



City of  
Greater Geraldton  
a vibrant future



# WIND ON WATER FESTIVAL BUSINESS PLAN



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## **Business Plan Summary**

The Wind on Water Festival (WoW Fest) is a new event planned for Geraldton in April 2018. This business plan proposes to deliver the Wow Fest during the April school holidays, which will maximise the opportunity for interstate and intra state visitors and locals alike to participate in all planned activities. The weather is moderate at this time of year, the wind is still present but not as rigorous as in January and the location of the event on the Foreshore is superb and highly suitable and accessible for all members of the community, including those with a disability. The business plan will highlight how the WoW will capitalise on the attributes of Geraldton; namely the wind and water activities and the 'City by the Sea' location of Geraldton.

## **Target Market**

The Festival will attract visitors to Geraldton who have an interest in wind and water related activities including boating, fishing and sailing. For these visitors, the Festival will put Geraldton on the map as a destination for wind and water related activities. The Festival will also target locals from within and near to Geraldton who will have the opportunity to enjoy cultural, social and sporting activities that they would not usually have access to in an outer regional city. The anticipated numbers in the first year of WoW Fest is 14,000 people, including 2,200 intra and interstate visitors.

Vision statement

The Wind on Water Festival will place Geraldton on the map as a destination point in Western Australia for wind and water related activities and will increase the appeal, both culturally and socially, of living in Geraldton for residents.

## **Objectives:**

1. The Wind on Water Festival aims to increase the number of visitors to Geraldton and have a direct economic impact of an additional \$470,900 into the local economy and a target of 2,200 intra and interstate visitors in the first year of delivery.
2. The Wind on Water Festival simultaneously aims to increase civic pride and sense of place among Geraldton residents who will better realise the attributes of their regional city as a result of these attributes being capitalised on through the delivery of the festival.

## The Finances

Funding will be sought from various funding sources including Building Better Regions Scheme, Lotterywest, Healthways and the WA Department of Culture and the Arts. Sponsorship will also be sought from private companies and businesses in the region, with in-kind support already committed by regional radio station RedFM.

<b>Event</b>	<b>2018</b>	<b>Income</b>
Beachside concert and Splashdown	\$95,200	\$15,000
Kite flying Festival	\$5,340	\$1,000
Kinetic Sculptures	\$27,000	N/A
On Off Fishing Comp	\$11,140	\$2,000
Yacht and Power Boat Regatta	\$17,700	N/A (donations for local charities)
Dry Boat Race	\$11,500	\$1,000
Night at the Museum	\$21,200	\$1,000 for Batavia Opera
<b>Estimated Totals</b>	<b>\$189,080</b>	<b>\$20,000 in Year 1</b>

*\*Please refer to the Budget Forecast spreadsheets attached for detailed budgets*

## **The Business**

Located 424 kilometres north of Perth with a thriving population of over 40,000 – the City of Greater Geraldton has been named one of Australia's regional capitals. The City boasts a diverse economy and a number of industries including mining, fishing, manufacturing, construction, retail and tourism. As one of Western Australia's top places to live, work, study or invest, Geraldton is the capital of the Midwest region.

With the best of coastal and rural living, Greater Geraldton has stunning weather all-year round. With mild winters, balmy autumn evenings, summers cooled by regular sea breezes and spring bursting with stunning wildflowers, you can enjoy all that Geraldton has to offer no matter what time of the year. Geraldton's coastline is a tourist attraction and it has a beautiful Foreshore to match.

