



EVENTS REVIEW - QUEENSLAND

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PREFACE

1 PREFACE

I was asked to undertake a structural review of major events, festivals, business events and commemorative events in Queensland and advise the Premier if the appropriate structures and strategies are in place to optimise opportunities to secure and host events.

I have been assisted in the review by Ms Amy Cupitt who was seconded from her position in the Events Coordination Unit of the Department of the Premier and Cabinet. Ms Barbara Absolon was engaged during the last month of the review to assist in editing the report.

My background in the events industry and related sectors includes:

- establishing and managing events agencies for governments in Tasmania, Queensland and Scotland;
- holding the position of President of both a State Sporting Association (Athletics) and an International Sports Federation (International Masters Games Association);
- numerous board directorships of major events;
- Director-General of the Queensland Government Tourism Department for nine years;
- 30 years' experience as a CEO in the Tourism, Sport and Events industries.

A steering committee was appointed by the Premier to oversight the review process and allow agencies to have direct input into the review. The Committee was chaired by Mr Phil Reeves MP, Parliamentary Secretary to the Premier, with the following membership:

- Pat Vidgen - Deputy Director-General, Governance, Department of the Premier and Cabinet
- Meryl McKenzie – Director, Corporate Promotions, Department of Tourism, Regional Development and Industry
- Des Power - Chairman, Queensland Events and Chairman, Pacific Film and Television Commission
- Leigh Tabrett - Deputy Director-General, Arts Queensland
- Chris White - Audit Committee Chairman, Tourism Queensland
- Ian Whitehead – General Manager, Operations, Stadiums Queensland

The review was initiated on 8 May 2008 and the report presented to the Premier on 15 August 2008.

PREFACE

The Steering Committee met on two occasions and individual members of the committee were consulted on a number of occasions during the review period to brief them and seek their advice.

I met with the Chairman, Mr Reeves and the Project Manager, Mr Vidgen on a weekly basis to update them on progress of the review and seek their advice and input.

All members of the Steering Committee went out of their way to accommodate meetings with me and I thank them very much for their cooperation.

I must also acknowledge the level of cooperation I received from all the individuals and organisations interviewed as part of this review process. While some sensitivities existed during the early stages of the review, there was a general feeling that such a review was overdue and that a process of change is necessary if Queensland is to maximise its opportunities in the increasingly competitive Australian and global events markets.

David Williams
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2 TERMS OF REFERENCE

Background

Concerns have been raised regarding the sometimes complex and uncoordinated nature of attracting and holding events in Queensland. As an example, to arrange an event or conference in Queensland, an organiser may need to work with Queensland Events, Tourism Queensland, a government agency, one of the six individual convention bureaus, or with a regional tourism organisation.

Concerns were also raised in relation to Queensland's ability to secure major events, including business events. These concerns relate not only to a fractured government approach but also to funding, resourcing and potential gaps in agency responsibilities.

Further to this, the State Government invests a significant annual budget in pursuing and delivering events across Queensland. There was suggestion that there may be opportunities to consolidate the current programming and enhance its delivery and promotions across government.

Scope

The scope of the review included:

- assessing the current arrangements in Queensland for attracting and holding events by evaluating Queensland's position nationally and internationally;
- determining whether opportunities for Queensland are being maximised through the current administrative framework (structures and resourcing).

The outcome of the review is to provide advice to the Premier on:

- the strategic direction for events in Queensland;
- strategies to maximise the economic benefit for the state through event procurement, delivery and investment;
- a strategic event framework including the optimum service delivery model of Queensland Government agencies involved with events.

For the purpose of the review, "events" in scope included:

- major events, including business, cultural and sporting events;
- festivals, celebratory and commemorative events;
- business events as organised by government departments.

3 METHODOLOGY

Over 80 face to face and telephone interviews were conducted during the course of the review (see Appendix A).

