festival goes over two days a full schedule of timed street circuit racing on Saturday and Sunday.

There is a street display of vehicles on the opening Friday night and a very popular gala celebratory evening featuring classical music and fine dining in the main street of Murwillumbah on the Saturday night.

The 220 cars and drivers participating come from all over Australia. The spectators are mainly from the local community and neighbouring regions. Some are passionate about cars and racing while others are there just to experience the event.

There is a very high level of satisfaction from both competitors and spectators with 91% saying they wanted to return next year.

Marketing is through specialised publications for classic motor sports enthusiasts, through promotions at other similar events in Australia and overseas and through Tweed and Gold Coast media.

## Rural Heritage Festivals

These festivals link with local agricultural produce and lifestyle and are the oldest traditional festivals in the Tweed

### Banana Festival (started 1955)



Photo: TSC of Banana Festival Parade

*Community celebration of rural heritage in the Tweed features a big street parade and many smaller arts, crafts and sporting events*

### Tyalgum Diggers Sports Day and Rodeo (started 1917)

*Gathering of people to watch and take part in horse competitions and be entertained with a rodeo in the showgrounds*

### Tweed Valley Agricultural Show (started 1898)

*All the traditional offerings of a country show from jam making to cattle parades, produce displays and sideshows. Entry is free*

## Environment Festivals

These festivals have a special significance because of the rich biodiversity, national parks and other natural assets and the long history of green, land care movements in the Tweed

### Tweed River Festival



Photo: TSC of Tweed River Festival, Classic Boat Regatta

*Celebration of the Tweed River with community / family events focused on environmental education on all aspects of caring for the river and how it affects our lifestyle*

### Wollumbin Festival

*Reconciliation festival featuring indigenous and alternative artists with a special focus on spiritual and environment harmony*



Photo: Courtesy of Wollumbin Festival

## World Environment Day

*Community celebration put on by Tweed environment groups to raise local and global environmental awareness*



Photo: TSC of Council's Catchment Trailer Demo

## Performing Arts Festivals

Fine quality classical music and performing arts events featuring talented young artists

### Tyalgum Festival of Classical Music

*World class performances by classical musicians presented in the historic Tyalgum Hall and village One of Australia's finest classical music festivals*



Image: Courtesy Tyalgum Festival of Classical Music

### Murwillumbah Festival of Performing Arts

*A showcase of 5,000 young performers from across the region performing in speech, drama, music and dance competitions Festival runs for three-weeks at the Murwillumbah Civic Centre*



## Major Sporting Events

Regional, National and International sports competitions attracting widespread interest from local and visiting spectators

### Tweed Bowls Championships

*Tweed Heads hosts national bowls competitions each year including The Golden Nugget, World Team Cup and the Tweed Prestige Bowls. Telecast nationally on ABC TV to a large audience*



Photo: Courtesy of Tweed Heads Bowls Club

### Murwillumbah Cup

*Enthusiastic crowds gather from around the region to enjoy the racing, social atmosphere and scenic splendour at the Murwillumbah Jockey Club*



Photo: Courtesy of Murwillumbah Jockey Club

### Greenback Tailor Fishing Comp

*Popular fishing competition on the Tweed Coast held on Queens Birthday long weekend attracting fishers from across Qld and NSW*



Photo: TSC of Greenback Tailor Fishing Comp, Caba

### Tweed Cycling Races

*Attracting young cyclists from around Australia & New Zealand these competitive races are rapidly becoming a major event, with competitors and spectators enjoying Tweed's rural hinterland and coast*

### Golf, Softball, Hockey, Football and Cricket Special Events

*Tweed has a range of sports fields and sports facilities. Along with local clubs and residents enjoying these, each code has special events involving visiting players and teams in regional or state competitions*

### Popular Entertainment Special Events

*Bringing the community together for fun and entertainment*

### Tweed Harbour Fireworks Challenge

*Each year in winter Twin Towns Services Club hosts a spectacular fireworks competition on Jack Evans Boat Harbour that always attracts large crowds*



Photo: Courtesy of Twin Towns Services Club

### **Cabarita Bull & Bronc Rodeo**

*Long-running popular event held during the January holidays at the Pony Club in Cabarita Beach*



Photo: TSC of Savoie Fair at Salt

### **Salt Central Park Events**

*From Opera in the Park to outdoor cinema and family fun days these free events entertain visitors and locals on the new Tweed Coast*

### **Casuarina Sculpture & Events**

*Every two years is a major outdoor sculpture exhibition held along the beachfront. A range of family music and sporting events are held throughout the year*

## **Community Youth Events**

Events for young people

### **Quiksilver Pro Show**

*All ages concert featuring surf bands at Duranbah Beach started in 2006*



Photo: Courtesy of Quiksilver Pro Show

## **Community Celebrations**

Australia Day

Seniors Week & Seniors Expo

Disability Day & Volunteers Day

Whole Woman Festival

Anzac Day

NAIDOC Week

Harmony Day

Youth Week

## **Civic Events**

Council Community Special Events

Tweed River Art Gallery & Tweed

Museums Special Events

## **Smaller community festivals and events**

Events listing on Tweed Tourism website [www.tweedtourism.com.au](http://www.tweedtourism.com.au)



Photo: TSC Casuarina Resort Easter Fun Run

## TOURISM MARKETS

### Brief Summary

Tourism currently contributes an estimated \$762 million to the Northern Rivers economy each year, with significantly large domestic and international source markets.

In 2006, the region received over 1.8 million domestic overnight visitors (Tourism NSW, 2006).

The Northern Rivers region drew 43.8% of overnight visitors from Queensland. 30.9% of visitors were from regional NSW, with a further 14.7% of visitors from Sydney.

The region also draws a large interstate day-tripper market. The day-tripping market is increasing, stemming from a rise in Australian daytrip travel overall of 3.3% from 2005 (Tourism NSW, 2006).

The Northern Rivers has the second highest visitation from international tourists in New South Wales (Regional Tourism Action Plan 2005).

The main international source markets are 33.1% from Europe, 32.7% from the United Kingdom, 9.7% from New Zealand and 8.4% from the USA (Tourism NSW, 2006).

The year ending December 2006 witnessed a 9% increase in international overnight visitors from the previous year. Visitors spent nearly 1.6 million nights in the region.

For both domestic and international travel, the market share of the Northern Rivers, in terms of share of visitors and share of nights, has increased (Tourism NSW, 2006).

The above increases are aided by the accessibility of the Tweed Shire. The area is easily accessible by car by heavily populated centres in SE Queensland and the rest of the Northern Rivers Region.

Brisbane which is the closest capital city is about one hour by road from the NSW/QLD border.

Gold Coast airport situated on the NSW/Qld border is developing rapidly as a major regional airport with direct flights from Australian capital cities and international flights from New Zealand and Asia.

### Regional Trends - Festivals

Festivals and events can put towns on the map for visitors and bring economic benefit to the whole area. In regional areas they often bring a community together to showcase their uniqueness.

With shifts in domestic tourism demand away from holiday travel (-12%) to visiting friends and relatives (+6%) visitation number to events has increased (Lorick Management, Regional Events Workshop 2007).



Creating opportunities to work together in the region is just beginning through the network of Events Officers working in local Councils and regional organisations such as Arts Northern Rivers and Northern Rivers Regional Tourism.

