



Shire of **EAST
Pilbara**
AUSTRALIA'S LARGEST SHIRE

SHIRE OF EAST PILBARA Event Strategy

June 2015



Contents

Page

1. Executive Summary	3
2. Situation analysis of current events	5
3. Current and future event infrastructure	11
4. East Pilbara strengths and weaknesses as an events destination	13
5. Creating a strategic approach	14
6. Sustainability of events	16
7. Funding and Sponsorship	17
8. Local Government's role in events	20
9. Event types and branding	23
10. Strategies and actions	24

Appendices

- A. List of workshop attendees
- B. Stakeholders Consulted
- C. Current Events Policy 6.7

Disclaimer

Kirkgate Consulting has prepared this report for use of its clients only. The material contained in this report is of a general nature only, and neither purports, nor is intended, to be specific advice on any particular matter other than general advice relating to the client for which the report was prepared. No person should act on the basis of any matter contained in this report without taking appropriate professional advice relating to their own particular circumstances. Apart from providing advice of a general nature for the purposes of the client for which this report was prepared, Kirkgate Consulting expressly disclaims any liability to any person in respect of anything done or omitted to be done of and as a consequence of anything contained in this report.

1. Executive Summary

The Shire of East Pilbara (SoEP) recognises the importance of social, cultural, and recreational events as a means of ensuring that the East Pilbara communities are given the opportunity to participate in a diverse range of vibrant and stimulating events and community based activities.

This strategy contains a number of elements including the vision the Council has for events in the Shire, The Council's roles and responsibilities, the requirement for selection and evaluation criteria, as well as a number of strategies and actions.

The consultation process for the development of this strategy involved holding public workshops in Newman and Marble Bar, with workshops also held for Councillors and Shire staff. In addition meetings were held with key stakeholders in the Pilbara and in Perth.

The vision is to create a viable, strategically balanced calendar of events that will support community connectedness, attract visitors, and deliver social, economic, environment and community outcomes. This is a shared Shire and community vision that captures the needs of a vibrant and diverse community while at the same time delivering on the Shire's governance standards and linking to the Shire's desired strategic outcomes across a number of areas.

There are four strategic outcomes that any decision pertaining to the support of events in the Shire should align with. Support can rely on a single outcome or all of them. These strategic outcomes are:

SOCIAL OUTCOMES - organisational skills, community connectedness, volunteering, group viability, education, exposure to experiences not locally available

ECONOMIC OUTCOMES - visitor spend, local spend, group income, employment creation.

ENVIRONMENTAL OUTCOMES - fit with natural environment, meet health and safety requirements, low impact on environment.

CULTURAL OUTCOMES - broadens exposure to multiculturalism, connects the community to music and the arts, exposure of Aboriginal culture and supports Aboriginal reconciliation.

An analysis of current events indicates that 35 public events were held in the Shire during the past year, with a split of 70% being community events and 30% sporting/recreational events. Only 17% were events that could be classified as tourism events attracting visitors from outside of the Shire. There is no calendar of local events the community can access. Most events have developed as initiatives of individuals and /or community organisations and the sustainability of those events is very much dependent on the ongoing participation and enthusiasm of the individuals involved. Approximately 70% of Shire events are held in Newman, with 95% of all events taking place between April and October. While there are a significant number of events held there is no iconic or showcase event currently on the calendar. The Shire could develop a new brand to assist in identifying an iconic event that attracts visitors and wide media coverage. Such an example includes the Kimberley Moon Festival. A recommendation has been made for the Shire to work with the community and an event organiser to develop such a major event.

Compared to other regional centres Newman is well catered for in terms of infrastructure that can be used to host events. Much of the infrastructure has been funded by BHP Billiton over a number of years as part of their support for the community. The redevelopment of Newman town centre and in particular the development of a town square incorporating stage and screen, creates an opportunity to host a series of events in this location. Consideration needs to be given to the management of the square and events to take place in it.

The small groups of individuals that come together and organise events in all the communities are a major strength and one that reinforces the desire to have events founded on strong community support. The importance of these individuals and groups cannot be stressed enough, for without their passion and enthusiasm there would remain only a core of Shire organised events. Access to BHP Billiton funding for events in Newman is also a significant strength in the ongoing viability of certain events. While the passion and enthusiasm of a small group of community event organisers is a strength it is also a weakness in that these individuals get worn out, finding it difficult to maintain their commitment over a lengthy period. It is also the case that being a fairly transient population, individuals who have a passion for one particular event may move on to the detriment of events linked to those individuals.

Currently the majority of funding for events in Newman comes from BHP Billiton who funds events to support community wellbeing. The Shire also has Community Assistance Grants which include events funding. BHP Billiton is currently considering contracting the Shire to manage and distribute its events funding. Recommendations are made as to how these funds will be managed including:

- The formation of a Funding Assessment Committee
- Development of event selection criteria which will ensure a strategic approach to funding events
- Development of an event evaluation tool

Local governments are complex and diverse organisations with many functions impacting on the holding of events. It can, at times, be confusing for members of the public in accessing the different departments when organising events. It is therefore recommended that there be one point of contact for events within the organisation and that a number of existing procedures be simplified in order for the process to be made more user friendly and simple.

In order to address the issues raised within this document seven strategies have been recommended. These strategies are:

Strategy 1 – Ensure that internal Shire processes are efficient and assist event organisers and stakeholders

Strategy 2 – Enable event organisers to build knowledge and experience of holding events and maximise the exposure of existing events.

Strategy 3 – Coordinate the staging of events within the Pilbara and the wider North West region

Strategy 4 – Ensure that the social and economic impact of events are measured

Strategy 5 – Ensure that events are strategically selected and subsequently supported to maximise outcomes.

Strategy 6 – Brand and promote the Shire of East Pilbara as an events destination.

Strategy 7 – Budget for and facilitate the engagement of an event management group to work with the community in developing an iconic event with tourism appeal.

2. Situation analysis of current events

For the purposes of this report an event is defined as:

A happening with a specific purpose, objective and a predetermined timescale.

An event should generate positive social, cultural, economic, and environmental outcomes.

The primary purpose of a **community** event is one that is a celebration or commemoration held on public property which promotes community connectedness, For example: ANZAC Day and Australia Day.

The primary purpose of a **sport/recreation** event is one that is activity based and encourages participation or spectating. For example race days and triathlons.

The primary purpose of **cultural** event is one that conveys ideas, traditions and values important to the community or a subset of it. For example: The Martumili Christmas sale and the Arts & Crafts festival.

The primary purpose of a **tourism** event is one that appeals to, and attracts visitors from, outside a particular destination. For example Race Days and jet boats.

Events can be a combination of two or more of these types, for example the Fortescue Festival.

A review of existing documents provided by the Shire, BHP Billiton and the Pilbara Regional Council, as well as stakeholder interviews and the facilitating of workshops has created the following list and subsequent analysis of events in the Shire. A notable issue in the compiling of this list was the fragmentation of information currently available.

