



Celebrating Randwick

An Events Management Strategy

March 2011

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Introduction

Cultural development is an essential part of creating dynamic, healthy and cohesive communities and in 2008 Randwick City Council adopted a cultural plan providing a strategic framework and direction to focus on those cultural activities and events that will help enrich our residents' lives.

Randwick Council's cultural vision is to foster and support an environment that recognises, supports and celebrates our community's cultural diversity and heritage, social affiliations and the many forms of creative expression including dance, literature, music, theatre and visual arts.

Our cultural vision is a reflection of Council's overarching vision for our City, which is to build '**a sense of community**'. Vibrant and diverse events and celebrations play an integral role in shaping and building the sense of community. They connect and engage our communities and engender community pride, a sense of belonging and wellbeing. Events value, support and promote the culture, cultural practices and vitality of different people, groups and organisations within the City and contribute to the vibrancy of our town centres.

Objectives of *Celebrating Randwick*

Celebrating Randwick provides a strategic framework to facilitate the provision of a vibrant mix of cultural and community events that cater for all communities and fosters equity and access. It will also:

- Provide a framework for the planning, managing and reviewing of events
- Facilitate the provision across the year of an appropriate mix of Council, community and commercial events that provide opportunities for all residents to engage in some activities
- Encourage openness and fairness in the allocation of Council funds for the support of events.
- Enhance and foster the quality of events organised within the City and promote standards of excellence and local significance which will have the capacity to attract local, regional and other visitors.

Events in Randwick City are activities or occasions which bring the community or community groups together for entertainment, recreation, learning, community support or social cohesion purposes.

Hierarchy of events

Events can be funded and run by:

- Council
- Community
- Council/community in partnership
- Commercial

Council may sponsor or receive sponsorship for a community or commercial event or provide support for a community event.

The broad categories of events are: -

Local: A small event which attracts local community members and is often of special or local interest. It fosters local community wellbeing and is of direct benefit to the immediate community in which it operates. It may be initiated and coordinated by the local community and supported by council by grant and other in-kind funding. Examples include surf club carnivals, local performance and art exhibitions

City wide event: An event that is in line with Councils strategic direction, has clear district economic, environmental and or social benefit, and has opportunity for growth and expansion. It attracts larger numbers of the community and may attract some external visitors to the area. Examples include: Coogee Carols, Summer Activities program, Eco-living fair,

Commercial events are events that contribute to the vibrancy of a town centre and/or directly benefit the local economy by attracting visitors to the area and providing the area with local or regional recognition. Examples include: Surf club carnivals, music festivals, beach cricket, The Spot Film and Food festival

External events are those coordinated by external organisations or associations and are held within the Council boundaries. They have the potential to attract regional and state-wide audiences and participants. Examples include: World Youth Day activities

These differing types of events need to be valued and supported for what they will deliver for any given community group.

Core events

Council's core events are those events that define the community and provide a framework for the celebration of key times or milestones for the community.

They should be compatible with Randwick City Council's vision of a 'sense of community' and reflect its historical and cultural nature. In many cases these core events link Randwick to the celebrations that take place in the broader Australian community such as citizenship and Anzac Day ceremonies.

Core events are usually funded or sponsored by Council. A core event is often a 'city-wide' event that produces a general public benefit. These core events form the basis of Council's ***Celebrating Randwick*** program.

Core events may include activities supported by Council for specific target group celebrations such as Youth week, NAIDOC week and Senior's week; events with a strong cultural 'historical' connection to the community such as the seniors Christmas parties; and events that allow the community to celebrate significant times such as Christmas and New Year.

Core events may also be activities that reflect our community and the place we live in, such as annual surf club carnivals and surfing events including the Surfing Walk of Fame.

There are also a number of events that are initiated and run by community members or groups (Epiphany celebrations) or even by a commercial group that have come to be associated with the regular program of events across Randwick City and would be seen as forming part of Council's core events.

Core events may include Council, community, and even commercial events where the Council is a key stakeholder or sponsor.

Planning the *Celebrating Randwick* program

While the nature of the events program implies that there will be consistency over time it also must reflect changes in our community and the world around us.