There are some common developmental issues such as major events outgrowing current venues, the need to comply with Council regulations and the overall higher operating costs including insurance.

Through a regional perspective it is possible to provide a consistent approach and assist each festival to meet its full potential.

Some older regional festivals like the Banana Festival, Beef Week and the Jacaranda Festival need to adapt to new audiences or they will fade out.

Otherwise, festival and events audiences are expanding in regional areas providing economic opportunities and social benefits.

Young people across the region are looking for a range of events to participate in from informal local, accessible events to large scale music concerts such as Big Day Out on the Gold Coast and Splendour in the Grass at Byron.

Quiksilver Pro Show has been a successful new addition in Duranbah as it is a mid sized, all ages concert at an affordable price.

There are other new initiatives such as the Freestyle Motocross, Hobbysports and Skateboarding Comps which appeal specifically to this younger age group.



Photo: Kids in Need Dragon Boat, Tweed River Festival

## Regional Analysis - Festivals

**Tweed Festivals have a number of advantages including:**

- Community participation levels are very high
- Accessible with low ticket prices and/ or free admission
- Excellent range and diversity of Festivals and Events
- Dynamic environment with new Festivals & Events developing each year
- Volunteers contribute significantly
- Close proximity to large visitor populations at the Gold Coast and around Byron Bay
- Some local businesses financially contribute to Festivals & Events
- Some local service clubs offer partnerships that assists with insurance coverage
- Tweed Shire Council provides annual Festival & Donations Policy Funding
- Council also contributes a range of in kind services
- Council administers the Combined Clubs Funding
- Council staff assist Festival and Event organisers
- Council has a strategic approach to Festivals and Events held in the Shire



## **Tweed Festivals are not in strong position in some areas:**

- Relying on limited community resources to keep operating
- Volunteer burnout is starting to show in some Festivals
- Difficulty planning ahead
- Need to develop professional event management skills
- Local media supportive but highly fractured
- National and State media interest is limited
- Festivals have only small funding reserves
- Regional structures and networks are new, just starting to develop

## **Regional Snapshots - Festivals**

### **Byron Bay**

- Largest festivals in northern NSW: East Coast Blues and Roots Festival, Splendour in the Grass, Byron Bay Writers Festival
- Markets for these festivals are regional and interstate visitors
- Splendour has youth market, sells out in hours on the internet
- Longboard Surfing Comps, Ocean Swim Classic, Triathlon

### **Gold Coast**

- Major sports events: Indy V8 Motor Racing, Australian Surf Championships, Magic Millions Horse Sales, Gold Coast Marathon
- Major financial backing from Queensland Events & GCCC
- Big Day Out, Schoolies Week and other major youth events
- Tourist events at Surfers Paradise and Broadbeach



Photo: TSC of Quiksilver Pro Show, Duranbah Beach

### **Brisbane**

- Major Arts & Cultural Festivals
- Major Sporting Events
- River Festival & Symposium

### **Lismore**

- Lantern Parade
- Bidding for Convention events
- Southern Cross Uni events

### **Nimbin**

- Alternative events

### **Casino**

- Beef Week
- Primex

### **Ballina**

- Riva Festival

### **Brunswick Heads**

- Fish and Chips Festival
- Old & Gold; Kites & Bikes

### **Grafton**

- Jacaranda Festival

### **Toowoomba**

- Carnival of the Flowers
- Gospel Music Festival

### **Stanthorpe**

- Apple & Pear Festival

**RESEARCH TWEED SHIRE  
FESTIVAL AUDIENCES**  
SOUTHERN CROSS UNIVERSITY  
CENTRE FOR REGIONAL  
TOURISM AUDIENCE  
DEVELOPMENT RESEARCH 2004

Summary of key findings of audience surveys undertaken by the university at nine (9) Festivals in the Tweed Shire:

- The primary indicator of the success of an event is the willingness of audiences to return. In this respect over 89% of audiences intend to return to future festivals
- High levels of satisfaction with aspects of organisation, venue and entertainment indicate the strength and skills of current event managers
- Diversity of cultural experiences offered by the unique festivals of the Tweed Shire
- Opportunities are available to compete in some events
- Support of the community shown in the high participation of community members as volunteers and participants, but also as patrons of the many events in the Shire
- The theme of some festivals attracts strong “enthusiast” markets, so festivals can market through established “enthusiast” networks
- Local community members encourage VFR (visiting friends and relatives) to come to events in the Tweed Shire

These indicators point to continued success of Festivals in the Shire and potential for growth in audience numbers.

The growth of tourism to the events is also highly probable and as such needs coordinated planning and management to ensure that there are adequate services and products to meet their needs.



Photo: TSC of Murwillumbah Cup Race at the Jockey Club

**RESEARCH TWEED SHIRE  
FESTIVALS ECONOMIC IMPACT**  
TWEED ECONOMIC DEVELOPMENT  
CORPORATION ECONOMIC IMPACT  
RESEARCH 2006

Summary of key findings from the research using the recently developed Regional Economic Modeling to estimate the economic impact of Speed on Tweed, Tyalgum Festival of Classical Music, Tweed Valley Banana Festival and Tweed River Festival has revealed the following:

- Direct contribution of \$1.593 million to the region’s economy
- Indirect contribution (flow on effects) of \$1.415 million

In 2006, these festivals made a significant financial contribution to the Tweed Shire.

In addition, the social benefits of cultural activities have been profound, with a key component deemed to be their local ownership and participation.

**RESEARCH NORTHERN RIVERS  
FESTIVALS REGIONAL MARKETING  
ARTS NORTHERN RIVERS  
OVERVIEW OF 18 NORTHERN  
RIVERS FESTIVALS 2006**

Analysis of 18 Northern Rivers arts related festivals using existing research included TSC Audience Research of Tweed Shire Festivals in 2004 of Wollumbin Festival, Tyalgum Festival of Classical Music, Kingscliff Art, Food and All that Jazz, Speed on Tweed and Wintersun Festival.

A survey of Northern Rivers festival and event organisers shows that:

Top strategic priorities are:

- Audience development with growth in local audiences and through attracting more visitors
- Maintaining and developing festival quality and programming

Professional development needs are:

- Financial Planning
- Risk Management Training
- Applying for Grants
- Event Management

**Local Snapshots – Tweed Shire**

**Festivals and Events are held throughout the Tweed Shire, here is a brief summary by areas**

**Tweed Heads**

- Major performance facilities in the many Clubs and at the Tweed Civic Centre
- Clubs present a program of light entertainment & sport events
- Twin Towns Services Club is also the main conference venue
- Big outdoor events take place at the Jack Evans Boat Harbour
- Wintersun is the biggest festival held in the border towns of Tweed Heads and Coolangatta

**Murwillumbah**

- Compact main street and easily accessible venues make this the ideal location for many of the Shire's celebrations
- Held in streets, parks, showgrounds, sports fields, Murwillumbah Civic Centre auditorium
- Speed on Tweed is the biggest annual festival

**Tweed Coast**

- Increasingly becoming a main festival and events location
- Kingscliff hosts range of outdoor concerts and events
- Cabarita Beach Bogangar has been the traditional events focus events on the coast with the Greenback Tailor Fishing Comp, Surfing Comps and Bull & Bronc Rodeo
- Salt & Casuarina organise a program of special family events
- Family events held at Pottsville and Hastings Point