Current Events

Event Type – community (C), sport & recreation (S), Cultural (cl), tourism (T)

Newman

Name	Month	Organiser	Type	Sponsor	Frequency
Fortescue Festival	August	Lions Club	C, A/C,S,T.	BHP Billiton, SoEP	Annual
NAIDOC Week	July	Newman Mainstreet	C, CL.	BHP Billiton	Annual
Newman Film Festival	Sept	SoEP	C	BHP Billiton SoEP	Annual
Bloody Slow Cup	October	Police Legacy and others	C, S,T.	BHP Billiton SoEP	Annual
Gymkhana and polo cross	July	Newman Gymkhana	S	BHP Billiton	Annual
AFL Celebrity/Vets	May	Swan Districts FC	S	BHP Billiton	Annual
Intl Women's Day	March	Newman Mainstreet	C	BHP Billiton	Annual
Pilbara Girl		Goolarri Media	C	BHP Billiton	Annual
ANZAC Day	April	SoEP and RSL	C	SoEP	Annual
Australia Day	January	SoEP	C	SoEP	Annual
Kids Christmas Party	Dec	SoEP	C	SoEP	Annual
Christmas Lights	Dec	SoEP	C	SoEP	Annual
Markets		Mainstreet	C	BHP Billiton	Bi-monthly
Speedway (1)	Aug - April	Hillview Speedway	S		3-4 times a year
Motorcross (1)	March -	Newman Motorcross Club	S		3-4 times a year
Pink Ribbon Netball	May	Netball Club	S, C	SoEP	Annual
Rottneest Virtual Swim	Feb	SoEP	S	SoEP	Annual
Jet Boats	May & Aug	Newman Jetsprint Club	S	BHP Billiton	Annual

Newman Race Day	Aug	Newman Race Club Inc.	S, C, T	BHP Billiton	Annual
Arts and Crafts Expo	Aug.	Arts and Crafts club			
Various Regional Sports events	May - Aug	Sporting clubs	S, C, T	SoEP, BHP Billiton	
International Day of Disability	Dec	SOEP/Disability Services Commission	C	SOEP	Annually
Artist in Residence	July to October	SOEP	Cl	SOEP	Annually (for 4 years to 2017)
Horizon Community Career Expo	April	Newman Senior High School/EPIC	C		Annually
Newman Triathlon	April or May	SOEP	S	Healthway	Annually
Harmony Day	March	SOEP	C	SOEP	Annually
Photography Exhibition	TBC	Pilbara Photography Group	C	SOEP	Annually
Boxing Events	TBC	Newman Boxing Club	S	TBC	Annually
Welcome to Newman	Feb or March/Aug or Sept	SOEP	C	BHP	Bi-Annually
Filipino Day	June	Filipino Assn of Newman	C	SOEP	Annually
Martumili –Christmas sale	Nov	SoEP, Martumili	CL		Annual

Newman events no longer operating:

- Nindji Nindji Cultural Festival
- Newman Drain Games

MARBLE BAR

Name	Month	Organiser	Type	Sponsor	Frequency
ANZAC Day	April	SoEP	C	SoEP	Annual
Billy Cart Derby/Muster Party	May	Marble Bar CRC	C	SoEP	Annual?

Marble Bar Race Day and Ball	July	Race Club	C/S/T	SoEP	Annual
Thank a Volunteer		SoEP	C	SoEP	Annual
Christmas Tree Lights	Dec	SoEP	C	SoEP	Annual
NAIDOC	July	SoEP	C	SoEP	Annual
Australia Day	Jan	SoEP	C	SoEP	Annual
Town Christmas Party	Dec	SoEP	C	SoEP	Annual
School Presentation Night	Dec	School	C	School	Annual

Marble Bar events no longer operating:

- Marble Bar Survivor Games
- Marble Bar Fun Day

NULLAGINE

Name	Month	Organiser	Type	Sponsor	Frequency
Western Desert League Carnival	July	Ngurra Kujungka	S, C, T	Dept. of Sports & Rec.	Annual
Australia Day	Jan	SoEP	C	SoEP	Annual
Anzac Day	April	SoEP	C	SoEP	Annual
Thank a Volunteer	May	SoEP	C	SoEP	Annual
NAIDOC	July	SoEP	C	SoEP	Annual

Note: entries designated (1) are not strictly events but have been noted as representing potential opportunities for an event. Events no longer operating have been recorded as possible pathways and learning opportunities for future opportunities.

At present there are a total of 35 events identified, some of which are combined/grouped to create a festival such as race days and balls, the Fortescue Festival and the Bloody Slow Cup which both incorporate various individual events.

While there is no formal assessment of the events in the context of benefits to the Shire, interviews and workshop discussions suggested that Newman's "best" events were the Bloody Slow Cup, Fortescue Festival, and Race Day. For Marble Bar it was the Race Day with considerable enthusiasm for the new Billy Cart Derby.

Events can also be identified by whom they were organised:

Shire events

- Generally smaller community events such as Australia Day celebrations, lighting of the town Christmas tree, etc.
- Generally coordinated by Shire staff, often with some limited involvement from interested community groups.
- Almost exclusively funded from the Shire budget with some financial support for Newman-only events from BHP Billiton.

Community run events

- Both large and small events run by community organisations e.g. Fortescue Festival run annually by Lions Club.
- Coordinated by Community groups individually with some liaison with the Shire regarding facilities.
- Funding obtained from Council if event on a "recognised" list as per 2007 policy, and or by application to the Council /BHP Billiton or other funding sources available to community group.

Contracted events

- Both large and small events almost exclusively funded by BHP Billiton through the Shire who then manage the events contract awarded to an external events management company.
- Last two years the movie and concert series and the Fusion Festival have been contracted to a Melbourne based company (Strut and Fret). The contract had certain KPI's regarding attendances and involvement of community groups for each event.
- Some events have been contracted out due to inability/lack of capacity, unwillingness of community groups to coordinate the event.

Target Markets

There are a significant number of events (35) in the communities which, without exception, have indicated that the volunteer organiser pool is under pressure. Of all the events targeted at the local community 24 can be defined as predominately community events (approx. 70%), with 10 defined as being predominantly sporting events (approx. 30%).

Six of the total numbers of events are defined as having a tourism impact (approx. 17%) in that they attract persons from outside the community. However they are often not promoted with tourism as a priority. It is noted elsewhere in this report that Newman and Marble Bar do not feature on the Western Australian tourism event calendar.

Target Demographics

No targeted research is available and the following estimate is drawn from discussions with stakeholders.

With the possible exception of the Race day events have a broad age appeal and are assessed as being family friendly.

Seasonality

All of the events fall in the winter/dry season with the exception of those which are celebratory such as Christmas and Australia Days. This is the time of year which is conducive to the holding of events and aligns with the peak tourism season. Planning for selected new events or the promotion of existing events to visitor markets/tourists could potentially consider the wet season/hot season should they be deemed to have agreeable characteristics for this off peak season.

Locations

Newman as the major population centre and primary recipient of BHP Billiton sponsorship plays host to approximately 70% of the Shires events.