The key processes undertaken during the review were:

- meeting with the key Queensland Government agencies involved in securing and supporting events in Queensland;
- reviewing historical development of the events industry in Queensland;
- reviewing the structure and objectives of government events agencies across Australia;
- consultation across a wide spectrum of entities and agencies involved in funding and securing business events including local government, convention centres, convention bureaus and government agencies;
- development of a strategic framework to bring together a strategic partnership of agencies to develop strategies for:
 - Stadium events;
 - Sporting events;
 - Business events;
 - Cultural events;
 - Regional events.
- consultation with the mayors of local government to determine support for the development of local authority events strategies;
- consultation with Queensland Events board members and management to:
 - review current events strategies;
 - discuss board decision making processes;
 - discuss interaction and involvement of government Ministers and the Premier;
 - discuss capacity to effectively operate as an arm's length international events agency for the Queensland Government;
 - identify areas of duplication and overlap with other agencies supporting events in Queensland;
 - identify resourcing issues and bureaucratic impediments.

METHODOLOGY

The report has been written to reflect:

- the past (history and background of the events industry in Australia);
- the present (the current arrangements in Queensland);
- the future (the future recommended strategic framework and direction).

3.1 RELATIONSHIP WITH OTHER REVIEWS

Queensland Government agencies have commissioned reviews into specific event areas over the past 18 months.

Tourism Queensland commissioned Gary Grimmer and Company in 2005 and again in 2007 to provide advice on how the government could best support the business events industry and in the development of a business events strategy.

A review of Signature Festivals in Queensland was conducted by Positive Solutions and completed in March 2007 (commissioned by the Department of the Premier and Cabinet and Arts Queensland).

Other reports that were reviewed include:

- New South Wales Tourism Review;
- New South Wales Events Review;
- Victorian Tourism and Events Strategies;
- Victorian Government Auditor-General's report into state investment in major events;
- The Queensland Tourism Network Review;
- National Business Event Study.

Some of the statistical information and data contained in the Grimmer Report into Business Events and the review of Signature Festivals has been used in this report. However, the recommendations of this review reflect the outcomes of the consultations undertaken rather than the conclusions of those reports, which were commissioned for different purposes.

For the purpose of this review, 'major events' is the generic term used to describe events that have the capacity to attract significant numbers of visitors from interstate and overseas and / or high profile media coverage.

EXECUTIVE SUMMARY

4 EXECUTIVE SUMMARY

4.1 EXECUTIVE SUMMARY

The Events Industry in Australia and overseas is very competitive and the costs and competition to secure major international events will continue to increase.

The Events Industry in Queensland lacks leadership and strategic direction and government support to events is uncoordinated and fragmented across a number of agencies. A new level of partnership within government is required to grow and optimise the benefits of the events industry in Queensland.

The government's lead events agency, Queensland Events, has been marginalised and lacks the authority to provide effective leadership. This can probably be attributed to three issues: the absence of a strategy for major events; a perceived loss of confidence by some former and existing Ministers; and a lack of understanding of the role of Queensland Events.

The recommendations in this report propose several changes for Queensland Events in order to provide it with a mandate to function effectively as the government's lead agency. These changes include: a restructured Board; a new charter / mission statement; a less bureaucratic organisation; a coordination role in developing a 'whole of government' Major Events Strategy; and a leadership role in growing and supporting the business events sector in Queensland.

Urgent attention should be given to developing a coordinated Major Events Strategy for Queensland, which should reflect both the government's aspirations and vision for events over the next 10 to 20 years. The recommended Strategic Events Framework proposed in this report provides a coordinated partnership approach to developing and implementing a Major Events Strategy for Queensland.

Business Events is arguably the events sector with the greatest economic value to Queensland and the sector with the greatest potential for growth. Queensland has three government owned, world-class convention centres and the greatest diversity of business events facilities and destinations of any state in Australia. However, the potential to optimise and grow the value of the business events sector is limited by: the lack of a 'lead agency' to provide advice to the government on the importance and value of the business events sector; the under funding of convention bureaus; and the lack of a Business Events Strategy. The recommendations in this report provide a clear leadership model and strategic direction to ensure Queensland optimises its market share of business events in very competitive, national and international markets.

Additional funding is required to grow the events industry in Queensland. However, firstly, there needs to be structural change and the development of a

EXECUTIVE SUMMARY

Major Events Strategy, prior to a business case being presented to the Premier and Treasurer to consider additional funding.

The recommendations contained in this report provide a structure and framework to create a more strategic, dynamic and forward thinking events industry in Queensland.

However, structure and strategy without commitment by the government and its agencies will achieve very little. It is important that the Premier is seen to have strong commitment in supporting and implementing the strategic direction proposed in this report.