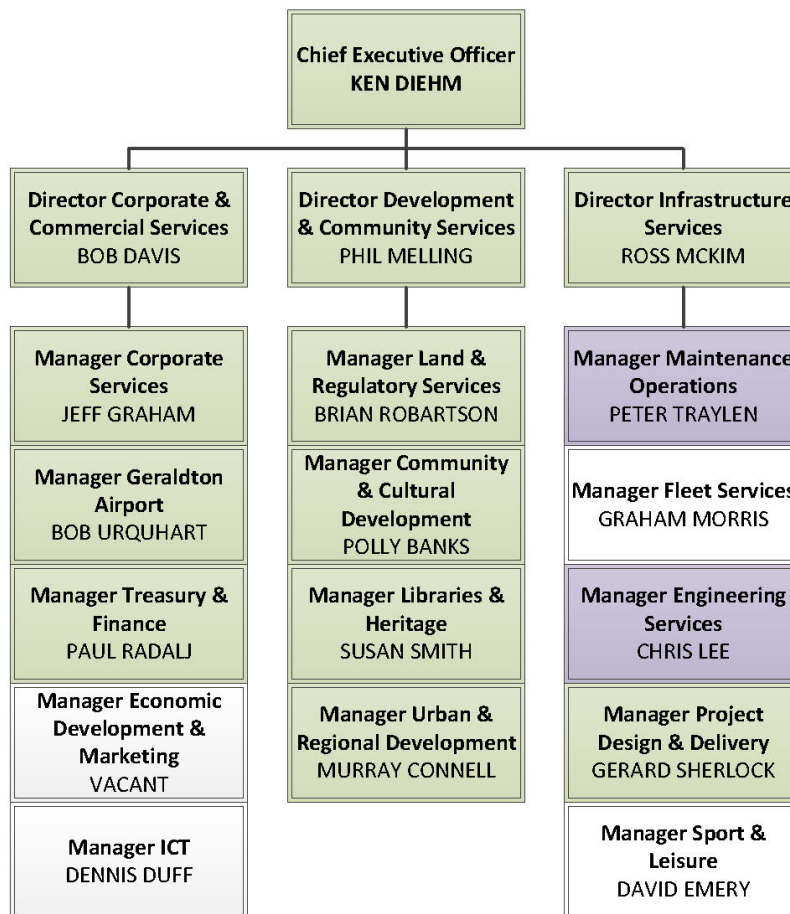
Other attractions include the iconic lighthouse, the HMAS Sydney Memorial and the Houtman Abrolhos Islands which are located 80km off the coast of Geraldton. Greater Geraldton is also home to a number of private and public schools from K-12 as well as the opportunity for higher education studies with the Geraldton University Centre, Durack Institute of Technology and the Batavia Coast Marine Institute.

The City has a rich long-spanning Dutch and Batavia heritage with much of that still preserved throughout the City. Greater Geraldton also incorporates the town of Mullewa which lies 98kms north east of the city and the Greenough settlement located 24kms south of Geraldton on the Brand Highway.

The City of Greater Geraldton Council is responsible for all matters relating to governance, policy, local laws and budget appropriation on behalf of its constituents. The City of Greater Geraldton, as a local government authority, is responsible for implementing the decisions of Council and delivering the day to day activities of Council, including the delivery of mandatory and non-mandatory services.