Newman has a high standard of built infra-structure for the hosting of a range of events with new infra-structure also planned such as the town centre. Currently events use both indoor and outdoor facilities which are primarily operated by the Shire. It is noted that events do not currently connect with the unique and extreme geography of the Shire.

Marble Bar has a reasonable range of infrastructure for the events currently staged there however its real strength lies in the outback heritage nature of the town and its surrounding natural features.

Short stay accommodation that would support tourism events has, until recent times, not encouraged the establishment of tourism events as it has experienced long-term year round high occupancy rates with corresponding high room rates. However interviews suggest that this is now no longer the case in Newman and that short stay accommodation infrastructure will support event visitors and benefit from the creation of events with tourist appeal.

Event frequency and regional issues/opportunities

Events are overwhelmingly annual with no advice available to the consultants regarding one off events other than rotating regional sports events and the infrequent visit of events such as the Variety car trials. While one off events can be beneficial the opportunities afforded by recurring events are usually greater and should therefore be supported.

There have, on a number of occasions been clashes of events where similar events in different locations have been organised for the same day. Even with the distances between communities in the Pilbara this has had a negative impact on event numbers and therefore viability.

The Pilbara Regional Council has attempted to create a regional event calendar, however in its draft form it has a number of inaccuracies and would benefit from renewed attention. It represents an opportunity to avoid conflict and create synergies that could reduce costs and facilitate the movement of participants and attendees across the region, as happens with events such as race meets.

Newman and Port Hedland for instance have the potential for a joint venture approach to major events as an outcome of the work of the Pilbara Regional Council and BHP Billiton's operation in both towns.

Event Sponsorship

Two specific points are made here firstly the existence of BHP Billiton as a major sponsor of events and event infrastructure in Newman. This level of support by a private sponsor is a major advantage rarely found outside the Pilbara region in Western Australia. It affords a level of financial stability not normally available to events. Secondly none of the events have secured Tourism WA event funding or Royalties for Regions event funding, beyond indirect funding of the Race meets.

Event Gaps

The current event calendar is dominated by community celebratory and sporting events. It is recommended that consideration be given to an increase in arts and music related events and the creation of one to two events that will appeal to the North West tourism market. The latter two events should be created by involving the local community at the outset and seeking to develop an existing event, or creating new events that make a statement about the place that is meaningful and builds the brand of the region and its towns.

Special attention should be paid to the evolution of an Aboriginal cultural event that builds on the local strengths such as Martumili and the Aboriginal communities and possibly aligns with NAIDOC week.

Economic & Social change

Newman was established in the 1960s by Mount Newman Mining, now BHP Billiton. While this gives the community significant advantages in access to funding it also means that any downturn in the mining industry will entail a negative impact. This happened recently in 2014 when the iron ore price dropped and 200 people were consequently made redundant. The knock on effect for the town is that less people are available to volunteer to organise events and sporting activities. This has been shown by the number of sporting clubs that have wound up operations.

Many workers in local mines are fly in fly out (FIFO) and stay in camps near the mines, rarely venturing into town. There have been suggestions that if events were held in the evening (such as evening markets) then this may encourage FIFO workers to attend those events, however no research has been undertaken to support this claim. With the long shifts worked by these workers it remains doubtful that they would actively attend events in the evenings and it may not be company policy to allow them to. Conversely there are some events that are held in the camps to which the local community are not permitted to attend. Shift work is another aspect of mining that will impact on volunteer's activities, with a recent change in shift hours considered by some as having a negative impact.

3. Current and future event infrastructure

Compared with many regional centres in Western Australia Newman is well provided for with regards to event infrastructure, much of which can be attributed to BHP Billiton investment, in the community. This infrastructure includes sports ovals, meeting facilities, race tracks, and public open spaces.

New Arts Centre – The new Newman Arts Centre, which is currently under construction and due to open in 2015, replaces a much smaller facility which housed the traditional Martumili artists. The new facility will include gallery space and a general meeting area that the artists will be able to use for their activity and to showcase their work. There is potential to use the space for visiting exhibitions, in particular Aboriginal works.

Newman Town Centre renewal – As part of the State Government’s Pilbara Cities Vision and the Shire’s Newman Tomorrow Vision, the revitalisation of Newman Town Centre has been singled out. Part of the project, managed by Landcorp, is to create a square next to the existing shopping centre which will be a focal point for community events. The design includes a stage and large screen for hosting live events or movies. In front of the screen will be a grassed area that will be able to accommodate up to 200 people. To the rear of the space will be buildings that could incorporate pop up shops or community group meetings. This presents significant opportunities for the Shire in terms of hosting and supporting regular community events. In order to maximise the benefits to the community it is recommended that the Shire manage the space and that the management of the space is undertaken by the newly created Events Coordinator position. This would include working with community groups to maximise use of this space for events.



Artists impression of Newman Town Square

Business Events – There are a number of venues suitable for staging business related events such as meetings, workshops, and small conferences. These venues are owned and managed by both the private sector and the Shire and are of a good standard. There would be merit in further investigation of the current demand for regional locations for business events which may or may not be linked to the resources sector.

Natural Environment

Opportunities exist to harness the natural environment for events such as extreme triathlons, mountain bike races and Cultural and Aboriginal events. Any event that links to the natural environment could take advantage of these opportunities.

Marble Bar

The main built event infrastructure in Marble Bar is the race track which attracts 1,800 visitors for the annual race day. While other infrastructure exists such as the Shire managed swimming pool.

Short Stay Accommodation

With the recent downturn in the resources sector this has had a negative impact on demand for short stay accommodation. The result is that rates have fallen to levels that are acceptable to tourists and the community and therefore, accommodating event visitors has become feasible. There is a range of accommodation options, from camping sites to quality hotel rooms that would meet expectations in a remote destination.

Mable Bar and Nullagine offer considerably less accommodation options, however Marble Bar has been able to accommodate visitors to the Race day mainly having space for people to camp.

4. East Pilbara strengths and weaknesses as an events destination

It is considered that the three main communities of Newman, Marble Bar, and Nullagine all have unique features and challenges. A Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis has been undertaken for each community. The SWOT analysis considers these communities in the context of locations to host events

Newman

Strengths	Weaknesses
<ul style="list-style-type: none"> • Cultural diversity in community • Space, natural environment • Funding – BHP Billiton • Longevity and recognition of Fortescue Festival • Support from Shire for events generally • Commitment of Shire staff • Weather in winter season • A select group of passionate people • NGOs helping each other • Diverse but harmonious culture • Indigenous population – history/heritage • Martumili artists • Event infrastructure 	<ul style="list-style-type: none"> • Wider community not active • Many events dependent on BHP BILLITON for funding • Extreme weather • limited local business sponsorship • Same businesses asked to sponsor all the time • Funding continuity • Aging leadership amongst community • Lack of young people getting involved • FIFO rosters and circumstances

Opportunities	Threats
<ul style="list-style-type: none"> • FIFO targeted events • FIFO day roster opportunities (shift changes) • Local business sponsorship • Mining sponsorship (Millenium mining) • Upskilling training people at home • Attract/create major events • Cooperative regional approach • Extreme environment and extreme events 	<ul style="list-style-type: none"> • Transient population special interest groups move on • Town morale low • Further decline in resources sector • Population decline

Marble Bar

Strengths	Weaknesses
<ul style="list-style-type: none"> • Longevity of Marble Bar races • Strong core group of community organisers • Remoteness is an attraction • Marble Bar History • Tourism Association • Nice town – weird people (that is a community comment) • Awareness of Marble Bar 	<ul style="list-style-type: none"> • Organisational viability • Lack of finance • Remoteness • Small size of community
Opportunities	Threats
<ul style="list-style-type: none"> • Visual Art • Triathlon • Billycart race has potential for growth • Extreme events • Cooperative regional approach • Climate very Aussie (hottest town) 	<ul style="list-style-type: none"> • Few young people • Fatigue amongst organisers

No workshop was held in Nullagine as the consultants were unable to visit due to the prevailing weather conditions. It is assumed that the SWOT analysis for Nullagine would be similar to Marble Bar.