Numerous examples from around the world show that the countries that secure the world's great events have strong involvement from their political leaders.

A way forward has been proposed in this review. It now requires a commitment to implement and the full support of the government to develop the events industry in Queensland and optimise the benefits to the state – one that offers the greatest diversity of events destinations of any state in Australia.

4.2 RECOMMENDATIONS

The points below summarise my recommendations and are covered in more detail throughout the report:

QUEENSLAND EVENTS

Structural changes

1. The Board of Queensland Events be restructured to include:
 - a maximum of eight directors plus one 'ex officio' representative from the Department of the Premier and Cabinet;
 - the CEOs of Tourism Queensland and Stadiums Queensland;
 - consideration be given to the reappointment of two of the existing board members to ensure continuity;
 - the appointment of four new board members with exemplary business credentials.
2. Board appointments be for fixed terms of no longer than five years (with government having the option to re-appoint for a further term).
3. The new Queensland Events Board to undertake an immediate review of its staffing structure to determine if the appropriate mix of skills is present for a dynamic and proactive international events company.
4. The legal structure of Queensland Events remains as a company with independent directors with the capacity to operate in a commercial

EXECUTIVE SUMMARY

environment at arm's length from government and reporting directly to the Premier.

Administrative changes

5. The Department of the Premier and Cabinet undertake all bureaucratic process work on behalf of Queensland Events such as Cabinet Submissions, Cabinet Budget Review Committee Submissions and briefing papers. Queensland Events to provide all information required to allow DPC to effectively carry out this role.
6. Queensland Events, in conjunction with the Department of the Premier and Cabinet, develop a performance reporting template that will facilitate half-yearly reporting to the Premier against agreed Key Performance Indicators.
7. A new charter and objectives for Queensland Events, which clearly articulates its role as lead coordinating agency for major events and its partnership role across government, be agreed with the Premier and approved by Cabinet.

Resources

8. The government allocate additional funding to Queensland Events to create a three person business events secretariat (refer Recommendation 17).
9. No increase recommended to Queensland Event's base budget until the Major Events Strategy is complete and a business case made to the Premier to substantiate a case for additional resources to implement the strategy.

STRATEGIC EVENTS FRAMEWORK

10. Queensland Events to coordinate a Major Events Strategy based on a partnership framework with other government agencies supporting events.
11. The strategy to be segmented into two parts:
 - Part One – an overarching strategy document that includes the government's vision and aspirations for the events industry in Queensland and how the strategy will reinforce and help achieve the government's smart state priorities, and the performance reporting framework for events in Queensland;
 - Part Two – a strategic Business Plan that will incorporate five segmented event areas and will identify new event opportunities and strategies to grow existing events.

The Strategic Events Framework reflecting the five events sectors is detailed below:

EXECUTIVE SUMMARY

**STRATEGIC PARTNERSHIP FRAMEWORK FOR DEVELOPING
A MAJOR EVENTS STRATEGY**

STRATEGIES	PARTNERSHIP AGENCIES
Stadiums Strategy	<ul style="list-style-type: none"> ○ Queensland Events ○ Stadiums Queensland ○ Tourism Queensland ○ Department of Sport and Recreation
Sport Strategy Sub strategies for: <ol style="list-style-type: none"> 1. growing existing events to their optimum potential 2. identifying and securing new events 	<ul style="list-style-type: none"> ○ Queensland Events ○ Department of Sport and Recreation
Cultural Strategy Sub strategies for: <ol style="list-style-type: none"> 1. Film 2. Exhibitions 3. Festivals 	<ul style="list-style-type: none"> ○ Queensland Events ○ Arts Queensland ○ Department of the Premier and Cabinet ○ Major Brisbane Festivals ○ Pacific Film and Television Commission ○ Queensland Art Gallery ○ Gallery of Modern Art ○ Tourism Queensland ○ Asia Pacific Screen Awards
Business Events Strategy covering: <ul style="list-style-type: none"> ○ Incentive travel ○ Association meetings ○ Tradeshows ○ Exhibitions 	<ul style="list-style-type: none"> ○ Queensland Events ○ Department of Tourism, Regional Development and Industry ○ Department of the Premier and Cabinet ○ Tourism Queensland ○ Convention Centres ○ Convention Bureaus
Regional Events Strategy	<ul style="list-style-type: none"> ○ Queensland Events ○ Tourism Queensland ○ Department of the Premier and Cabinet ○ Arts Queensland ○ Department of Sport and Recreation ○ Department of Tourism, Regional Development and Industry

12. Queensland Events in conjunction with the Department of the Premier and Cabinet to coordinate six monthly performance management reports to the Premier on the progress of government agencies in implementing the Major Events Strategy.