**Tyalgum and the Rural Villages**

- Tyalgum is an important festival location in the west of the Shire with Tyalgum Festival of Classical Music, Wollumbin Dreaming Festival, Tyalgum Diggers Sports Day & Rodeo
- Villages have historic halls, showgrounds and sports fields
- Magnificent natural setting in the surrounds of Wollumbin (aka Mt Warning)
- Country roads link rural villages of Tyalgum, Uki, Stokers Siding, Limpinwood and Chillingham

## S .W. O. T. Analysis – Strengths, Weaknesses, Opportunities, Threats

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Growth in population</li> <li>• High number of artists</li> <li>• Outstanding physical landscape</li> <li>• Easy access to a large drive market in SE Qld</li> <li>• Variety of festivals attractive to different audiences</li> <li>• Creative festival organisers</li> <li>• High community interest and levels of participation</li> <li>• Strong local media support of festivals</li> <li>• Tweed Tourism increasing marketing and information services to visitors</li> <li>• Festivals and events included in future strategic plans</li> <li>• Regional structures relevant to festivals are developing</li> <li>• Access to higher education training in event management at SCU and TAFE</li> <li>• Proximity to major tourism destinations with Gold Coast to the north and Byron to the south</li> <li>• TSC resources and support</li> </ul>	<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Growth in tourism demand in the Tweed</li> <li>• Potential for cooperative marketing with festivals and events in the region</li> <li>• Developing point of difference for Tweed festivals &amp; events</li> <li>• Bringing new audiences to the area through events</li> <li>• Economic benefits can be spread to other industries</li> <li>• Rural lifestyle a special feature in many Tweed festivals</li> <li>• Times in the year when there is less activity are open to development</li> <li>• Access to a regional network of experienced event organisers</li> <li>• Expansion into the nation and international tourism markets through niche marketing</li> <li>• Increase role for sponsorship</li> <li>• Change in market perception of the Tweed</li> </ul>
<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Changing demands on community based events</li> <li>• Organisations dependent on certain key personnel</li> <li>• Lack of cooperation between festivals and events</li> <li>• Clashing of event dates</li> <li>• Limited operational funds for expansion or new initiatives</li> <li>• Need to resist looking and being like everyone else</li> <li>• Some older events are experiencing volunteer burnout</li> <li>• Level of competition for state and federal government grants</li> <li>• Ageing volunteers</li> </ul>	<p><b>Threats / Issues</b></p> <ul style="list-style-type: none"> <li>• Competing tourism products</li> <li>• Expansion of festival and events in many regional areas</li> <li>• Conflict of interest in serving local audience and developing tourist audiences</li> <li>• Avoiding Risk Management Planning may have legal and insurance implications</li> <li>• Fractured local media with small reach</li> <li>• Difficulties raising sponsorship revenue locally</li> </ul>

## Strategies & Objectives

### Main Objectives

- Develop the quality of all of the Tweed Festivals and Events
- Contribute to the network of Festivals and Events in the region
- Enhance the community's pride and enjoyment in their local Festivals

### Marketing Specific Objectives

- Develop more effective marketing of the Tweed Festivals and Events
- Increase audience attendance of both locals and visitors through marketing to different segments
- Increase financial viability of Festivals and Events to support audience growth and ensure future sustainability
- Develop greater cooperation between Tweed Festivals and Events and Tweed Tourism
- Increase regional profile by promoting Tweed as a Festival and Event destination
- Develop internet promotions and links between Festivals & Events websites

### Main Strategies

- Increase access of the community to information on Tweed Festivals and Events
- Better promote Tweed Festivals and Events to visitors in cooperation with Tweed Tourism
- Share information and resources locally and in the region

### Market Specific Strategies

- Respond to findings in the recent Audience and Economic research
- Integrate Festivals and Events in Tweed Tourism and Northern Rivers Tourism promotions
- Seek funding assistance from Tourism NSW and NSW Events

### Event Development Strategies

- Integrate new marketing focus in Event Management planning
- Engage the community in creative developments
- Develop better management of all Tweed Festivals and Events

### Event Information Strategies

- Develop websites and links
- Provide advance information
- Contribute to regional marketing

## Action Plan

### Resource Requirements & Costs

- Council budget to meet objectives
- Audience and Economic research
- Event Management planning
- Events Student placement program
- Council assistance in kind
- Tourism infrastructure support

### Structures

- Council's Festival Strategy
- Festival & Events Liaison Officer
- Council staff involved with Festivals & Events
- Council's Special Events Policy (currently being developed)
- Council's Policies of Festivals and Donations Funding
- Council's Permits, Licenses & Approval processes for events
- Event Management Planning
- Local and regional networks
- Audience and economic research
- Marketing partnerships
- Creative input by the community

## Monitoring Performance

### Performance Indicators - milestones

- Adoption of:  
Council Special Events Policy
- Best practice in:  
Event Management Planning
- Implementation of:  
Tourism Festivals Marketing Plan

### Primary Performance Indicators

- Event management training
- Improved marketing
- Increases in audiences
- New events for young people
- Increased community pride and engagement

### Reporting

- Quarterly Reports to Community Cultural Development Advisory Committee
- Ongoing reports to Council
- Progress Review 2011

For further information contact:

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## Tweed Shire Festivals and Events

**2008 - 2013**

### Tweed Guide to Event Planning & Management

May 2008

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Photo: TSC of Beachside Skate Competition, Cabarita

## Introduction

- Tweed Shire has over 50 Festivals and Special Events each year, many of these are listed on the Calendar of Events [www.tweedtourism.com.au](http://www.tweedtourism.com.au) or on Council's website [www.tweed.nsw.gov.au](http://www.tweed.nsw.gov.au)
- Tweed Festivals and Events have a strong community base, involving lots of local volunteers
- Tweed Festivals and Events attract many different sections of the community as spectators and participants
- The social impact is significant in creating a sense of community and contributing to the quality of life of residents in the Shire
- The economic impact of festivals in the Tweed is also significant with many millions of dollars generated annually
- Tweed Festivals, particularly the bigger ones, are seen as important in increasing tourism through event branding, positioning and media opportunities for the Tweed

## What makes for a great Festival?

- A special sense of excitement and occasion
- Transformation of normal, familiar spaces into something different and special
- Lots of people coming together
- Value for the money and time expended
- Worthwhile new experiences
- Community sense of belonging
- .....  
(you can add some more)

## Stage 1 - Setting the Goals

Once a group of people have decided to have a festival

- You'll need to work out what you want to achieve with the festival? The GOAL  
This needs to be a simple statement that everyone agrees with and understands
- Then list all the different aspects people bring with their ideas and interest in the event. The OBJECTIVES
- This starts the EVENT MANAGEMENT PLAN
- It is the basis for going to the next step a BUSINESS PLAN

## Stage 2 - Assessing the Idea

It sounds good but is it going to work?

- You must test it out for strengths and weaknesses and be brutally honest
- Plan around setting the date and main site location
- Research what else is happening in the Tweed and around the region at that time of year, will this event clash with something else?
- Is there enough lead time to plan a new event, at least 6 months to a year?
- How many people are involved and how much are they putting in?
- Does it have a core team with the expertise to carry the responsibility through?
- Ring and ask lots of people what they think, listen carefully to their responses
- Ask Tweed Shire Council; Tweed Tourism; the Chamber of Commerce and other organisations for their advice on the idea
- Does it still sound realistically achievable and getting better...then go ahead!
- If it sounds too hard... don't do it ... celebrate instead the benefits of good research!