Considering the strengths and weaknesses in the regional context there are two main factors that impact on the ability to develop new events. These are:

- The cost of holding events throughout the Pilbara is prohibitive and restricts the viability for private sector promoters.
- The distance between centres of population means that the majority of events held in Newman, Marble Bar or Nullagine are only going to attract limited numbers from the centres of Port Hedland and Karratha, however major events such as the Marble Bar races are a big enough attraction to draw visitors from further afield.

5. Creating a strategic approach

Vision - to create a viable strategically balanced calendar of events that will support community connectedness, attract visitors, and deliver social, economic, environment and community outcomes.

This is a shared Shire and community vision that captures the needs of a vibrant and diverse community whilst at the same time delivering on the Shire's governance standards and linking to their desired strategic outcomes across a number of areas.

It is important that this vision recognises that all events should entail positive outcomes and that events should, as a minimum, bring social and economic, environmental and cultural benefits to a local community. In the case of Newman this should maximise the unique partnership with BHP Billiton which has seen it invest heavily in the community and its events.

STRATEGIC OUTCOMES	
SOCIAL	organisational skills, community connectedness, volunteering, group viability, education, exposure to experiences not locally available
ECONOMIC	visitor spend, local spend, group income, employment creation.
ENVIRONMENTAL	fit with natural environment, meet health and safety requirements, low impact on environment.
CULTURAL	broadens exposure to multiculturalism, connects the community to music and the arts, exposure of Aboriginal culture and supports Aboriginal reconciliation.

More specifically any decisions pertaining to the attraction or support of events in the Shire should align with the above four strategic outcomes.

In the proposed event assessment criteria the vision and strategic aims are incorporated and will ensure a strategic approach at all times. This will also ensure that the quality of delivery events remains at a high level.

Current experience suggests that all applications for funding are approved irrespective of the nature of the event. In order to have a balanced calendar of community, recreational and commercial/tourism events it is recommended that consideration be given to allocating specific percentages of funds to different types of events. The actual allocations should be determined in a robust Events Funding Framework document to be developed. This will ensure a balanced calendar of events that delivers on a broad range of Shire strategic outcomes.

It is recommended that the Managers of Recreation & Events and the Manager of Community Wellbeing identify, at the beginning of each financial year, core event opportunities such as race

days and Australia Day that will receive support. Having identified those events there will then be a need to agree the mix of community, recreational, and commercial events that is desirable

Event types

The primary purpose of a **community** event is one that is a celebration or commemoration held on public property which promotes community wellbeing, for example ANZAC Day and Australia Day

The primary purpose of a **sport/recreation** event is one that is activity based and encourages participation or spectating, for example race days and triathlons.

The primary purpose of **cultural** event is one that conveys ideas, traditions and values important to the community, for example Martumili Christmas sale and the Arts & Crafts festival

The primary purpose of a **tourism** event is one that appeals to and attracts visitors from outside a destination, for example Race Days and jet boats

Events can be a combination of two or more of these type for example the Fortescue Festival.

Implementation of the seven strategies contained within this document will reinforce the Shire's strategic approach and create a dynamic calendar of events

6. Sustainability of events

The sustainability of events can encompass financial viability, human resources, ongoing demand, and community interest, however workshops involving the Shire have identified that the main issues impacting the sustainability of events is community fatigue and the transient nature of the population.

While events can be purchased or attracted to a region or town, experience has shown that unless the local community are engaged then the event will not be sustainable, particularly in smaller communities. In order to foster sustainable events a bottom up approach involving the community at the outset, and seeking to have events embody their host, is the only proven approach. At the outset there is a need for creative engagement of the community in event design.

A major challenge in all East Pilbara communities is how to maintain the enthusiasm and commitment of the organisers over a long period. Feedback from the community has indicated that the majority of events are organised by teams of volunteers who have an interest in the type of event that is being staged. These volunteers are usually involved in a number of committees and community activities that have a considerable impact on their time.

It is also apparent that young people are not particularly involved in organising events, with the tendency being to get involved only for short periods of time in projects or activities.

Many community groups are involved at some level in organising events both large and small however commonly the people organising events have had limited formal training in how to organise it, or in the legislative compliance issues that event involves. This is an issue that could be

rectified by giving community event organisers access to training and appropriate rewards and recognition in forums such as Thank a Volunteer.

In Marble Bar, where the population is estimated to be 250, there are even greater pressures on the small number of people that are consistently involved in organising events and there needs to be coordinated community decisions on priorities.

These issues are addressed within the strategies recommended in the document.

7. Funding and Sponsorship

The Shire of East Pilbara is in a unique situation in that BHP Billiton strongly support events in Newman through the allocation of cash funding/sponsorship for a wide range of events. The result is that community groups are able to hold events that in other communities may not prove viable due to a lack of funding/sponsorship

BHP Billiton Funding/sponsorship

BHP Billiton currently receives applications for events in Newman and processes those applications internally. They have recently decided that the funds they currently earmark for events funding will, in future, be given to the Shire of East Pilbara to manage and distribute. It is considered that the Shire have the capacity, knowledge, and connections with community organisations to undertake this role.

In order to efficiently manage these funds and to direct them to sustainable events a Funding Assessment Committee (FAC) should be established. It is recommended that the FAC should consist of the following representatives:

- Two representatives from BHP Billiton
- Two Shire of East Pilbara Elected Member (one for Newman & one from Marble Bar)
- Community representative (selected by Expressions of Interest)
- Manager of Recreation and Events
- Manager of Community Wellbeing
- Visitor Centre Manager

The Events Coordinator (newly created position) should service the committee in a secretarial capacity.

The FAC will be a Council appointed Advisory Committee and therefore minutes of meetings will be required to be reported back to Council

Community groups or businesses wishing to hold an event and applying for financial assistance would firstly submit an application to the FAC. Successful applicants would then have to submit an application to the Public Events Team to have compliance issues assessed. All funding applications would be conditional on the organiser satisfying the Public Events Team regarding compliance issues. The FAC should meet a minimum of four times a year.

In order to maintain a flexible approach to funding it is recommended that there are four funding rounds per annum. This flexible approach is important in ensuring that when opportunities arise they can be taken advantage of and more events encouraged.