Local Authority Events Strategies

13. Queensland Events to actively promote and assist local authorities and regional councils to develop local government events strategies. The number of local authorities developing events strategies with Queensland Events' assistance should be included in Queensland Events' key performance measures.

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14. The development of a Capital City Events Strategy should be a priority for Queensland Events in consultation with the Brisbane City Council.

Queensland Government Events Policy

15. The Government's existing Events Policy be reviewed to determine its relevance, in line with the proposed Strategic Events Framework, and as a result of the outcomes of this review.

Resources

16. Events Strategies to be developed within existing agency budgets.

BUSINESS EVENTS

17. Queensland Events to take on the role of the government's lead coordinating agency for all business events. A discrete business events secretariat of three staff within Queensland Events will administer the unit and be responsible for:

- a. administering the \$1.875M business events grant program, currently managed by Tourism Queensland;
- b. allocating funding to the six convention bureaus based on agreed performance outcomes;
- c. holding all research conducted on the business events industry, nationally and internationally;
- d. regularly reporting to government on the size, value and growth of the business events industry to Queensland;
- e. developing a whole of government strategy for business events in partnership with the Department of Tourism, Regional Development and Industry, Convention Centres, Convention Bureaus and Tourism Queensland to promote Queensland nationally and internationally as Australia's most diverse business events destination;
- f. working with Queensland Convention Centre managers and Convention Bureaus to develop better partnerships and optimise opportunities to secure business events;
- g. in conjunction with Department of Tourism, Regional Development and Industry, identifying business events in key strategic industries for Queensland, eg biotechnology. Special purpose funding should be made available to assist in securing those events based on their strategic priority;

EXECUTIVE SUMMARY

- h. undertaking a review of the government's oversight of the management of the Brisbane, Cairns and Gold Coast Convention Centres with a view to evaluating the benefits of bringing all three under one entity to allow for greater government coordination in strategic management, marketing, resourcing and performance management reporting.

Resources

18. Funding of the six bureaus needs to be significantly increased if they are to remain relevant or competitive nationally and internationally. Queensland Events to develop a business case for additional funding for the convention bureaus.
19. Queensland Events to establish new grant funding criteria for convention bureaus based on a base funding grant and additional grant funding dependent on the performance of each bureau in securing business events.
20. A 'two tier' system of funding convention bureaus be implemented with the Gold Coast, Brisbane and Cairns being designated Tier One and receiving a significant increase in base funding.

The Tier Two bureaus of Sunshine Coast, Townsville and Whitsundays to receive an increase to allow them to function more effectively in growing business events in their region.

FESTIVALS

21. Queensland Events, in partnership with Arts Queensland, to develop a Major Festivals Strategy to determine what opportunities exist and the resources required to grow the Brisbane Festival, Queensland Music Festival, the Australian Festival of Chamber Music and the Woodford Folk Festival into festivals of greater national and international stature and optimise visitation from outside Queensland.
22. Queensland Events, in partnership with Arts Queensland, to determine the cost, viability and benefits of creating a major fringe festival.

Resources

23. Queensland Events to prepare a CBRC Submission to secure adequate resources to invest in 'value-adding' to festivals: the level of resources required would depend upon the projected performance outcomes identified during the development of the Festivals Strategy.
24. During development of the Festivals Strategy, investigate opportunities to save on administrative costs of smaller festivals by consolidation of some 'back of office' functions (HR, payroll, accounting and business services) between the smaller and larger festivals.

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EXHIBITIONS

25. Queensland Events, in partnership with the Queensland Art Gallery (QAG), the Gallery of Modern Art (GoMA) and Arts Queensland, to develop a five-year major exhibitions strategy.