## Organisation Chart at Department and Branch Level

# City of Greater Geraldton Departments and Branches – March 2017

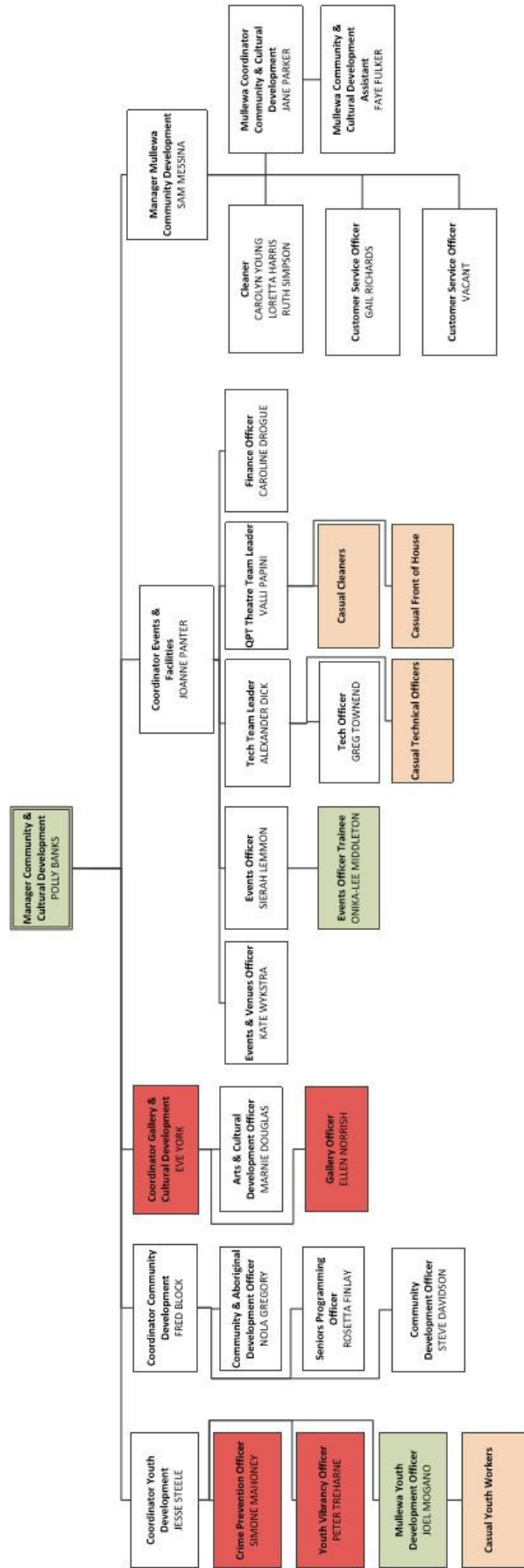


### Legend

- Fixed Term
- Secondment
- Casual
- Grant Funded

# Organisation Chart at Community and Cultural Development Branch Level

**FINAL – Development and Community Services MARCH 2017  
Community & Cultural Development Branch**



- Legend**
- Fixed Term
  - Secondment
  - Casual
  - Grant Funded

## Required staff

The WOW Festival will involve staff from many departments within the City of Greater Geraldton including the Visitor Centre, the Communications Team, the Art and Cultural Development Team, Mullewa staff, Youth Development and Community Development, Parks & Gardens, Traffic Management, Environment Health and Waste. The event will primarily be led by the Community and Cultural Development Branch. An organisation structure in Figure 1 depicts the staff within this branch.

<b>Job Title</b>	<b>Name</b>
Manager	Polly Banks
Coordinator Events & Facilities	Joanne Panter
Events Officer	Sierah Lemmon
Events & Venues Officer	Kate Wykstra
Events Officer Trainee	Onika Middleton
Casual Staff	Edwina Proctor
Communications Coordinator	Peta Kingdon
Graphic Design Officer	Keely Grieve
Media and Communications Officers	Nicole Roberts & Tully Clayton
Traffic Control Officer	Stewart Stellmaker
City Precinct Facilitator	Kim North
Technical Team Leader	Alex Dick
Environmental Health and Waste Coordinator	Hayley Williamson

## **Festival Activity Overview**

Although the City of Greater Geraldton expect the Festival to grow each year, we propose a minimum of six (6) events to begin in 2018.

### **2018 onwards**

- Beachside concert with a headline act
- Kite flying Festival
- Wind + Kinetic Sculptures
- On Off Fishing Comp
- Yacht and Power Boat Regatta
- Dry Boat Race
- Night at the Museum

### **2019 Onward**

- Seafood Chef Demonstrations and Long Table Luncheon
- Biggest Crayfish Comp
- Beachside concert with a headline act
- Kite flying Festival
- Wind + Kinetic Sculptures
- On Off Fishing Comp
- Yacht and Power Boat Regatta
- Dry Boat Race
- Night at the Museum

### **2020 Onward**

- Geraldton to Abrolhos Yacht Race
- Seafood Chef Demonstration and Long Table Luncheon
- Beachside concert with a headline act
- Kite flying Festival
- Wind + Kinetic Sculptures
- On Off Fishing Comp
- Biggest Crayfish Comp
- Yacht and Power Boat Regatta
- Dry Boat Race
- Night at the Museum

## **Marketing strategy**

The City of Greater Geraldton has an in-house Communications and Marketing Branch. This Branch will work side by side with the Events Team to promote and market the WoW Fest to audiences within Geraldton and also across Western Australia. The following draft Communications Plan has been developed.