Photo: TSC of Tweed Extreme Motocross, Cabarita

## Stage 3 - Creating the Event in a Document

Consolidate everything you've discussed and what you've learnt from the research into a summarised document

- There are many approaches to this depending on the person/s doing this – there is no specific format but an example of a useful structure is given below
- Remember this is not just for you, it's written for others to comprehend and to make things easier when you have to outline the event for applications for permits, submit sponsorship proposals or grant applications and event reports
- Computers have made this so much easier, as you can select and edit easily to make full use of the documents, make sure you've got a reliable computer and can email to each other where possible



Photo: TSC of Tweed Extreme Hobbysport Expo Team

- Suggested structure to get started with:

### **Title page**

### **Name of the Event**

### **Contact details of organisers**

### **Dates and times, and Location/s**

### **Event Goal & Objectives**

### **Who is Participating - include community organisations, sponsors, audience, volunteers**

### **Other Event Details**

## **Stage 4 - Getting the Team Together**

The most important aspect to get right in organising a festival or event is the Team

- You can approach this in many different ways using both formal structure and informal building of relationships
- People in the team need to feel comfortable with the leader and want to be part of the group

- Defining roles is the start of any structure. Everyone needs to know what they are contributing
- Being honest about your level of time commitment and main interests helps work out the roles
- The Leader will have the vision, be able to draw in others with their enthusiasm and manage different personalities
- The team will be committed to assisting the leader and putting their expertise into the festival
- If it is not a new event there will be an ongoing structure to be part of
- If it is a new event the development of a formal structure will happen over a few years usually financial and audience growth determines this
- Start as simply as possible, as an association or part of an existing organisation
- Good structures constantly need revising and developing to work well
- If you don't know how to approach structure talk to the other festivals and use their advice to plan your own
- Organisational advice can also be obtained from business planners if there is a major commercial aspect, entrepreneurial festivals need this
- Community festivals need to work out their community foundations and make sure

these are sustainable over many years

- The Tweed has a great record in running community festivals and events, find out how this has been done so successfully
- The community is made up of many parts such as local businesses, schools, sports and cultural organisations, service clubs and alternative groups – how can they participate in your event?
- Do you have community leaders in your team or informed about what you are doing and strongly in support?
- Are there people or groups you should be advising? Better to take the initiative and let them know what you are doing even if you think they are problematic
- Be prepared to argue your case and get over hurdles, expect this and have ways of dealing with any opposition constructively
- All of the Team needs to feel committed to the vision but have specific roles. The core Team can be a few but the whole Team includes wider and wider circles, everyone needs to feel useful and an important contributor
- Get the attitude right – “we’re all in this together to create something amazing!”



Photo: TSC of Anzac Day Ceremony, Tweed Heads

### **Stage 5 - Facing the Practical Issues**

Dealing with the practical issues can be as easy as creating a list and working through each item

- Professional Event Managers use an operations plan with a timeframe, detailing everything that has to be done, by when and with what follow up
- Computer software is being developed to assist with this, see the Festival & Events Liaison officer for more details on this
- If you and the Team can't find the time or interest to deal with this part please don't go ahead with the event... it's time to call it off!
- If you are going forward try to think of everything you need to consider in advance, this makes the later operational phase so much easier!





Photo: TSC of Greenback Tailor Fishing Comp Weigh In, Cabarita Beach

## 5.1 Insurance and Risk Management

There needs to be a legal entity to take responsibility for insurance. The festival is either set up as an incorporated association or is part of some constituted organisation such as a Services Club

- To get public liability insurance you may need to do a Risk Management Plan
- This lists the areas addressed to ensure the health and safety of people and care taken with the environment
- This is often set out in a table under the headings: Identification, Evaluation, Control, Review
- Get onto insurance early you will need Public Liability, Volunteers Insurance, Property and Product Liability (particularly if food is part of the event)
- Provide as much information as you can to the insurer and ensure you get a copy of the Certificate of Currency
- Make sure you know what the policy covers

- Ask suppliers involved in the event for copies of their Certificate of Insurance
- [www.localcommunityinsurance.com.au](http://www.localcommunityinsurance.com.au) has more details on insurances for community groups

## 5.2 Programming

Set out exactly what you are going to be doing

- Include all the detail you have on what's happening
- Put this in a timeframe showing dates and when things start and finish
- Include who's presenting, list individuals and total numbers
- Don't worry that it's a draft and may change
- List whether the events are free or ticketed
- Parade routes or site maps are also useful

## 5.3 Venues and Site Permits

Check that the venues are available and submit your program information to make a booking

- Ask if there are any issues regarding venue management
- Ask for details of their insurance policy
- Check what the facility provides and what is paid for separately



- Ask for a rental agreement if at all dodgy
- Try to do more than what you are asked for, treat the conditions of hire as the bottom line
- For community events in outdoor spaces call the Tweed Shire Council Recreation Services Unit on 02 6670 2530 or email [gburton@tweed.nsw.gov.au](mailto:gburton@tweed.nsw.gov.au)
- A waste management and traffic plan will be required
- Depending on the area or size of event you may need to complete a Development Application (DA) contact the Festival and Events Liaison Officer for details
- If a DA is required you will need sufficient lead time for this to be processed, minimum nine weeks

#### 5.4 Production Equipment and Personnel

From the program list all the equipment required

- Ask for technical advice and quotes from several suppliers
- Who is going to operate or supervise the equipment?
- What are the security arrangements?
- What are the possible health and safety issues?



Photo: TSC of Tweed River Festival, lantern making workshop

- Volunteers are usually crucial to production
- Work out how many volunteers you need and what each will be doing
- Increasingly brief job descriptions and agreements are used for all production staff and volunteers
- You may also need to have a volunteers policy to set out the benefits and obligations of the individual volunteer and the responsibilities of the event organisation

#### 5.5 Promotions

Estimate audience numbers for each event and total for the festival

- What is your target audience and how are you going to get that audience?



Photo: TSC of Speed on Tweed, Murwillumbah

- Research is essential ask others in the local area for advice, get help from Tweed Tourism on 1 800 674 414 or email info@tweedtourism.com.au
- Getting out word of mouth is the most effective marketing method this can be done through the networks of the whole team and by holding lead up events
- Media is only one component don't rely on it solely
- Try and think of something new that will make a strong connection with your target audience
- Make sure all printed materials have the correct information...double check the dates, times, info or booking phone and web contacts
- Use a long lead time particularly if marketing beyond the local area

## 5.6 Budget

The expenditure side is a summary of estimated costs for each item and the revenue side is a summary of how you are going to meet those costs

- Always aim for a balanced or better than even outcome
- If you need to cut back costs firstly look to budget replacement with in kind
- Always over estimate the costs or put in a 10-20% contingency
- Expenditure on festivals and events will most likely include:

**Organisation Costs - meetings, preparing submissions & reports**

**Insurance**

**Legal Fees**

**Permit Fees**

**Accounting Costs & Bank Fees**

**Administration Costs - computer, phone, office rent**

**Marketing and Promotions - website, printed materials, advertising, PR**

**Production Costs – equipment hire, set up, bump out, donations for services**

**Venues Hire**

**Volunteers Costs – coordinator, identification tags or t'shirts, rewards**

**Salaries/Wages**

**Sponsorship Costs – liaison, benefits**

**Contingency (to be used for emergencies)**

- Your organisation's credibility rests a lot on the budget!