Resources

26. Queensland Events and Arts Queensland to submit a detailed business plan to CBRC requesting funding to create a major exhibitions fund to allow the QAG and GoMA to secure world-class exhibitions over a five year timeframe.

FILM

27. Arts Queensland, Pacific Film and Television Commission (PFTC) and Queensland Events to develop a strategy for film events, to complement PFTC's film industry strategy, that will position Queensland nationally and internationally as a major centre for the film industry and underpin the existing investment in film awards and events.
28. The Asia Pacific Screen Awards be corporatised and become independent of Queensland Events. Funding and oversight responsibility to rest with either Queensland Events or Arts Queensland.
29. The Brisbane International Film Festival (BIFF) be co-located with, and possibly jointly managed through, the board of the Asia Pacific Screen Awards.
30. Queensland Events, in conjunction with BIFF, Arts Queensland, and PFTC, to develop a strategy to grow the national and international profile of BIFF.

Resources

31. Additional funding for the Asia Pacific Screen Awards and Brisbane International Film Festival be subject to the outcomes of the business case and growth potential identified in the film strategy.

COMMEMORATIVE EVENTS

32. The Queensland Commemorative Events and Celebrations Committee and its charter be reviewed to better define its role.
33. Fixed term appointments be introduced for members of the committee.
34. A representative of Queensland Events be on the board or committee of future major commemorative events where a substantive events budget is provided.

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Administrative changes

35. A review be undertaken as to the appropriateness of the Events Coordination Unit within the Department of the Premier and Cabinet sponsoring events through the Director-General's Reserve for multiple year agreements as this creates the appearance of overlapping with the role of Queensland Events.
36. The Events Coordination Unit be renamed the 'Special Projects Coordination Unit'.

EVENTS BRANDING

37. Major televised events supported by the Queensland Government to use the premium advertising space available to promote a destination rather than using government logos to promote the government or its agencies.

MAJOR EVENTS CALENDAR

38. Queensland Events to establish a five-year Major Events Calendar to assist in developing a more coordinated program of major events that could optimise delegate boosting, business networking opportunities and event packaging and marketing.

BACKGROUND: PAINTING THE PICTURE

5 BACKGROUND: PAINTING THE PICTURE

5.1 GOVERNMENT INVOLVEMENT IN MAJOR EVENTS IN AUSTRALIA

Until the early 1980s, most sport and cultural events were organised by local, state or national sporting associations, clubs and organisations and festival bodies with little significant financial assistance from governments. Sport was largely amateur as were many festivals and there appeared little reason government would involve itself in a significant way with such community activities.

Government and community attitudes began to change during the 1980s following the very significant investment of state and local governments in securing and hosting the:

- 1982 Commonwealth Games in Brisbane;
- 1985 Formula One Grand Prix in Adelaide;
- 1986-87 Americas Cup defence in Perth.

For the first time governments and university researchers started to investigate the economic benefits of major events. In addition, there was recognition by governments of the 'political kudos' and community pride generated by hosting major events.

However, by far the strongest argument for government involvement in events in the 1980s was the perception that international events can generate very significant economic benefits for a host city or country.

To capitalise on the perceived benefits of major events, state governments in Australia began creating specialised events agencies. The objectives of these agencies were to assess the opportunities, costs and economic viability of events, provide the best opportunity to secure international events through a bid process and have the requisite skills available to organise and deliver world-class events.

5.2 SPORT EVENTS AS TOURISM DRIVERS

Initially, state government events agencies focused on securing and developing sport rather than cultural or business events.

With mission statements and charters stating their primary objectives as economic value or media profile, sport could meet both those criteria.

The advent of cable and satellite television networks that produced only sport content meant that international sports events could be televised to global audiences and lift the profile of the host city internationally.

BACKGROUND: PAINTING THE PICTURE

The popularity of international sporting events to both 'live' television audiences in Australia and those overseas meant that sport was clearly the focus of government events agencies when they were first established.

Events such as the Olympic Games, Commonwealth Games and F1 Grand Prix attracted thousands of spectators to the host city and country. Economic impacts for those major events were measured in the tens of millions or hundreds of millions of dollars and competition to secure them was both expensive and very competitive.

In the 20-plus years since state governments began creating events agencies to optimise opportunities to secure major events, Australia has hosted many of the world's great events.