The events program must:

- include a balanced mix of the different types of events in terms of target group, funding provider, location and time of year
- reflect major community milestones such as the 150th celebrations in 2009
- provide for assessment and evaluation of each core event
- be reviewed every four years as part of the Integrated Planning and reporting framework

The ***Celebrating Randwick*** program will consist of:

- Core events, either community or city wide
- Community events that may be supported with funding from Council
- Commercial events¹

Program planning methodology

Each new council will review the ***Celebrating Randwick*** program and make decisions for the next four years in terms of what events will be held, when and where. This review will form part of their planning for the four year delivery program.

If mid way through the four year delivery cycle the Council proposes an extended ***Celebrating Randwick*** program then any decisions on reallocation of existing budget or request for additional funding will be incorporated into Council's four year delivery program and supporting resourcing strategies. In other words, program adjustments or revision will follow the same process used to annually review the Council's plan of management and supporting budget. There will be opportunities for other events, not included in the ***Celebrating Randwick*** program to be run in any one year, if funding is available. These may be either community or commercial events. In the case of community events that are supported by Council, any decisions on funding will be made under the existing Cultural Community Grants program.

In the case of commercial events to be supported by Council, any decision on funding or sponsorship will follow the four year ***Celebrating Randwick*** program planning cycle. While Council cannot control the initiation of commercial events it can certainly through the provision of support and encouragement try to influence the type and nature of non-council run events that are staged in the community.

In planning the four year ***Celebrating Randwick*** program, the new Councillors and staff with responsibility for developing it will consider events against the following key principles:

- Community benefit
- Engagement and inclusiveness

¹ Where Randwick Council is a key stakeholder or sponsor.

- Liveability and safety
- Relevance
- Environmental sustainability

Table 1: Key principles for provision of events

PRINCIPLE	DEMONSTRATED BY:
Community benefit	<p>fosters the city’s creative and cultural life</p> <p>celebrates the cultural identity of Randwick City and its suburbs</p> <p>positively influences attitudes and behaviours of the City’s residents, businesses and visitors</p> <p>contributes to the development of a positive external image of Randwick and its people</p>
Engagement and inclusiveness	<p>provides opportunities for community participation and interaction</p> <p>involves people with diverse cultural and socio-economic lifestyles and interests</p> <p>contributes to social wellbeing</p> <p>provides fun, affordable and accessible activities for local residents</p>
Liveability and Safety	<p>locations are spread throughout the city and are accessible</p> <p>events are provided across the calendar year</p> <p>provides safe people friendly environments</p> <p>achieves a balance between the frequency and economic benefit of events, and the needs, quality of life and requirements of businesses, residents and other stakeholders</p>
Relevance	<p>events contribute to broader Council goals</p> <p>a demonstrated level of demand exists</p> <p>relationship to events run in neighbouring Councils</p>

PRINCIPLE	DEMONSTRATED BY:
Environmental sustainability	<p>events have a minimal impact on the natural environment and embrace the notion of environmental sustainability</p> <p>events maximise opportunities to be water wise, waste wise and energy wise</p> <p>event organisers are actively encouraged to use the Randwick City Council's <i>Green Events Checklist</i>*</p>

*Scheduled for completion by December 2011

Planning core events across a four year period will enable more effective coordination of the events program to facilitate:

- Specific 'branding' of the events program for the four year cycle
- Setting clear objectives for each core event
- Opportunities for cost savings and efficiencies
- Improved strategies to make events more accessible and in central locations
- Opportunity to rotate events for specific significant communities over the four years
- Input from different advisory committees and other local organisations such as University of NSW, hospitals, sporting associations and schools as to coming significant events and milestones for their community over the next four years
- Opportunities to identify and consider new events
- Opportunities to capitalise on existing crowds, and commercial, State or regional events.

Delivering vibrant and diverse events for the Randwick community

While the four year ***Celebrating Randwick*** program developed by each new council will form the foundation of the events part of the delivery program it will

be supported by a range of strategies focused on improving the delivery of diverse and vibrant events for the Randwick community.