- Make it as clear and accurate an estimate as you can
- Revise the budget if/when you make substantial adjustments to what you are doing \*make a note on the changes
- Seek professional financial advice if you are unsure about budgeting

## 5.7 Funding and Sponsorship

Work out what grant funding or sponsorship partnerships best suits your festival

- Read the guidelines carefully, what's the application deadline?
- Before applying for a grant call the project officer to discuss your festival and make sure you aren't wasting your time
- Use your Event Plan to fill in the application
- Make sure everything is complete and signed by the appropriate people
- If you aren't a legal entity find an organisation that will auspice the grant
- List the kinds of sponsorship you are offering and what the key benefits will be and create a target list for each level of sponsorship
- Put together a sponsorship proposals using information in the Event Plan
- Make it easily readable with key points, summaries and budget information



Photo: TSC of Tweed Kenyan Mentoring Visitor at Tyalgum Festival of Classical Music

- Use this as the base but create a special request to each sponsor
- Contact the sponsorship person who is looking at your application, ask if they'd like it revised? What decision making process do they have? Can you meet with them?
- If you get a sponsorship set up a check list of what you've promised
- Make sure they get regular feedback and opportunities for involvement
- Acquit the grants on time and in the form requested

## 5.8 Operational Set Up for the Events

Here is a brief rundown of how to manage multiple responsibilities and deadlines

- Funding and Sponsorship always sets up obligations, make a checklist of what you have agreed to do, make a note of when and how you'll do it. Make sure you are sending them regular news updates



Photo: TSC of Malfunction Surf Festival, Kingscliff Beach

- Promotions scheduling works out precisely what will be done on the budget you have. Get quotes for any cost items and checklist the deadlines.
- Check all legal documents, contracts, permits, insurances, risk management plan. Put copies of them in plastic sleeves in a folder and keep them handy. Get people to read them but not to take them away
- Risk management planning will involve group meetings, arrange this early and get some training in this if required
- Pre production is a fun time when everything is getting set up for the festival. Make sure the team meets and reports back what's been done, what's in progress and what's been difficult and possibly needs another option.
- Month leading up is usually frantic and this can be fine as long as you are still meeting and reporting on what's happening. Make sure communication is a priority, at this stage individuals tend to be so focused on their tasks they don't want to "waste time". Still meet but make it shorter with brief reports from

each on just what's happening and if there are any problems.

- Week leading up is usually the lull before the storm. Still time to fix up problems or to fill in the gaps. Also cut back if something is not coming together, make the call now, not on the day.
- At the event make sure everyone has a copy of the program or a running schedule. Don't make last minute changes except where you have to and stick to the planned options for bad weather or program drop outs. Some of the best events are chaotic behind the scenes the most important thing is the atmosphere. Make sure everyone is having fun and not taking themselves too seriously.
- After the event ensure you do something together to celebrate.

## 5.9 Evaluation & Reports

Set the reporting up well in advance, recording actual outcomes of the event

- Get reports from staff and key volunteers on specific areas
- Keep files of all promotional material; print media stories as they happen
- Arrange to take digital photos at the festivals of all aspects from sponsors banners to crowds; different activities; volunteers at work; responsible waste management; artists; behind the scenes
- Work out how to gather statistics on total attendance and if possible do an audience survey or feedback sheet



## **Stage 6 - The Event and Afterwards**

At the event itself ensure that everything is happening as planned

- Solve any immediate problems
- Ensure that everyone is clear about their roles and what to do
- Respond to any complaints or issues that arise from the audience
- Keep communications flowing
- If there is a health or safety issue act quickly to rectify or contain the situation
- Make commonsense adjustments to the real event circumstances but also try to stick to the plan particularly the scheduled timing
- Think about things you'd do differently next time but don't talk about it now
- Be positive and supportive to everyone in the team
- Event assessment of numbers attending, turnover and numbers participating in different areas is essential and must be collected on the day
- Local business activity due to the event can be obtained from relevant businesses by asking them about the effects of the day on their operations and revenue
- Document the event itself in as many different ways that you can...photos, written commentaries, audience



Photo: TSC of NAIDOC Week Organisers, Tweed Heads

surveys, graphic artists  
impressions, volunteer feedback sheets, idea and suggestion boxes, video recording

After the event put time into a great Event Report

- Use the Event Report for everything from acquitting the grant, reporting to sponsors and sending to Councillors and other leaders in the community
- Use the Report in future planning meetings and attach to future applications
- Use to the Report to brief the media or for PR opportunities between events

## **7 Information Resources Kit**

### **7.1 Committee Structure Options**

- A Festival or Event can be part of a club or association's operation and is integrated into the main organisation's committee structure such as Speed on Tweed and the Murwillumbah Rotary Club.
- Or a special committee can be formed to oversee the Festival or Event on behalf of the main organisation. As this kind of

committee does not have a separate legal entity, all insurances and liabilities are undertaken by the parent organisation such as Australia Day Committee and Tweed Shire Council

- Or the Festival or Event can become an incorporated association setting up a basic constitution – information on this is available from the NSW Office of Fair Trading on the internet [www.fairtrading.nsw.gov.au](http://www.fairtrading.nsw.gov.au) or call 1800 502 042
- As the Festival or Event develops you will need to review and adjust the organisational structure

## 7.2 Risk Management Plan

- You'll need to get several insurance policies – Public Liability (accidents); Property (thefts) and Product (food poisoning) Liability
- You have to be covered in your main organisation's insurances or have your own insurance cover
- Doing a risk management plan means looking at the event/s and breaking them down into components where you can identify the risks, look at what chance there is for things to happen, work out how to avoid that happening and after the event decide if there is something else to be done next time
- Safety of staff, volunteers, all the participants and the

audience is very important and often the easiest place to start

- Make a table with 4 columns and list under Identification what can go wrong; under Evaluation what circumstances it is more likely to happen or not; and under Control what you're doing to address it and after the event put comments under Review
- Ask the insurance company for a pro forma or any information about risk management planning they can offer
- Some of the insurance cover is taken by others like suppliers, you need to insist on having copies of these insurances in advance of the event/s
- Many community events have joined up with bigger organisations such as services clubs, so they can be covered under existing insurances or by adding a simple extension to the existing policy

## 7.3 Permits for Outdoor Events

- For all outdoor events you'll need to ensure that you have the appropriate permits and meet the conditions of use. Contact Council's Open Space Officer on 02 6670 2616 or [gburton@tweed.nsw.gov.au](mailto:gburton@tweed.nsw.gov.au) at Tweed Shire Council
- For Community Events you will have to fill out forms to use council land and submit this a month or more before the event. If a DA is required leave a lot of lead time.
- The benefits of going through Council can be huge, they have



expertise in what is usually needed, will supply the garbage bins and other equipment, they want to avoid possible problems in advance and know the parks and recreation grounds well