The televising of sporting events has provided a window for the world to view Australia's culture, lifestyle and organisational capabilities. Audiences around the world have become aware of Australia's modern cosmopolitan cities, multi-cultural society and great natural tourism assets.

The question as to whether any medium other than televised international events could have been of more benefit in promoting Australia and its capability to a global audience is debatable.

Sport was the foundation product of Australian events agencies. However, over the last 10 years it became apparent that cultural tourism was growing and government events agencies began to diversify their portfolios to optimise cultural tourism opportunities.

5.3 CULTURAL TOURISM

The initial focus by government agencies on sporting rather than cultural events was mainly due to a fundamental difference between the two. Cultural events generally become well known by staying in one place. The 'grow your own' nature of cultural events is in contrast to most of the world's most famous sporting events, which are available for bidding and are billed by some as 'travelling circuses'.

Developing your own event gives the host city ownership and the opportunity to continue building the reputation and capitalising on the event, sometimes for decades. As such, they do not 'tour' and were not available for bidding by the state events agencies.

Key festivals that act as tourism drawcards become synonymous with the location in which they are held, winning fame both for themselves and the relevant city, region or country, eg Venice Biennale, Edinburgh International Festival, Melbourne Comedy Festival. It takes many years to establish cultural events that will attract visitors from outside the immediate region – and even then there are no guarantees of success.

BACKGROUND: PAINTING THE PICTURE

New opportunities to host ‘moveable’ cultural events opened up when major musicals began to be staged on an exclusive basis, usually in Sydney or Melbourne, which had retained and renovated a number of old theatres that were used to present a single musical for months or even years.

This area of cultural event tourism has expanded to include visual art exhibitions that can be secured exclusively for one city, thereby providing opportunities to promote to interstate and overseas audiences. It should be pointed out though that these are the exception rather than the rule.

The cost of securing exclusive rights to present major exhibitions is expensive for a city and the market is highly competitive.

However, Queensland’s world-class galleries and museum have opened up opportunities to attract world-class exhibitions that draw audiences from outside the state.

5.4 FESTIVALS

Historically festivals in Australia have been funded through the arts agencies within state governments and also through local governments.

It was not until the 1980s that most governments recognised the value of cultural festivals as adding an enhanced dimension to the positioning and profile of a city and state.

The Adelaide Festival was the first to receive sufficient funding to create a world-class cultural festival. This was a result of the visionary strategy of the Dunstan government, which sought to position South Australia as the major centre for arts and culture within Australia.

The strategy worked, with the Adelaide Festival attracting media interest from within Australia and overseas, significantly increasing national and international visitations.

It set the benchmark for festivals around Australia, which has resulted in other state governments putting significantly more investment into their festivals and cultural activities.

Each major city now competes for the status of Australia’s best or most prestigious festival and promotes extensively in other states to attract visiting audiences.

Festivals and cultural events can bring both tangible and intangible benefits to a host city. They include:

- opportunities to promote cultural diversity;
- improved perceptions of liveability through strong cultural focus and program;
- prestigious cultural infrastructure such as Brisbane’s cultural precinct at South Bank;

BACKGROUND: PAINTING THE PICTURE

- opportunities to experience world-class exhibitions, theatre, music, and dance;
- the economic growth opportunities for cultural entrepreneurs to create new businesses in cities and regions with strong cultural identities;
- the economic impacts of exhibitions, festivals and cultural events that are capable of attracting visitors from interstate and overseas.

The major challenge for festivals is the high recurrent cost of attracting, developing and maintaining a world-class festival program. In Queensland, the government's arts agency, Arts Queensland, supports over 10 'signature' festivals and a further 30 smaller festivals.

5.5 BUSINESS EVENTS

For the purposes of this report Business Events are defined as:

- business association meetings;
- incentive travel;
- congresses and conventions;
- exhibitions / trade shows.

Business events are huge contributors to the economy. The latest statistics on the value of the business events industry was in 2004 when the National Business Events Study estimated that the value to Australia was approximately \$17.3B and that the industry employed 214,000 people either directly or indirectly.

Queensland ranked third behind New South Wales and Victoria with a share of the market that was estimated to be worth \$2.8B to the state economy in 2003, contributing 34,639 full-time jobs.¹

The average daily spend of an interstate or overseas delegate for a business event is \$540 compared to \$240 for leisure visitors, making business event delegates the highest spending visitors to Australia.