There are opportunities to improve core event or celebration through more strategic planning. One core event for Randwick City is the Christmas festival and the success and impact of Christmas activities will be improved by further coordination and planning. The popularity of activities such as *Carols by Candlelight* has resulted in an increase each year in the number of community groups applying for funding for carols events. There needs to be consistency and equity in the provision of support as well as overall coordination to maximise opportunities for residents to be involved. The Christmas festival may include the major city wide carols at Coogee Beach; the Christmas Lights competition; and the provision of equitable Council support through the Cultural Community Grants Program for a specified number of community carols activities that may even rotate over different local locations over the years. There will be opportunities to review activities in the festival. The Christmas festival program would be prepared as part of the four year events program.

Good planning is supported by good data and information. Following the running of each core event an evaluation that considers a range of issues, such as the following, will be undertaken and the outcomes documented.

- Whether or not the established objectives of the event had been delivered
- The level of participation or support from the community
- Management of event – efficiency, risk management,
- Opportunities for improvements

The information gained through the evaluation will be valuable in planning future events and reflects Council's focus on ongoing improvement.

Appendix 1 provides a list of events that have in the past received full, partial or sponsorship funding from the Council. This information will inform the decision making process during the planning and development of the inaugural four year fixed program (scheduled to commence in October 2012). It may be updated on an annual basis during the course of the four year cycle, and a new *Celebrating Randwick Program* developed and endorsed by Council every four years, in line with the Council's integrated business planning framework.

With the focus on providing a successful and cost efficient ***Celebrating Randwick*** program, an **Action Plan** has been developed to ensure that the key program outcomes are met.

Conclusions

The ***Celebrating Randwick*** Events Strategy is designed to provide a strategic framework to facilitate the provision of a vibrant mix of cultural and community events that cater for all communities and fosters equity and access. Specifically, the strategy:

- Describes a formal process for the planning, managing and reviewing of events.
- Aims to provide an appropriate mix of Council, community and commercial events across the year and located in different locations, thus giving opportunities for all residents to engage in some activities.
- Reinforces transparent and equitable processes in the allocation of Council funds for the support of events.
- Enhances and fosters the quality of events organised within the City and promote standards of excellence and local significance which will have the capacity to attract local, regional and other visitors.

Celebrating Randwick Events Strategy will achieve this by:

- Categorising events as: community or city-wide core events: community events which may be supported with funding from Council; and commercial events.
- Councillors considering events using the key principles: Community Benefit, Engagement and Inclusiveness; Liveability and Safety; Relevance; and Environmental Sustainability.
- Councillors, at each new Council, deciding what events will be held, when and where for the next four years. This review will form part of their planning for the four year delivery program.
- Providing the opportunity for Council, mid way through the four year delivery cycle, to extend the ***Celebrating Randwick*** program. Using the information gained through the evaluation of events to help plan and improve future events.

Using the ***Celebrating Randwick*** Event Strategy will result in:

- Specific 'branding' or 'packaging' of the events program on a four year cycle

- Clear objectives for each core event and equitable sharing of resources among our diverse communities
- Greater investments in higher impact and higher profile quality Council funded/sponsored events
- Events being more accessible for residents and held in various locations across the City
- Identified opportunities to rotate events for specific significant communities every four years
- Identified opportunities to capitalise on existing crowds; commercial, State or regional events.

ACTION PLAN 2011 - 2021

	Outcomes	Actions	Performance Indicators	Targets
Better coordination of the internal and external communication around events	<p>Planning for events, speeches, advertising is undertaken three months in advance</p> <p>All key areas related to events planning meet on regular basis</p> <p>Events are well coordinated, and run smoothly on the day</p> <p>Contributes to the development of positive external image of Randwick City</p>	<p>Implement 4 year program delivery cycle, and apply annual review process for program adjustments, where applicable</p> <p>Continue to apply events management techniques, and risk management strategies</p>	<p>4 year delivery program adopted and successfully implanted in accordance with Events planning principles</p> <p>Scheduled events delivered on time and within budget.</p>	<p>No more than 1 unplanned or ad hoc event held per year</p> <p>80% of program implemented</p>
Improving communication with the community	<p>Better understanding of what the communities want</p> <p>Communities are aware of events</p> <p>Community has better understanding of the Council's key principles for provision of events</p>	<p>Carry out post evaluation survey after each event</p> <p>Provide concise and accurate information to community groups interested in running events</p>	<p>Adjustments are implemented guided by survey outcomes</p>	<p>At least 50% of post evaluation survey results register a 'satisfactory' rating</p>