- Community Associations manage some outdoor venues such as the showgrounds and sporting grounds. See if there is an interest from them in having your event at their venue. For Murwillumbah Showgrounds contact Ian Ross on 02 6672 5507
- Always contact the local police to discuss with them the details of your event, give them information in writing include a reliable contact number
- If you present an event somewhere, even in someone's paddock and you/they don't have a permit you're looking for trouble, don't do it
- There are regulations regarding putting up any temporary structures like stalls and if food or drinks are to be served to the public. Contact equipment hirers and suppliers to discuss your plans and find out what you need to do.
- If you are including caterers and other specialist providers ask them for proof of their meeting the current regulations
- Remember to put all this information into the Risk Management Plan for insurance purposes



Photo: TSC of Special Events Waste / Recycle Bins Trailer

## 7.4 Waste Management

- Council promotes and encourages resource recovery and best practice waste management at all events in the Shire
- A Waste Wise management Plan for Special Events form is required to be completed and submitted for all events to be held on public land and requiring permission from Council
- The form is part of the Festivals & Events Waste Management Guide available on Council's website [www.tweed.nsw.gov.au](http://www.tweed.nsw.gov.au) or phone 02 6670 2694
- Council has 12 event split bins with waste and recycling collections available for use at community events and will deliver and pick these up for free
- Council can also provide advise on waste minimisation and avoidance strategies
- Council can also assist with managing waste for larger events and contacts with waste contractors

## 7.5 Sponsorship Management

- Getting sponsorship is usually vital to getting an event on
- When you have sponsors make sure they are well informed about the events progress and invite them to witness/celebrate significant milestones, not just come to the event itself
- Make the contract arrangements very clear and create a checklist to ensure that you are fulfilling every aspect of the deal
- If you can't do something, discuss it up front straight away and offer an alternative, don't hope they don't notice the shortfall in benefits
- Do some extras, so that when you report on the outcomes for them you can add these, do the reporting simply in a quick glance/whole picture format
- Always work towards having them renew for next year, ask them what they think of the event? What's the best and worst aspect from their point of view?
- Don't play them off with their competitors, offer them loyalty and ask them for a forward series of events commitment
- Attach a full Event Report with the written thanks and acknowledgement of their support
- If their sponsorship is part of their marketing budget supply audience statistics, who, how many, from where. Survey results are best but anecdotal

evidence will help if you don't have this

- If they are really enthusiastic supporters ask them to introduce you to any business partners they have who might also like to sponsor
- If you are an Association you can apply to the federal government for tax deduction status so that the sponsorships and donations have a financial benefit to the businesses donating. Contact [www.dcita.gov.au](http://www.dcita.gov.au) Warning this takes a long time to get confirmed and usually means adopting a clause to the Articles of Association.

## 7.6 Grant Funding Options

- There are a range of grants available to festivals and events. Always investigate fully whether you have a chance of getting the grant before putting in valuable time.
- Grants have eligibility criteria and a form to submit by a certain date. Read these carefully, they all sound good but you are competing with lots of other applicants. It is worth it? Are there easier ways to raise the funds?
- For further information contact the Council's Festival & Events Liaison Officer on 02 - 6670 2735 or by email on [ballen@tweed.nsw.gov.au](mailto:ballen@tweed.nsw.gov.au)



Photo: TSC of Seniors Expo, Murwillumbah

- Grants can be useful to provide a special program through employing professional artist/s; to develop some capital infrastructure or to market to areas beyond the reach of the Shire.
- Grants for Festivals and Events are available from:

Festivals Australia  
[www.dcita.gov.au/festivals](http://www.dcita.gov.au/festivals) or 1800 819 461

Australia Council [www.ozco.gov.au](http://www.ozco.gov.au)  
 or 1800 226 912

Northern Rivers Area Consultative Committee  
[www.northernriversacc.com.au](http://www.northernriversacc.com.au) or  
 07-5599 4200

Regional Arts NSW  
[www.regionalartsnsw.com.au](http://www.regionalartsnsw.com.au) or 02-  
 9247 8577

Arts NSW [www.arts.nsw.gov.au](http://www.arts.nsw.gov.au) or  
 1800 358 594

NSW Tourism  
[www.tourism.nsw.gov.au](http://www.tourism.nsw.gov.au) or 02-  
 9931 1111

NSW Department of State and Regional Development for Main Street/Small Towns Programs  
[www.regionalcommunities.nsw.gov.au](http://www.regionalcommunities.nsw.gov.au)  
 or 07-5599 3344

Tweed Shire Council has a Festivals Fund Policy look under application forms on [www.tweed.nsw.gov.au](http://www.tweed.nsw.gov.au) or call 02 - 6670 2735. There are 2 funding periods each year applications have to be in by end of February or July.

Tweed Shire Council also has a Donations Fund Policy and smaller community events can apply. Information is available on the same website.

## 7.7 Volunteer Structure and Management

- A strong structure including a plan of what the volunteers will be doing; how they will be supervised and become part of the organisation needs to be worked out
- Insurance to cover volunteers will be needed and the plan can be summarised for this – how many; what they will be doing; the kinds of risks and how their safety will be approached such as training in procedures, manuals etc
- Appointing a good volunteer coordinator ensures the volunteers are well looked after and can make a fuller contribution
- Information to volunteers is essential so they are ambassadors for the event and inviting their feedback on developments creates a sense of ownership
- Call for volunteers early, target networks and organisations appropriate to the event

- Each volunteer to sign a written agreement with the organisation setting out their contacts; their job title and description; who they report to and what they will be offered in acknowledgement of their contribution
- Be clear about what the volunteers want out of being part of the event –wanting to train for future employment, wanting to meet local people, wanting to see the event happen or part of their service club activities
- Get the volunteers together before the event to brief them, introduce them to those supervising, let them know where and when to sign on, what to do if they can't come at the last minute, what social activities are likely, what to wear and any specialised training offered
- Have volunteers identified at the event so they can be recognised in the crowd
- Provide special facilities at the event for the volunteers such as security for their bags, drinks and food, a place to sign in and out, meet and rest
- Thanks and acknowledgements after the event is important!
- If you have an ongoing problem attracting volunteers then try targeting a specific group and providing conditions that appeal specifically to them



Photo: TSC of International Volunteers Day, Civic Centre

- Get their feedback by asking them Would they do it again? What would they change? Could they supervise next time? How could we improve the information or coordination?
- If a volunteer is not performing well then put them on another job with a different team or if it's really impossible tell them you won't need them for the afternoon, for tomorrow etc Don't leave it to resolve itself
- Ideas for sources of new volunteers:

Volunteering Tweed  
[ttec@ttec.com](mailto:ttec@ttec.com) or 02-6672 5212

Kingscliff TAFE Event  
 Management students  
[delma.smith@tafensw.edu.au](mailto:delma.smith@tafensw.edu.au)

Southern Cross University  
 Events students  
[leanne.baker@scu.edu.au](mailto:leanne.baker@scu.edu.au) or  
 02-6620 3503

Tweedlink advertising contact  
[tweedlink@tweed.nsw.au](mailto:tweedlink@tweed.nsw.au) or 02-  
 6670 2575