Assessment Criteria – The assessment criteria needs to be applied to each application and a brief report and recommendation made. In order to simplify the process it is suggested that the Manager of Recreation & Events and the Manager of Community Wellbeing as well as the Events Coordinator score each application against the following criteria and make recommendations to the committee.

BHP Billiton / Shire Events Fund Confidential			Assessors scores		
	CRITERION	Weighting %	MR&E	MCW	EC
1	Event is to be held in Newman/Marble Bar/Nullagine?	10%			
2	Event is organised by local community group?	15%			
3	Does the event contribute to community identity and sense of place and Shire Strategy?	15%			
4	Planned to be an annual event held in the Shire for a number of years?	10%			
5	Is the event planned for the shoulder months?	5%			
6	Event management structure in place?	10%			
7	Is the event to be held entirely or partly in the Shire?	5%			
8	Does the event show potential for future growth?	15%			
9	Are the organisers making significant financial or in-kind contribution?	10%			
10	Does the event have potential to attract media coverage?	5%			

The above is an example, however further detail on using the event assessment criteria along with an evaluation tool need to be developed as an outcome from this strategy and be implemented from 1st July 2015.

It is important for the event organiser to report on the success or otherwise of the event. When funds are allocated to an event from the BHP Billiton Events Fund, key performance indicators will need to be set to give the organiser realistic targets and to give the Shire assurance that the funds are delivering real benefits to the local community.

Key performance indicators will be specific to each event, however as an example they may include the following variables:

	Evaluation Variable	Definition (scored 1 – 10)
1	Number of visitors	Visitors are defined as any competitor, participant, spectator that attends. If visitors are attracted from outside of the community then a multiplier should be added.
2	Economic spend ROI and overall spend	Use profile id calculation tool. Calculate ROI based on funding level requested.
3	Number of jobs	Use profile id calculation tool. Calculate number of jobs created.
4	Number of volunteers	0 low 10 high
6	Level of destination exposure	0 low 10 high
7	Timing of events	Scored as peak = 2, shoulder = 6, low = 10
8	Social value – level of community engagement	Value to whole community and / or community group organising. Scored as either nil = 10, very low = 2, low = 4, medium = 6, high = 8, very high = 10

The event criteria and evaluation tool should be further developed in an Events Funding Framework document.

While the majority of the funds will be used to support individual events it will be important to also fund event related activities. For example it is recommended that the development of an iconic or showcase event will be best achieved by contracting an event management expert to work with the community in developing, the concept initially and secondly the feasibility. The engagement of this expert will require funds to be made available over a period of at least a year. It is recommended that these funds come from the BHP Billiton Events Fund rather than the Shire's budget.

Community assistance grants and quick grants

Currently the Shire of East Pilbara has three types of grants which are processed by the Community Wellbeing team and available twice a year to not for profit organisations.

Grant	Approved by	Type	Eligible activities
Quick grant under \$300	CEO	In-kind contribution by Shire	<ol style="list-style-type: none"> 1. Club/organisational development 2. Hosting Special events 3. Sporting club development 4. Beautification of facilities and/or premises.
Grants up to \$1,000	CEO	Cash or in-kind contribution	
Grants \$1,000 to \$5,000	Council	Cash and in-kind contribution.	

Given that the BHP Billiton Events fund, when transferred, will be managed by the Shire it is recommended that funding for events be excluded from the Community Assistance grants except, the Quick grants, for applications for in-kind assistance. The Manager of Community Wellbeing will be represented on the FAC and therefore will have input into applications that would normally be received for Community Assistance Grants. If the Shire were promoting two separate events funds to community groups it would lead to confusion and therefore only one events funding source should be promoted.

While BHP Billiton is primarily interested in community outcomes in Newman it is recommended that the BHP Billiton Fund should be available throughout the Shire of East Pilbara. The Shire has a responsibility to all communities within its boundaries and it would be expected that at least 90% of all applications would be for events located in or around Newman. The assessment criteria can have a weighting that gives greater support to Newman based events. However in order for applications to be considered from Marble Bar and Nullagine it is recommended that the Community Assistance grants event funding, that will no longer be available under that scheme, be transferred to the BHP Billiton Fund and that it be quarantined for funding events in Marble Bar and Nullagine. This will ensure that event funding is available throughout the Shire.

8. Local Government's role in events

The role of local government is complex, incorporating many areas of responsibility which are guided by strategies and plans to move the organisation, as a whole, in a common direction. It is therefore important when considering the role of local government in events to identify how any events link to other adopted strategies and plans. The table below identifies those existing Shire of East Pilbara documents and how they are linked to events.

Existing document	Year	Actions and Strategies that link to events strategy
Economic Development & Tourism Strategy	2012 - 2015	<ul style="list-style-type: none"> • Undertake tourism activities in the Shire of East Pilbara • Undertake initiatives to improve liveability through public infrastructure and services that improve community spaces in a range of arts, social and cultural activities • Provide a community space for major events such as balls, conferences etc. • Provide a range of social and physical infrastructures that attract attendances from outside the region to support socialisation and development within the Shire of East Pilbara. • Develop an annual major arts event in Newman • Construct sound shell for outdoor entertainment in Newman • Investigate the possibility of establishing an iconic annual event for Nullagine (i.e. Dirt and Dust Festival) • Review the existing events calendar to identify any events that may become a 'tourist event' • Review the product strengths and community capacity to develop a tourism event • Engage with Eventscorp and other partners to discuss potential for a major tourism event for Shire of East Pilbara
Strategic Community Plan	2013 - 2022	<ul style="list-style-type: none"> • Develop and implement community pride projects • Foster artistic and creative expression • Encourage active lifestyles

Newman Town Centre Revitalisation Plan	2010	<ul style="list-style-type: none"> • Identify attractions and events, and accommodation strategies. • Integrated town centre activities and spaces, which provide venues for activities that invite people of all ages, genders and cultures to use the town centre • The town square will provide a new heart for Newman as it becomes a gathering and activity space for the whole community.
Disability Access & Inclusion Plan	2010 - 2014	Ensure that events, whether organised or funded, are accessible to people with disabilities.
Capricorn sporting complex master plan	2010	Encourage all fairs, festivals and other community events and celebrations to use Boomerang Oval

The Shire has five specific roles in events as detailed in the table below.

Leader	The Shire coordinates, advocates, plans and provides an events focus for the whole of the local area. It acts as a catalyst for partnerships and cooperative arrangements for events.
Provider	The Shire provides opportunities for financial support to organisations. The Shire is also the main provider of venues and public spaces.
Sponsor	The Shire may choose to invest in events organised by others, either from within or outside the Shire area.
Facilitator	The Shire provides assistance to make events happen by taking a coordinating, regulatory, and advisory role through relationship management.
Communicator and Promoter	The Shire generates interest in events it or other hold by enhancing communication and promotion, using public relations and leveraging the profile of the Council.