### Communications Plan (draft only)

Event	Wind on Water Festival				
Location	Geraldton Foreshore (including Stow Gardens, Geraldton Yacht Club, Youth Precinct and Town Beach) and Geraldton Museum and Boardwalk.				
Date of Event	April 2018				
Budget	\$8,000 - \$10,000				
<b>COLLATERAL</b>	<b>Description - what's required</b>	<b>Distribution Point</b>	<b>Responsible Person</b>	<b>Due Date</b>	<b>Status</b>
Brand	Identity and develop branding for the event.	Midwest	In-house Graphic Design Officer.	Friday 24 January 2018.	In progress.
Poster	Poster with event information, line-up, date and time, location, sponsors logos and any other required information. Obtain pricing for external print of A0 posters. Also to be distributed to high schools in the Midwest both hardcopy and electronically (Nagle Catholic College, Geraldton Senior College, Strathalbyn Christian College, Geraldton Grammar School & John Willcock College).	Coffee shops in Geraldton, schools, CGG and community hotspots.	In-house Graphic Design Officer.	Friday 3 February 2018.	Awaiting brand to be approved.
Graphics for social media	For the City's Instagram, Twitter and Facebook page. Condensed version of the poster with more visuals and less content.	CGG audience.	In-house Graphic Design Officer.	Friday 3 February 2018.	Awaiting brand to be approved.
Facebook banner	For the City's Facebook page.		In-house Graphic Design Officer.	Friday 3 February 2018.	Awaiting brand to be approved.
Email signature	For Events Team staff email signatures. Graphic will promote event and link to web page.	Youth's emails.	In-house Graphic Design Officer.	Friday 3 February 2018.	Awaiting brand to be approved.

PAID ADVERTISING						
Newspaper						
The West Australian	Paid advertising in the West Australian 8 weeks prior to event to allow time for accommodation and travel to be booked for intrastate visitors			In-House Communications and Media Coordinator	Friday 3 February 2018.	
Guardian & Midwest Times	In-kind (pending Guardian and Midwest Times' sponsorship). Comms Team to have discussion with media around sponsorship. Need to create small sponsorship prospectus – In-house Graphic Design Officer.			In-House Communications and Media Coordinator to negotiate sponsorship.	TBC	
Digital						
Everything Geraldton	Three sponsored posts. \$400 plus GST per post.	Midwest (following of 44,881)		In-House Communications and Media Officer.	TBC	
SnapChat Geofilter	Obtaining pricing.	Those in the event area.		In-House Communications and Media Officer.	TBC	
Facebook	Advertising campaign commencing four weeks out from event. Proposed budget: \$2000. Targeted advertising on Facebook for catchment in WA who 'like' sailing, boating and fishing from February 2018.	Midwest.		In-House Communications and Media Officer.	Friday 3 February 2018.	
Instagram	Advertising campaign commencing four weeks out from event.	Midwest.		In-House Communications and Media Officer.	Mid-March 2018	

PROMOTION					
Media Release	In the lead up to the event and post event.	Midwest.	In-House Communications and Media Officer.	Initial announcement October 2017 and follow up release Tuesday 28 February.	
Radio Promotion	Radio promotion on RedFM in-kind, specific promotion of the Dry Boat Race to be led by RedFM.	Midwest	In-House Communications and Media Officer.	15 February 2018 commencing and running until late April 2018.	
Radio Interviews	With the Mayor on Spirit 98.1 and RedFM. To discuss line-up, date and time, location, sponsors and generic event information.	Midwest.	In-House Communications and Media Officer.	Wednesday 22 March & Wednesday 29 March.	
Pre-event video for Facebook/Instagram	Created from graphics of the branding and fancy animations? Developed in-house? Would include information from the poster (i.e. line-up, venue, time and date and generic information).	Midwest.	Nicole/In-house Graphic Design Officer.	Friday 10 March.	
<b>Promotional material</b>					
T-shirts	T-shirts for team working the event (including volunteers). Could potentially sell them as well. Need to obtain pricing.		In-House Communications and Media Officer.		

SOCIAL MEDIA					
CoGG Facebook	Posts in the lead up to the event on the City's Facebook page.	Online.	In-House Communications and Media Officer.		
Twitter	As above.	Online.	In-House Communications and Media Officer.		
Instagram	As above.	Online.	In-House Communications and Media Officer.		
WEB					
CoGG Website Banner Events Calendar Latest News Temporary Web page	Developed by start of Feb and utilised from then on until the event in late April.	Online	In-House Communications and Media Officer.	Friday 24 February.	