	Outcomes	Actions	Performance Indicators	Targets
Building on existing events to achieve quality events that are safe, relevant, contributes to the Council's broader goals and represents value for money	<p>Events are held throughout the calendar year and staged equitably across the City</p> <p>Events are well attended and involves people with diverse cultural and socio-economic lifestyles and interests</p>	<p>Implement events principles</p> <p>Review existing events program to identify improvement opportunities and meet <i>Celebrating Randwick</i> objectives</p> <p>Review the branding of events</p>	<p>Planning commenced for new 4 year program cycle October 2012,</p> <p>Outcomes of the branding review are applied to the new 4 year program</p>	<p>Report to Council March/April 2011 for implementation in 2011/12</p> <p>Apply as part of new 4 year cycle October 2012</p>
Minimal impact on the natural environment and maximize opportunities to be water wise, waste wise and energy wise	<p>Events have minimal impact on the natural environment and promote the notion of environmental sustainability</p>	<p>Use of environmental friendly products where applicable</p> <p>Apply the Council's Green Events Checklist as a standard practice for every event held</p>	<p>waste recycling facilities are provided for all major events</p> <p>Compliance with Checklist requirements</p>	<p>85% of all events held comply with checklist requirements</p>

APPENDIX 1: EXAMPLES OF EVENTS THAT HAVE PREVIOUSLY RECEIVED FULL, PARTIAL OR SPONSORSHIP FUNDING FROM THE COUNCIL

Event	Season	Location	Focus Sport, art, music, family, environment children etc	Council's role				Impact Participant interest, profile, cost benefit, staffing, community interest*
				Funding Full or Partial	Run	Support- in kind- describe	None	
Australia Day celebrations	Summer January	Coogee Beach & Little Bay	family	F	✓			Core event
Coastal summer activities	Summer January	Various	family	F	✓			Popular with families & young children
Women's Art competition	Autumn March	Randwick	art	F	✓			Growing in popularity with over 70 entries
The Spot Film & food festival	Autumn March	The Spot	family	F	✓			Core event, high profile and high impact
Seniors week	Autumn March	various	senior citizens	F	✓			Community service
Harmony day	Autumn March	various	family	F	✓			Core event
Surfing Walk of Fame & Mayors cup	Autumn March	Maroubra Beach	sport	F	✓			Core event

Event	Season	Location	Focus Sport, art, music, family, environment children etc	Council's role				Impact Participant interest, profile, cost benefit, staffing, community interest*
				Funding Full or Partial	Run	Support- in kind- describe	None	
Youth week	Autumn March/ April	various	young persons	F	✓			Community service
Anzac day	Autumn April	Randwick	remembrance	F	✓			Core event
Reconciliation week	Autumn May / June	various						
World Environment day	Winter June		environment					
Refugee week	Winter June	Maroubra		F	✓			
NAIDOC week	Winter July	Various						Core event
National tree day	Winter July		environment					
Garden awards	Winter August	Various	environment	F	✓			Medium interest
Local government week	Winter August	Randwick	children	F	✓			

Event	Season	Location	Focus Sport, art, music, family, environment children etc	Council's role				Impact Participant interest, profile, cost benefit, staffing, community interest*
				Funding Full or Partial	Run	Support- in kind- describe	None	
Sporting achievements awards	Spring November	Little Bay	sport	F	✓			
Eco Living fair	Spring September	Randwick	environment	F	✓			Moderate community interest
Bali Commemoration Ceremony	Spring October	Coogee & Malabar	remembrance	F	✓			High profile event
National children's week	Spring October	Maroubra Junction	children		✓			
Seniors Christmas party	Summer December	Kensington	senior citizens	F	✓			High participation interest
Coastcare week	Summer December	Various	environment					
Coogee Carols	Summer December	Coogee	family	F	✓			High profile and participation interest
Coogee Sparkles	Summer December	Coogee	family	F	✓			High profile and participation interest