## 7.8 Promotions Contacts List

- Read the local papers and listen to local radio then contact journalists who may be interested in the Festival as content for their columns or programs, explain to them what the connection or interest for them is. Try the Daily News; Tweed Sun; Around the Tweed Valley; ABC Local Radio and ask around for what other people read or listen to
- When you have got any promotion from media or through businesses or community groups, list it in a Promotions Contact List include the date, name, contact details, what was done, any results. Use this list for following up with information about the next festival or event.
- For advertising information contact Daily News 07 5524 6400; Gold Coast Bulletin 07 5584 2203; Tweed Sun 07 5597 1999; Courier Mail/Sunday Mail 07 5584 2890; Around the Tweed 02 6672 4443; Tweed Link 02 6670 2575 (non-profit organisations or free events only); Gold FM and Sea FM 07 5536 1166; Radio 97AM 07 5524 4497
- For free editorial try Justine Frasier ABC Radio North Coast 02 6627 2011; Shawn Durkin or Phil Murray Tweed Sun 07 5506 1012; Editor Daily News 07 5524 6400 or Mollie Butler at the Daily News 02 6672 1833; Scott Green Murwillumbah Weekly and Tweed Weekly 02 6672 4443; Andrew McDonald or Gemma Patterson Gold Coast Bulletin 07 5536 5355; Reporters NBN News Gold

Coast 07 5523 3032 or Lismore  
02 6625 2498

- Always have your information in written form ready to email or fax with the key points and your contact details. If there is media interest they will ask for this to be sent straight away
- Flyer and posters, as well as linking up into newsletters of other organisations are all effective ways of getting your event talked about. Make sure everyone in the team working on the festival is giving out information to their networks. Include the Libraries and Visitor Information Centres as well as cafes in your poster/flyer distribution
- Send details for event listing as soon as you have confirmed a date to:

Tweed Tourism on  
[info@tweedtourism.com.au](mailto:info@tweedtourism.com.au)

ABC Radio North Coast  
[www.abc.net.au/northcoast](http://www.abc.net.au/northcoast)

ABC Gold Coast (Coast FM)  
[www.abc.net.au/goldcoast](http://www.abc.net.au/goldcoast)

- At the end of the event consider applying for local or state awards that may help in building your profile:

Australia Day Awards  
[gabbya@tweed.nsw.gov.au](mailto:gabbya@tweed.nsw.gov.au)

Business Awards  
[www.business.nsw.gov.au](http://www.business.nsw.gov.au) or  
[www.tweedchamber.com.au](http://www.tweedchamber.com.au)

Innovations Awards  
[www.northernriversacc.com.au](http://www.northernriversacc.com.au)

Tourism Awards  
[gm@tweedtourism.com.au](mailto:gm@tweedtourism.com.au)





Photo: TSC of Easter Sandcastle Event at Salt Beach

## 7.9 Program and Production Services

- There are many products and services available for hiring equipment or providing entertainment, event management and marketing. Always get a quote and be clear what's in the contract, ask about insurance cover and ask for references to check their quality of service
- Ask other festival organisers who they hire from and can you have their contact, do they think that product/service would be suitable for your event? For outdoor staging ask Wintersun Director, Barry McNamara 07 5536 9509; for rodeos ask Tyalgum Diggers Organiser Janette Mustchin 02-6679 3675; for artists in the Tweed ask Council's Community Cultural Development Officer 02 6670 2734; for equipment advice Civic Centres Manager 02 6670 2497 For other products and services being promoted in the Tweed contact the Council's Festival & Events Officer on 6670 2735

## 7.10 Audience Development Research

- To increase the audience base for your next festival or event it's useful to do some field research at the current one
- This can be a simple questionnaire that is distributed at the venue to the audience
- To get a return of completed questionnaires there are often incentives offered such as raffle prizes
- It's important to have a clearly visible collection point
- Collating the information is quite time consuming but the results can be used in your Event Report to all the stakeholders – collecting postcodes; motivations for attending and what they like and dislike is very useful
- Sponsors may need the results to plan increase funding in the future
- If you can find a person with market research experience in the community this will be valuable in coordinating the best approach to obtaining information
- The Centre for Regional Tourism Research at Southern Cross University will undertake event audience research for information contact Jo Mackeller on [jmackell@scu.edu.au](mailto:jmackell@scu.edu.au) or 02 - 6620 3292

## **Checklist Guide to Event Planning and Management**

### **Step 1.**

- Establish Objectives

### **Step 2.**

- Research the Idea

### **Step 3.**

- Start the Documentation

### **Step 4.**

- Determine Team Roles and Responsibilities

### **Step 5.**

- Event Plan with Actions, Timeframe and Follow up
- Risk Management Plan
- Program Draft
- Venues and Site Permits and Agreements
- Production Requirements
- Promotions Schedule
- Budget
- Funding Applications
- Sponsorship Submissions
- Operational Set Up
- Set up Surveys and Evaluations



Photo: Darren Atkins of Australia Day Parade at Tyalgum

### **Step 6.**

- Event assessment from every angle
- Numbers attending
- Economic outcomes for local businesses

### **Step 7.**

- Thank you and debriefing
- Final Report and Acquittals

For further information:



Barbara Allen  
Festival and Events Liaison  
Officer  
Tweed Shire Council  
PO Box 816  
Murwillumbah NSW 2484

Telephone 02-6670 2735  
Email  
[ballen@tweed.nsw.gov.au](mailto:ballen@tweed.nsw.gov.au)





## Strategic Plan

### Tweed Shire Festivals and Events

2008 - 2013

## Financial Plan

Clustering of Festivals and Events

Objectives and Strategies

Draft Business Plan

Estimated Expenditure

Access & Equity Statement

## Clustering of Festival and Events

Tweed Shire has a great diversity of Festivals and Events

### 1. Major Sports Events

#### Fishing Comps

Greenback Tailor Fishing Comp on June long weekend each year at Cabarita attracts several thousand enthusiastic fishos from across NSW and Queensland as well as local spectators to the weigh in and auction.

#### Bowling Comps

Both indoor and outdoor national and international bowling competitions are held each year at Tweed Heads. These are filmed for broadcast by ABC TV and provide popular live and telecast entertainment for bowls enthusiasts.

#### Golf Events

There are a number of courses in the Tweed Shire including Tweed Coolangatta, Banora Point and Murwillumbah and these hold a range of special golfing events throughout the year.

#### Racing Events

Melbourne Cup Day and Murwillumbah Cup Day at the beautiful Tweed Jockey Club are big corporate racing events attracting horse owners, jockeys and punters from around regional NSW and Queensland.

#### Surf Festivals & Competitions

There are a range of surfing competitions held along the Tweed Coast including international professionals at Quiksilver and Roxy Pro at Rainbow Beach and Duranbah, and the Malfunction Surf Festival for longboarders at Kingscliff.

### **Other Sports Events:**

Lifesaving Titles  
Hockey Regional Comp  
Softball Regional Comp  
Triathlon Series  
Rowing Regattas  
Netball Regional Comp  
Tennis Regional Comp  
Equine Events  
Soccer Comp  
Rugby Comp  
Touch Football Comp  
Athletics Regional Comp  
Cricket Regional Comp  
Cycling Events  
Skateboarding Comp

## **2. Tweed's Nostalgia Festivals**

### **Wintersun**

This is the largest festival in the Tweed with an audience of 100,000 many from interstate and overseas. Accommodation is booked out well in advance and there is a major economic benefit for tourism, clubs, retail and other businesses in the Tweed Heads area. Wintersun is Australia's No. 1 Nostalgia Festival, celebrating the 50's 7 60's rock 'n roll era.