## Risk Management Plan

<b>Name:</b>	Wind on Water Festival 2018
<b>Date</b>	20 – 22 April 2018
<b>Location</b>	City of Greater Geraldton Foreshore
<b>Event Type:</b>	Public Community Festival over a number of days and locations
<b>Number of Patrons</b>	10,000 over the festival period Concert may have upwards of 4,000 attendees
<b>Entry Restrictions</b>	There is potential ticketing and registration associated elements of the Event
<b>Crowd Dynamics</b>	All Ages
<b>Lighting</b>	Festival primarily during the day, elements of the event will have a night component
<b>Duration</b>	Friday 8am-9pm Saturday 10am- 9pm Sunday 10am- 5pm
<b>Structures</b>	There are event attractions of significant size but at this time no infrastructure structures proposed
<b>Other Notable Information</b>	Yacht Regatta to be managed by Geraldton Yacht club



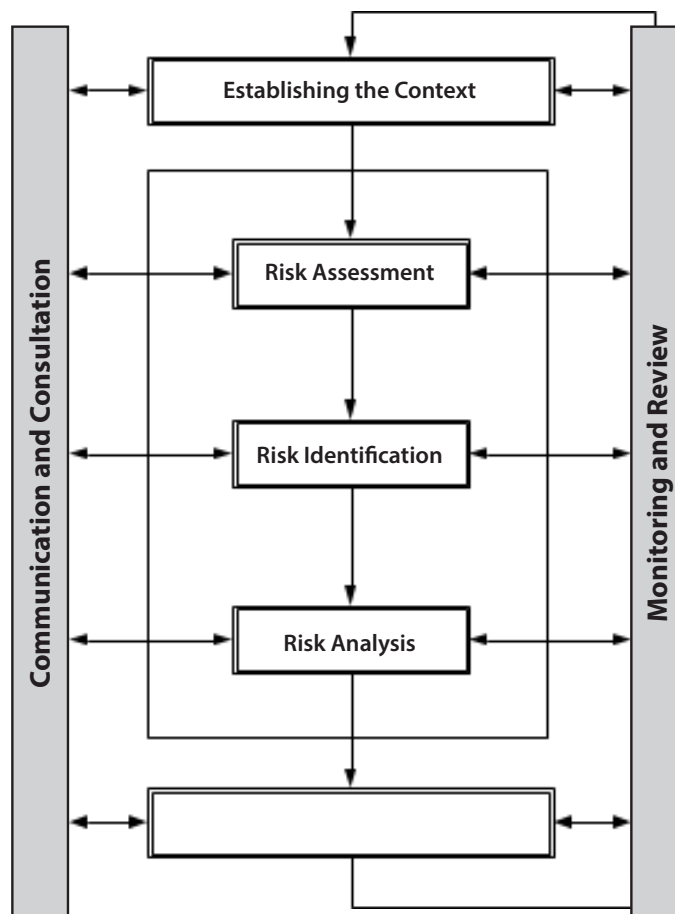
## Event Stakeholders

Stakeholder	Core Roles and Responsibilities
Geraldton Yacht Club	<ul style="list-style-type: none"> <li>• Maintain registrations of participants in the yacht or powerboat Rally.</li> <li>• Ensure compliance is met with each water vehicle entered in the competition and provide inspections where required</li> <li>• Communicate all sailing instructions to participants</li> <li>• Determine the divisions and sailing classes</li> <li>• Establish necessary emergency procedures and ensure Risk Management Plan is up to date</li> </ul>
Recfishwest	<ul style="list-style-type: none"> <li>• Deliver clinic to Geraldton community free of charge to participants</li> <li>• Provide all required equipment (fishing rods, tackle and bait)</li> <li>• Provide safety measures for participants including sunscreen and water</li> <li>• Ensure the rules and regulations are communicated to participants in accordance with the Department of Fisheries.</li> </ul>
Geraldton Regional Art Gallery	<ul style="list-style-type: none"> <li>• Engage local community members to create artworks that incorporate wind, water &amp; sun elements</li> <li>• Provide support in creating and sourcing materials by granting a \$200 donation towards materials</li> <li>• Provide guidelines for completed art designs</li> <li>• Ensure entrants complete works by allocated time frame</li> <li>• Ensure all art works are completed in a safe manner and delivered to OHS Standards</li> <li>• Display community art works by exhibition</li> <li>• Acknowledge community efforts</li> <li>• Award outstanding efforts by hosting a civic reception for entrants and public at opening night</li> <li>• Develop the arts and culture community in Geraldton</li> </ul>
REDFM & The Geraldton Guardian	<ul style="list-style-type: none"> <li>• Engage local corporate bodies to network</li> <li>• Increase sponsorship opportunities</li> <li>• Encourage team building workshop within local businesses</li> <li>• Increase community vibrancy</li> <li>• Encourage a fun and safe event</li> </ul>
WA Museum Geraldton	<ul style="list-style-type: none"> <li>• An opportunity to highlight and showcase the Geraldton and Batavia history</li> <li>• Encourage the Geraldton Community and draw tourists to the Museum</li> <li>• Entertain guests</li> <li>• Create Community Vibrancy</li> <li>• Generate economic spend</li> <li>• Deliver a fun, safe family friendly event</li> </ul>