The Shire of East Pilbara currently has a policy (6.7) that recommends Council support for nineteen recurring events on an annual basis. This policy was adopted in November 2007 and revised in April 2011. The policy is out of date and entails an inflexible approach to supporting events, in particular it does not allow for new events to receive Council support. It is recommended that this policy be deleted.

There is currently a seven page application form for holding a public event within the Shire. The application form is required to be submitted a minimum of 90 days prior to the event. The application process should be further developed in an Events Funding Framework document.

Public Events Team

The Public Events Team (PET) consists of the following Shire of East Pilbara officers or departments who must provide proxies if they are unable to attend:

- Manager Recreation and Events
- Development Services – Health
- Development Services – Building Services
- Development Services – Planning

- Manager Community Safety
- Parks and Gardens Supervisor
- Facility Operations Supervisor
- Recreation and Events Admin Officer

The PET meets once a month and has the remit to consider applications for events to be held in a public place and the regularity requirements relating to those events. All new event applications are subject to having an Event Risk Classification Tool applied to them which identifies the level of risk for the event over a number of key areas. The PET only considers matters relating to compliance with the many laws, regulations and bi-laws that the event may be required to comply with. It does not consider the financial viability, potential success factors, or whether the event has any strategic benefit in relation to identified Shire strategies. Applications for holding an event are currently required at least 90 days prior to the event in order for the Public Events Team to assess the risks and compliance issues. On completion of the event a Post Event Evaluation form is required to be completed by the Event Manager. If any issues occurred in staging the event the Event Manager will be advised and these are noted for future reference. This will be devised as part of this project scope.

Public Events Guidelines

The Shire currently has a document that is available to event organisers entitled Public Event Guidelines. This is a very comprehensive document providing detailed information on all aspects of holding a public event, amounting to a total of 65 pages. It is extremely unlikely that any event organiser will need to have access to all the information contained within the document. While this document is an invaluable internal reference tool it needs to be made available in a simplified format for event organisers. This will be redesigned as part of this project scope.

Feedback from the community in relation to the procedures for applying for permissions for events is mixed, with some saying there are too many forms and others that the process is simple and easy to use. There is a need to emphasise important information at the beginning of the form, for example that Public Liability insurance requirements should be on first page of application form. Also the requirement for an Emergency and Risk management Plan should be explained early in the application form.

Community Wellbeing

Currently the Community Wellbeing department organise Shire managed community events and administer the Community assistance grants and quick grants. Shire managed community events are, for example, the Australia Day events that occur in all of the communities. The community Wellbeing Team will ensure that these events comply with all regulations by submitting them for approval through the Public Events Team.

While in the previous section it is recommended there are changes to the event component of the Community Grants program it is not recommended that responsibility for the organisation of community events change and should remain with the Community Wellbeing team. The Community Wellbeing team currently have a budget to organise and deliver community events.

Recreation & Events

Currently enquiries received about events are directed to either the Manager Recreation and Events, the Manager Community Wellbeing, or their staff. In most instances the person seeking advice receives a prompt and efficient reply, however there has been some criticism from the community of having to deal with a number of different people in different departments before making progress in organising an event. In order to streamline the process it is suggested that the newly created position of Events Coordinator be promoted as the sole point of contact for event enquiries. Part of the Coordinator's role would be to help applicants work through the various departments and compliance requirements in organising an event. It is recommended that this position sit within the Recreation and Events team and reports to the Manager of Recreation and Events.

The Events Coordinator should also service the newly established Funding Assessment Committee. The Coordinator should receive applications, ensure those applications are initially assessed using the Event Assessment Criteria tool, and present all applications to the committee. There will also be a requirement to develop key performance indicators for each event using the event evaluation tool.

Liaison with community groups and implementation of a training program will also be the responsibility of the Events Coordinator who will have additional responsibility for managing the new town square events space.

Responsibility for implementation of the strategy should lie with the Manager of Recreation and Events.

9. Event types and branding

Regional context

The Pilbara is a region that is largely dependent on the mining industry for stimulating and supporting local economies, and the cyclical nature of this industry means that the population will rise and fall dependant on this cycle. This in turn will impact on the viability of local festivals and events across the Pilbara given the population fluctuations. There are currently a number of regional events including the North West Festival in Port Hedland and the Karratha Red Dog Festival that attract large attendances, by Pilbara standards, and have potential to grow into significant events attracting visitors from outside of the region.

Events in the Pilbara have a high seasonality with the vast majority of events taking place between March and October.

There are two factors impacting events moving between centres within the Pilbara:

- The cost and time of moving between centres is a deterrent.
- It is an unproven market with small population centres presenting a big risk for promoters of events.

There are four Shires in the Pilbara each organising, promoting, and supporting their own local events. This can result in similar events being held on the same weekends, thus negating any possibility of attracting visitors from other population centres. There is a need for the four Shires to

communicate with each other and plan in advance to develop event circuits and have a more holistic approach to staging events. The Shires should form a regional events network to avoid duplication and plan events regionally. The Pilbara Regional Council has recognised that events are an effective vehicle for promoting the natural landscapes and cultural richness that are the primary drawcards for developing tourism in the region. Attracting events and managing them is complicated by the tyranny of distance, with increased costs and smaller audiences than those for metropolitan events

There is potential for the development of Aboriginal tourism and events in the region. There has been a significant increase in the number of visitors from China and Korea, and research has indicated that they are seeking a unique cultural experience and would be keen to attend Aboriginal events.

If left to the community it is unlikely that the development of an iconic event will materialise, not because of a lack of enthusiasm but due to the motivated community member usually being involved in many things that impact on their time. It is recommended that in order to build momentum in establishing an iconic event some of the BHP Billiton funding be used to contract somebody to manage the process of developing the concept and determining its feasibility. It is envisaged that this person would work initially with a small numbers of community member to brainstorm ideas and then undertake a basic feasibility study. If the idea is feasible an application could be submitted for the event to be funded using the BHP Billiton fund. It must be an event that delivers on all of the four outcomes (economic, social, environmental and cultural) and one that could link with other regional events.

Where possible existing events should be encouraged to develop and widen their appeal. For example the existing jet boat events which are held at the race track have the potential to attract visitors from outside of Newman if marketed as a tourist event. The location is only one of two locations where this type of event is held in Western Australia, the other one being in Baldvis just south of Perth.

The Shire of East Pilbara is does not have a high profile in terms of events with no events being registered on the Tourism WA events register. It is important for the shire to develop an event brand which can be used to promote existing events and attract new events. The brand should link to either an existing shire brand such as the Visitor Centre or be a new brand that encapsulates what it means to hold an event in the shire. An action has been included in this strategy to develop a new events brand.

Having developed a new events brand the shire should consider how best to use that brand to attract tourists and raise the profile of the area as an events destination. This could include the development of a regional TV advertising campaign during the high season to attract people from the Mid-West, Pilbara and the Kimberley.

10. Strategies and actions

The following strategies and actions will enable the Shire of East Pilbara to have a strong strategic approach to events and to maximise their impact within the Shire.