### **Speed on Tweed**

This is a very successful new festival held each year in the main streets and showgrounds of Murwillumbah, featuring historic motor car racing. Evening events in the main street ensure some of the liveliest nights of the year in the town.

## **3. Rural Heritage Festivals**

Tweed Banana Festival

Tweed River Agricultural Show

Tyalgum Diggers Sports Day & Rodeo

Rodeo Cabarita

Camp Draft Uki

Tweed River Regional Museum Events

## **4. Environment Focus Festivals**

World Environment Day

Tweed River Festival

Wollumbin Festival

## **5. Arts and Cultural Festivals**

Tyalgum Festival of Classical Music

Murwillumbah Festival of Performing Arts

Tweed River Art Gallery Events

Opera in the Park

NAIDOC Week

Harmony Day

## **6. Popular Entertainment Events**

Twin Towns Fireworks Challenge

Quiksilver Pro Show

Salt Village & Casuarina Events

Seniors Week

Seniors Expo

Youth Week

## **7. Smaller Community Events**

Diverse range of community events held throughout the Shire



## Summary of Objectives

### Main Objective:

**Develop the quality of all of the Tweed Festivals and Events**

### More specific goals include:

Expand Major Sporting Events  
Develop Tweed's Nostalgia Festivals  
Promote Rural Heritage Traditions  
Focus on the Environment  
Promote Food Producers of the Tweed  
Support Arts and Cultural Events  
Support Popular Entertainment  
Assist Small Community Events  
Encourage Events for Young People

## Summary of Strategies

### Main Strategies:

**Audience & Economic Research**  
**Event Management Planning**  
**Permits, Compliance & Risk Management Training**  
**Tourism Promotions & Marketing**  
**Regional Networking**

### More specific strategies include:

Widely distribute Tweed Guide to Event Planning & Management  
Assist Festivals & Events with Event Management  
Incorporate Event Student Placements  
Organise Permits, Compliance & Risk Management Workshops  
Develop Tourism Festivals Marketing Plan  
Encourage local & regional networking

## Draft Summary Business Plan 2008 – 2013

Objectives	Strategies	Action Plan	Resources & Structures
<b>Raise the quality of all the Tweed Festivals and Events</b>	Event management training for Festival & Event organisers	Implement Festivals Strategic Plan 2008 – 2013	Festivals Strategic Plan 2008 – 2013
	Volunteer development	Draft TSC Special Events Policy for adoption by Council	Festival & Events Liaison Officer
	Student placement program		TSC Cultural Policy & Festivals Policy
	Develop business plans		
	Opportunities through regional networking		
<b>Increase audiences both locals and visitors</b>	Implement recommendations of Audience Research	Regional networking opportunities	Audience & Economic Research
	Greater cooperation between festivals and Tweed Tourism		TEDC
	Improve event information distribution particularly via websites		
	Involve the community in creative developments		

<b>Develop more effective regional and interstate marketing</b>	Implement a new Tourism Festivals Marketing Plan with Tweed Tourism	Develop & implement new Tourism Festivals Marketing Plan	Tweed Tourism
	Incorporate tourism accommodation and other services in festival promotions		
	Opportunities for Festivals and Events in regional tourism strategies		
<b>Encourage best practice Event Management &amp; Planning</b>	Distribute updated Tweed Guide to Event Planning & Management	Schedule Event Management Planning	Council staff engaged with festivals & events
	Event management training for festival organisers		
	Compliance, permits and risk management planning		
	Ensure festivals have access to highest quality resources		
	Build on capacity to raise own revenue		
<b>Engage the community in creative developments</b>	Assist in broad consultation and participation in Festival & Event planning	Evaluate progress and recommend changes	Report to Council's Community Cultural Development Advisory Committee
			Ongoing communications with Festival and Event organisers

## Estimated Expenditure 2007/2008 - 2013/2014

Cost Detail	2007/2008	2008/2009 to 2012/2013	2013/2014	\$ Total Cost
Audience & Economic Research	TEDC	Regional 15,000	Regional 5,000	20,000
Event Management Planning	FELO	FELO	FELO	0
Specialised W/shop Compliance/Permits	FELO	FELO	FELO	0
Serving Liquor Certificate Training	TAFE	TAFE	TAFE	0
Traffic Control Certificate Training	TAFE	TAFE	TAFE	0
Risk Management Training	FELO TSC Regional	FELO TSC Regional	FELO TSC Regional	0
Wise Waste Management	FELO TSC Regional	FELO TSC Regional	FELO TSC Regional	0
Joint marketing Tweed Tourism	0	10,000	5,000	15,000
Regional Flagship Tourism	10,000	30,000	10,000	50,000
Volunteer Devt	5,000	15,000	5,000	25,000
Student Placements	2,500	7,500	2,500	12,500
Regional Strategy ArtsNR	25,000	75,000	25,000	125,000
TSC Festival Funds	60,000	180,000	60,000	300,000
TSC FELO	80,000	240,000	80,000	400,000
<b>TOTAL</b>	<b>182,500</b>	<b>572,500</b>	<b>192,500</b>	<b>947,500</b>

TSC      Tweed Shire Council  
 FELO    Festival & Events Liaison Officer  
 TEDC    Tweed Economic Development Corporation  
 ArtsNR   Arts Northern Rivers  
 TAFE    Technical & Further Education College

# Tweed Shire Council Management Plan 2007 - 2010 Access and Equity Statement

## Festivals & Events

Tweed Shire has an excellent range of quality, community festivals and events held throughout the year. These include major sporting events, rural heritage festivals, environment festivals, contemporary arts & cultural events, celebratory events of all kinds and the very popular nostalgia festivals. This is a growing area of social engagement with over 200,000 people estimated to be participating each year in these festivals and events. Many local residents also contribute through their voluntary support.

Activity	Reason for Activity	Activity depends on	Responsibility
Events Information	-Enhance access of all through distribution of information on what's happening, where	-Cooperation of festival organisers and local media -Coordination of diverse communications strategy	-Community and Cultural Services -Festivals & Events Liaison Officer - IT & Media Unit
Audience Development	-Increase access by different sections of the community & visitors	-Audience Research -Market Planning -Coordination with Tweed Tourism	-Community and Cultural Services -Festivals & Events Liaison Officer
Event Development	- Assist new organisers, volunteers to participate - Manage constant growth / change in programs & activities - Support opportunities to develop community based festivals & events	-Development of event management skills -Advice on seed funding and other support available -Coordination within Council of land use approvals, traffic management, planning development, waste, health, environment etc	-Community and Cultural Services -Festivals & Events Liaison Officer -Planning Development, Recreation Services, Waste, Traffic Management, Risk Management, Health & Environment Units
Local & Regional Networking	-Cooperative research & development	- Strategic partnerships within the region -Share of funding, resources, market opportunities, expertise	-Community and Cultural Services -Festivals & Events Liaison Officer -Waste, Risk Management & Natural Resources Units
Event Evaluation	-Measure economic, social and environment impacts -Assess quality and effectiveness	-Cooperation of festival organisers -Coordination of Economic Research with TEDC -Other specialised research partnerships	-Community and Cultural Services -Festivals & Events Liaison Officer