Kite Kinetics	<ul style="list-style-type: none"> <li>• Deliver safe and engaging workshop to interested parties</li> <li>• Deliver safe and engaging display of Kites of Geraldton Fore-shore</li> <li>• Immediately report any hazards or risk that may impact the surrounding environment or crowds</li> <li>• Raise and advise any concerns prior to event, if there may be any risks and hazards</li> <li>• Supply of all materials to conduct workshops and display</li> <li>• Adhere to timeframes with finance, management plans and communications</li> </ul>
Road Song	<ul style="list-style-type: none"> <li>• Attract tourism to regional Midwest, specifically Geraldton</li> <li>• Deliver professional performance</li> <li>• Produce contract, invoices and communication in requested timeframes</li> <li>• Ensure artist travel times are within strict timeframes to allow for sound check</li> <li>• Offer various high profile artist within scope of budget</li> </ul>

## Risk Management Process

Based on AS/NZS ISO 31000:2009 Risk Management and the WA Department of Health: Guidelines for Concerts, Events and Organised Gatherings the following process has been applied to identify, assess and treat risks for this event;



### Step 1 Establishing the Context

- Identify event details
- Identify event stakeholders
- Identify event objectives and deliverables
- Define risk management process
- Determine risk assessment and acceptance criteria

### Step 2 Identify Risks

- Identify potential material risks
- Log risks on risk register

### Step 3 Analyse Risks

- Identify existing controls in place to manage the risks
- Determine overall control rating
- Determine consequence category and level of consequence if risk eventuates
- Determine likelihood of the risk eventuating to the determined level of consequence

### Step 4 Evaluate Risks

- Identify level of risk
- Assign risk owner
- Make risk acceptance decision based on existing control rating, level of risk and event objectives

### Step 5 Treat Risks

- For unacceptable risks identify risk treatment options to avoid, reduce or transfer the risk
- Develop and implement suitable risk treatment plans
- Re-analyse and evaluate the risk to ensure risk is acceptable

### Step 6 Monitor & Review

- Review and update risk management plan and appendices with emerging or on the identified risk issues
- For regular / on-going events conduct debriefs and include lessons learnt within risk management plan

## Risk Assessment & Acceptance Criteria

### EXISTING CONTROLS RATING

LEVEL	DESCRIPTOR	DESCRIPTION
E	Excellent	Control addresses risk, is officially documented and in operation
G	Good	Control addresses risk but documentation and/or operation of control could be improved
F	Fair	Control addresses risk at least partly, but documentation and/or operation of control could be improved
P	Poor	Not doing some or At best, control addresses risk, but is not documented or in operation; at worst, control does not address risk and is neither documented nor in operation things reasonable under the circumstances

## MEASURE OF CONSEQUENCE

LEVEL	DESCRIPTOR	HEALTH	FINANCIAL IMPACT	EVENT OPERATIONS	REPUTATION	COMPLIANCE
1	Insignificant	No injuries	Less than \$2,500	Little impact	Unsubstantiated, low impact, low profile or 'no news' item	Compliance. No noticeable regulatory or statutory impact Legal. Threat of litigation requiring small compensation. Contract.
2	Minor	First aid treatment on site	\$2500 - \$25,000	Inconvenient delays	Substantiated, low impact, low news item	Compliance. Some temporary non compliances Legal. Single Minor litigation.
3	Moderate	Medical treatment on or off site	\$25,000 - \$100,000	Significant delays to event deliverables	Substantiated, public embarrassment, moderate impact, moderate news profile	Compliance. Noncompliance results in termination of services or imposed penalties Legal. Single Major litigation or numerous Moderate Litigations.
4	Major	Extensive injuries or disablement	\$100,00 - \$250,000	Non-achievement of some event deliverables	Substantiated, public embarrassment, high impact, high news profile, third party actions	Compliance. Noncompliance results in termination of services or imposed penalties Legal. Single Major litigation or numerous Moderate Litigations.
5	Catastrophic	Death or severe permanent disablement	More than \$250,000	Non-achievement of event objectives	Substantiated, public embarrassment, very high multiple impacts, high wide-spread multiple news profile, third party actions	Compliance Noncompliance results in litigation, criminal charges or significant damages or penalties Legal Numerous Major Litigations.