Strategy 1 – Ensure that internal Shire processes are efficient and assist event organisers and stakeholders

It is important that the processes that are put in place by the Shire for event and funding applications are simple and easy to follow. These processes also need to be communicated to community groups and potential event organisers in a manner that encourages them to proceed with their event. At the same time all processes must ensure that compliance issues are identified and complied with early on. Compiling new processes is part of the scope of this project. It is also important to ensure that there are strong assessment procedures in place for considering funding applications and therefore it is recommended that a Funding Assessment Committee be established.

Strategy 2 – Enable event organisers to build knowledge and experience of holding events and maximise the exposure of existing events.

Events in the Shire are generally organised by a small group of volunteers for each event. In a transient community such as East Pilbara volunteers often to move on and their event organisation skills are lost. Assisting volunteers in gaining new knowledge will enable them to achieve results more efficiently and cut down on volunteer fatigue. It is also important that existing events gain maximum exposure to potential markets.

Strategy 3 –Coordinate the staging of events within the Pilbara and the wider North West region

There have been instances in the past where similar major events have taken place on the same weekend in the Pilbara resulting in competition and a lack of incentive for people to travel to events. It is important to work with other stakeholders, including The Pilbara Regional Council to ensure that there is a coordinated regional approach to those events with a tourism appeal. SoEP to take a lead role with the Events Coordinator and Manager Recreation and Events to network with other LGA's in order to develop an events network to build communication and planning.

Strategy 4 – Ensure that the social and economic impact of events are measured

It is important that every event that is supported by the Shire can be measured against a number of key performance indicators that are linked to its strategy. This can be achieved by seeking feedback from event organisers and undertaking independent market research for larger events. Development of an evaluation tool is part of the scope of this project.

Strategy 5 – Ensure that events are strategically selected and subsequently supported to maximise outcomes.

Events held in the Shire should deliver positive social, economic, environmental and cultural outcomes. The types of events should include community, sport/recreation, cultural and tourism

and preferably include some that are not held in the winter months. The criteria for supporting events needs to be applied to all events, with the highest scoring ones receiving the most support while having regard for the need to the mix of event types.

Strategy 6 – Brand and promote the Shire of East Pilbara as an events destination.

The Shire should develop a new event brand that encapsulates what it is to hold an event in the shire. The new brand can then be used in a number of different ways in order to promote the destination to the tourism market as a place to come and see events. This brand can be applied if seeking an iconic event or supporting existing events.

Strategy 7 – Budget for and facilitate the engagement of an event management group to work with the community in developing an iconic event with tourism appeal.

For example Iron ore was discovered at Mount Whale back in 1967 which means the 50th anniversary will occur in 2017. This would present the community/Shire and BHP Billiton with an opportunity to hold a major iconic event in Newman that can attract past residents and BHP Billiton employees, amongst others.

Strategy 1 - Ensure that internal Shire processes are efficient and assist event organisers and stakeholders

Item	Action	Description of action	Resources	Measurement of success	Participants	Responsibility	Complete by
1.1	Single events contact.	Events Coordinator to act as 'one stop shop' for all events enquiries to the Shire.	Already budgeted	Procedure in place	Shire of East Pilbara	Manager Recreation & Events	Ongoing
1.2	Create Funding Assessment Committee.	Funding Assessment Committee to administer grant application and event approvals process.	Staff time	Committee functioning	Shire Community BHP Billiton	Manager Recreation & Events	June 2015
1.3	New Event Guidelines.	Develop and implement new event guidelines	Budgeted	Guidelines in place	Consultants / Shire of East Pilbara	Manager Recreation & Events	Ongoing
1.4	Develop an Events Funding Framework.	Develop and implement new internal guide for selecting and evaluating events.	Budgeted	Guidelines being implemented	Consultants / Shire of East Pilbara	Manager Recreation & Events	May 2015
1.5	Delete Policy 6.7	Get Council to approve the removal of Policy 6.7 (support for existing events).	Nil	Policy deleted	Shire of East Pilbara	Manager Recreation & Events	June 2015
1.6	Change Community Assistance grants guidelines.	Delete events as an eligible activity for applications for the Community Assistance grants.	Nil	Guidelines changed	Consultants/ Shire of East Pilbara	Manager Community Wellbeing	June 2015
1.7	Encourage FIFO workers to attend events	Initiate discussions with BHP Billiton on how to encourage FIFO workers to attend events.	Nil	Number FIFO workers attending events	Shire of East Pilbara/ BHP Billiton	Manager Community Wellbeing	September 2015

Strategy 2 – Enable event organisers to build knowledge and experience of holding events and maximise the exposure of existing events.

Item	Action	Description of action	Resources	Measurement of success	Participants	Responsibility	Complete by
2.1	Event organiser training.	Hold a series of event volunteer workshops to expand volunteer's knowledge of running an event, to be held in Newman and Marble Bar.	\$20,000	Workshops held and positive feedback	Trainer / Community Groups	Events Coordinator	December 2015
2.2	Events calendar.	Create a Shire events calendar for public use. Sub contract to community group for maintenance.	\$12,000	Up to date events calendar available for public use.	Community group / Shire of East Pilbara	Events Coordinator	August 2015
2.3	Gain listings on Tourism WA events calendar.	Maximise exposure through listing on Tourism WA Events calendar.	Staff time	Listings included	Shire of East Pilbara	Events Coordinator	Ongoing
2.4	Event application and funding communication plan.	Ensure that the event funding and application process are communicated to existing and potential event organisers on a regular basis.	Staff time	Plan implemented	Shire of East Pilbara	Events Coordinator	Ongoing
2.5	Annual Events Forum.	Hold an annual events forum for local event organisers and get feedback on processes etc.	Staff time	Forum held	Shire of East Pilbara and community	Events Coordinator	Annual
2.6	Recognition of event volunteers.	Create event category for presentation in Thank a Volunteer Week.	Staff time	Awards presented	Shire of East Pilbara and Community	Events Coordinator	Ongoing

Strategy 3 - Coordinate the staging of events within the Pilbara and the wider North West region.

Item	Action	Description of action	Resources	Measurement of success	Participants	Responsibility	Complete by
3.1	Support a regional approach.	In conjunction with Pilbara Regional Council and the other Pilbara Shires ensure that there is a regional approach to attracting large events and ensure there is no overlap of major events on the same weekend. Network and create Regional events group which gains recognition from the regional CEO network with ongoing joint strategies.	Staff time	Regional approach adopted	All Pilbara Shires and Pilbara Regional Council	Manager Recreation & Events	Ongoing
3.2	Establish links with Tourism North West.	Link into Tourism North West marketing to promote Newman as an events destination.	Staff time	Newman profile raised	Shire of East Pilbara	Manager Recreation & Events	Ongoing
3.3	Investigate the opportunity for a Port Hedland – Newman major event with BHP Billiton.	Facilitate a discussion and feasibility with both Shires and BHP Billiton.	Staff time	Conclusion reached	Shire of East Pilbara, Town of Port Hedland, BHP Billiton	Managed Recreation & Events	January 2016

Strategy 4 - Ensure that the social and economic impact of events are measured

Item	Action	Description of action	Resources	Measurement of success	Participants	Responsibility	Complete by
4.1	Cancel Council Policy 6.7.	Cancel Council policy 6.7 which offers support for certain events on an annual basis.	Nil	Policy cancelled	Shire of East Pilbara	Manager Recreation & Events	June 2015
4.2	Annual report to Council on impact of events.	Ensure information gathered on event outcomes is presented to Council on an annual basis.	Staff time	Report submitted	Shire of East Pilbara	Manager Recreation & Events	Annual
4.3	Implement a post event evaluation process.	Ensure that the PET and Management undertake a post event assessment for each event that has been approved. Reporting the outcomes to the FAC and quarterly to Council.	Staff time	Evaluation complete	Shire of East Pilbara PET	Manager Recreation & Events/Manager Community Wellbeing	Ongoing

Strategy 5 - Ensure that events are strategically selected and subsequently supported to maximise outcomes.