Event	Season	Location	Focus Sport, art, music, family, environment children etc	Council's role				Impact Participant interest, profile, cost benefit, staffing, community interest*
				Funding Full or Partial	Run	Support- in kind- describe	None	
South Maroubra Village Green Art Show	Spring Nov	South Maroubra	family	P	X	Waste services and venue hire fee		
Yarra Bay Fun Run	Summer January	Yarra Bay	sport	P	X	Waste services and venue hire fee		
Epiphany Celebration-Greek Orthodox	Summer January	Yarra Bay	cultural	P	X			High participation interest
Coogee Family Fun Day	Summer December	Coogee Beach	family	P	X	Waste services and venue hire fee		
Des Renford Chair of Heart research Family Gala & Fun Day-DRAC	Summer November	Maroubra	Sport/family	P	✓	Venue hire fee		
Annual Pere Receveur Historic Mass	Winter July	La Perouse	cultural	P	X			

Event	Season	Location	Focus Sport, art, music, family, environment children etc	Council's role				Impact Participant interest, profile, cost benefit, staffing, community interest*
				Funding Full or Partial	Run	Support- in kind- describe	None	
Council Cancer Relay for Life		Centennial Park	family	P	✓			
Maroubra Fun Run	Spring October		family	P	X	Waste services and venue hire fee		
Easter Bonnet Parade	Autumn April	South Maroubra	family	P	X			
Oktoberfest	Spring October	South Maroubra	family	P	X	Waste services and venue hire fee		
Randwick Art and Craft Show	Autumn March	Little Bay	art	P	X	Venue hire fees and staff support		Increasing participation and community interest

* Based on staff observation

APPENDIX 2

SWOT analysis of current events provision. Conducted in December 2009

Strengths	Weaknesses
<p>Community pride Physical environment with beaches, parks and open spaces including Botany Bay National Park and Centennial Park Councillors input & commitment Mixed and diverse community Climate – mild winters Potential partners Existing community facilities Sporting organisations Proximity to major recreational facilities such as NIDA and Royal Randwick racecourse as well as CBD Good public transport access Proximity to and relationships with other councils Tourist population</p>	<p>The 'nimby' factor Not targeted Don't fully understand community needs Lack of well defined objectives Venues are expensive Negative perceptions of some areas/suburbs Parochialism Failure to capitalise on major 'weeks' (e.g., seniors, youth) Failure to capitalise on prestigious events e.g. Golf competitions Lack of strategic communication with potential detractors Lack of relationships with major venues Cultural barriers within community Public money – have to be 'seen' to be doing the right thing Lack of staff volunteering Negative perceptions from some elements of the community Communication Poor amenities and toilet blocks at venues Weather variations Lack of parking</p>
Opportunities	Threats
<p>Link into other council events Public image –can put us on the world stage Sculpture by the Sea Sponsorship Source of good news stories Reduced cost of events away from major venues such as Coogee Streamlining the approval process Look externally and broaden our vision – do not have to reinvent the wheel Self funded events such as Food & Wine week</p>	<p>Community opposition – small but very vocal group but is division within the community Politics Insurance / litigation Competition from events in other local areas Asset damage Our processes Reputation of different areas Financial / funding Lack of internal coordination and communication</p>

Resourcing, engaging and working more closely with local communities
Building on existing events
Better coordination, timing and events planning
Better coordination of internal & external communication around events
Outsourcing events management
Better understanding of what the communities want
More engagement with local communities and businesses in planning & putting on events
Use a theme or focus to drive calendars and harness events
Attract local populations such as the Bangladeshi community to cultural events
Review the branding of events

This analysis was undertaken to help inform the development of the events strategy. It was used as a starting point to gain a better understanding of the operating environment or existing conditions.