## MEASURES OF LIKELIHOOD

LEVEL	DESCRIPTOR	DETAILED DESCRIPTION	FREQUENCY
5	Almost Certain	The event is expected to occur in most circumstances	More than once per year
4	Likely	The event will probably occur in most circumstances	At least once per year
3	Possible	The event should occur at some time	At least once in 3 years
2	Unlikely	The event could occur at some time	At least once in 5 years
1	Rare	The event may only occur in exceptional circumstances	Less than once in 15 years

## RISK MATRIX

Consequence		Insignificant	Minor	Moderate	Major	Catastrophic
Likelihood		1	2	3	4	5
Almost Certain	5	MODERATE	HIGH	HIGH	EXTREME	EXTREME
Likely	4	LOW	MODERATE	HIGH	HIGH	EXTREME
Possible	3	LOW	MODERATE	MODERATE	HIGH	HIGH
Unlikely	2	LOW	LOW	MODERATE	MODERATE	HIGH
Rare	1	LOW	LOW	LOW	LOW	MODERATE

## RISK ACCEPTANCE CRITERIA

RISK RANK	DESCRIPTOR	CRITERIA FOR RISK ACCEPTANCE	RESPONSIBILITY
LOW	Acceptable	Risk acceptable with adequate controls, managed by routine procedures	Area Supervisor
MODERATE	Monitor	Risk acceptable with adequate controls, managed by specific procedures	Area Supervisor
HIGH	Urgent Attention Required	Risk acceptable with excellent controls, managed and monitored by highest level of authority	Event Manager
EXTREME	Unacceptable	Risk only acceptable with excellent controls and all treatment plans to be explored and implemented where possible, continually managed and monitored by highest level of authority	Event Manager

## Event Delivery Locations

The recently completed and refurbished Geraldton Foreshore will be the centrepiece of delivery for the Wind on Water Festival. This location is based on the water and harnesses the key attributes of Geraldton living; wind and water. The following images reflect the key points of delivery of specific festival activities within the Foreshore.



Geraldton Foreshore and Stow Gardens (pictured). Activities to be delivered in this location: Beach Side Concert ● Dry Boat Race ● Onshore Fishing ● Kite flying ● Wind + Kinetics Sculptures



Geraldton Museum and Boardwalk. Activities to be delivered in this location: Night at the Museum (including Batavia Opera)

## **Skill retention strategies**

The City of Greater Geraldton has a solid and successful background in creating, promoting and delivering large community events. In the past year the City has delivered two large scale events which have been more prominent in scale and logistics than previous City-delivered events.

These two events have included the AFL Pre-Season Derby Match and the Triple J One Night Stand Concert. Each of these large scale events have served to upskill the staff involved in the events in various ways.

For example, the Events Team are now well versed in developing risk management plans in collaboration with the Geraldton Police and liaising with the Police to set up event headquarters for the purpose of policing and security.

Similarly, the Environmental Health Team and Events Team are now adept in supporting food stallholders to cater to very large crowds in short spaces of time- having supported these same food stallholders to cater to more than 10,000 people at a five-hour concert.

In delivering these two large scale events, the Events Team and other supporting branches within the City of Greater Geraldton, have developed detailed GANTT charts depicting the key activities and tasks that need to be undertaken in order to meet the logistical requirements of large scale events.

These GANTT charts will inform the coordination of the WoW Fest and will also serve to further develop the skills of local staff in the areas of traffic management, safe food practices and large scale concert delivery.

## **Timelines**

GANTT Charts have been created to capture the timelines of tasks and activities to be undertaken in order to deliver each individual event within the overall WoW Fest. This GANNT Charts are detailed below. In addition to the timelines, the Communications Plan above will also be simultaneously implemented.