Item	Action	Description of action	Resources	Measurement of success	Participants	Responsibility	Complete by
5.1	Target business events.	In conjunction with Perth Convention Bureau target appropriate business events for East Pilbara. Give a presentation to that group.	Staff time	Business events held	Shire of East Pilbara / PCB	Events Coordinator/ Manager Recreation & Events	Ongoing
5.2	Identify core events.	Shire to propose a limited list of "core" events across all types.	Staff time	List created for approval by the FAC	Manager Recreation & Events / Manager Community Wellbeing	Manager Recreation & Events / Manager Community Wellbeing	June 2015 and Annually
5.3	Receive event applications and approve funding support for those accepted.	The FAC to meet each quarter to develop the event calendar and review performance in line with Shire strategies and event strategy.	Committee support	Creation of event calendar and consideration of new opportunities	FAC	Recreation and Event Manager/Event Coordinator	Ongoing
3.4	Maximise use of Newman Town Square for holding events.	Shire of East Pilbara to take over responsibility for managing Newman Town Square including big screen.	Staff time	Regular events held in Square	Shire of East Pilbara / local community Groups	Manager Recreation & Events	Ongoing

Strategy 6 – Brand and Promote the Shire of East Pilbara as an events destination.

Item	Action	Description of action	Resources	Measurement of success	Participants	Responsibility	Complete by
6.1	Develop a new events brand.	Develop an event brand that can be used when promoting the Shire as an event destination.	Events fund	Brand adopted and used	Shire / community	Events Coordinator	Ongoing
6.2	Promote the new brand to Tourism WA Events .	Work with Tourism WA to identify appropriate events that could be held in the Shire.	Staff time	Event identified and held	Shire / Tourism WA events	Manager Recreation & Events	June 2016
6.3	Develop a TV commercial	Develop a TV commercial that brands, exposes and informs re SoEP	\$20,000	TV commercial and airtime contract	Shire and Tourism WA	Manager Recreation & Events	August 2016

Strategy 7 – Budget for and facilitate the engagement of an event management group to work with the community in developing an iconic event with tourism appeal.

Item	Action	Description of action	Resources	Measurement of success	Participants	Responsibility	Complete by
7.1	Create an iconic event.	Use event funding to contract someone to work with the community to identify iconic East Pilbara event and establish feasibility.	Events fund	Event established	Consultant / community	Events Coordinator	March 2016

Appendix A. List of workshop attendees

**Marble Bar
Community
Workshop 3rd
March 2015**

Kim Mackay
Dean Attwood
Bob Mulligan
Gayle Paskell
Mark Stevenson
Debbie Cooke
Kathryn Fowler
Cheryl Fowler
Robert Claydon
George Woolston
Kevin Danks
Olga Potter
Jessie Richards
Rahu Paurini
Liz Riley
Kelly Lemmey
Cheryl Manurung
Helen Mitchell

**Shire of East
Pilbara staff
Workshop 4th
March 2015**

Adam Majid
Andrea Ahipene
Janice Weir
Carly Day
David Evrett
David Goodwin
Edmore Masaka
Ellie Cogan
Hannah Petrickovic
Marilou Espiritu
Pip Parsonson
Selena Casey

**Newman
Community
Workshop, 4th
March 2015**

Megan Alchin
Jo McGovern
Loreto Espiritu
Nicole Willis
Renaë Smith
Maree Wyrill
Dwayne Ehenreich
Anthony Middleton
Amanda Comer
Pauline Whakaruru
Emma Whakaruru
Joe Ritacca
Gerry Parson
Tracey Bennett
Emma Jane Hunt
Michelle Baines
Hannah Petrickovic
Pip Parsonson
David Goodwin
Marilou Espiritu
Nicola Durkan

Appendix B. Stakeholders Consulted

Organisation (Newman)	Name	Title
BHP Billiton	Megan Alchin	Community Relations
BHP Billiton	Naomi Ahmedi	Community Relations
BHP Billiton	Emma Jane Hunt	Community Relations
Newman Chamber	Jeton (Jay) Ahmedi	Business Office Manager
Newman Visitor Centre	Tracey Bennett	VC Manager
Newman Mainstreet Project	Nicolle Willis	Project Manager
Newman Lions	Anthony Middleton	President
Shire of East Pilbara	Allen Cooper	CEO
Shire of East Pilbara	Sian Appleton	Deputy CEO
Shire of East Pilbara	Pip Parsonson	Manager Community & Wellbeing
Organisation (Perth)	Name	Title
Pilbara Regional Council	Alexander Kabat	Project Manager
Landcorp (Town Square Development Project)	Andrew Dawe	Development Manager

6.1 Council Supported/Recognised Events of Community Interest

Responsible Directorate	Corporate Services
Responsible Officer	Manager Community Wellbeing
File Number	CSV 14

Objective

To identify significant community events which Council will support financially through its annual budget allocation.

Policy

Council has limited financial resources with which to support events within the Shire. Therefore, it is imperative to recognise community events which will be directly supported without further application to Council.

Council will only allocate resources to the following events; all other events will only be considered upon application.

Council will consider its level of annual financial and/or resources contribution at the Council Meeting when the budget is considered annually.

NEWMAN		
Lions Fortescue Festival	3 rd Sunday in August	Free use Capricorn Oval
Australia Day	26 th January	
Anzac Day	25 th April	
Newman Drain Games	Last Sunday in June	
Family Fun Day	1 st Weekend in September	AKA – first day of the season – Newman Aquatic Centre
Newman Film Festival	3 rd Saturday in September	
Bloody Slow Cup	4 th week in October	
Kids Christmas Party	Last week in December	Newman Aquatic Centre
Christmas Lights Competition	Last week in December	
MARBLE BAR		
Marble Bar Race Day	1 st Saturday in July	Free use of Marble Bar Sports Complex
Marble Bar Fun Day	1 st Sunday in July	Free use of Marble Bar Sports Complex

Australia Day	26 th January	
Anzac Day	25 th April	
Marble Bar Survivor Games	Term 2	
Christmas Lights Competition	Last week in December	
NULLAGINE		
Australia Day	26 th January	
Anzac Day	25 th April	
Nullagine Survivor Games	Term 2	
Christmas Lights Competition	Last week in December	