An important aspect of the business events industry is that it has relevance to a wide cross-section of the business community and government. Business events not only generate high yield visitor traffic but provide important platforms for export promotion, business networking and professional development. Business events cover all industry sectors including medical and scientific research, technology, financial services, education, health, agriculture, transport, environment and social issues.²

Queensland has a greater diversity of business events destinations and venues than any other state. The Queensland Government owns three world-class convention and exhibition centres in Brisbane, Cairns and the Gold Coast.

¹ Convention & Incentive Industry Review 2005

² Grimmer 2007

BACKGROUND: PAINTING THE PICTURE

In addition, three other regions (the Sunshine Coast, Whitsundays and Townsville) have significant business events facilities within major hotels, resorts and in multi-purpose sports and entertainment venues.

The government supports the business events sector by providing annual grant funding via Tourism Queensland to six convention bureaus in Queensland.

The funding comes as a base grant of \$100,000 to each bureau and a further allocation based on a funding formula that includes the number of national and international delegates who attended meetings in the previous year.

The bureaus receive additional funding from local authorities and membership subscriptions.

The six bureaus undertake a variety of roles in securing business events. As membership organisations they work with their regional resorts and hotels with meeting facilities to identify and secure business events.

In some instances they have informal agreements with convention centres that they will work on securing business events under a certain number of delegates to avoid competing or duplicating what the convention centre does.

Functions of convention bureaus include:

- researching and identifying business event opportunities and key business association contacts;
- producing destination marketing materials for use in bidding for business events;
- preparing bid proposals in partnership with convention centres or other business event venues (hotels, resorts, entertainment and sports centres) to secure business events;
- hosting inspection visits with national or international association officials;
- delegate boosting for business events already secured.

BACKGROUND: PAINTING THE PICTURE

Government funding to the six Queensland convention bureaus is detailed below:

Location / Convention Facility	Ownership & Management	Convention Bureau	State Government Support to Bureau
Brisbane Convention & Exhibition Centre	Owned by Qld Government Oversight by South Bank Corporation Managed by AEG Ogden	Brisbane Convention Bureau	\$451,751
Gold Coast Convention & Exhibition Centre	Owned by Qld Government Oversight by Govt IDC Managed by Jupiters Tabcorp	Gold Coast Tourism Corporation	\$652,958
Cairns Convention Centre	Owned by Qld Government Oversight by Govt IDC Managed by AEG Ogden	Cairns and Region Convention Bureau	\$265,288
Sunshine Coast Resorts / hotels / conference facilities	Hotels and resorts with business events facilities	Sunshine Coast Convention Bureau	\$211,746
Whitsundays Resorts / hotels / conference facilities	Hotels and resorts with business events facilities	Tourism Whitsundays Business Tourism Department	\$164,152
Townsville Entertainment & Convention Centre	Owned by Townsville City Council and Breakwater Island Trust Managed by Breakwater Island Trust	Townsville Convention Bureau	\$129,105

A seventh bureau may be established once the new Mackay Convention and Entertainment Centre is completed.

6 EVENTS ORGANISATIONS IN AUSTRALIA

6.1 COMPETITION BETWEEN THE STATES

Australia was the first country to establish government owned events agencies with highly specialised staff to proactively identify, bid for and secure major international events.

With Australia's distance from the major centres of event activity, such as Europe, it would not have been possible to convince International Sporting Federations to bring their world championships and major events to Australia without evidence of significant government financial support and the event expertise that the events agencies provided.

Australia has been highly successful in attracting many of the world's great events to Australia such as the Commonwealth Games, Olympic Games and Rugby World Cup and has created for itself a great reputation for excellence in hosting international events.

Australian government events agencies compete fiercely with one another to secure international, and in some instances, national events.

Competition for major events became so intense that some state governments 'poached' events from other states by offering financial inducements for International Federations and event owners to relocate.

The best known such occurrences were when the Victorian Government through its events agency, Victorian Major Events, secured the F1 Grand Prix from Adelaide and the 500cc Motor Cycle Grand Prix from Sydney.

The defection of the F1 from Adelaide to Melbourne caused huge controversy and tension between the Victorian and South Australian Governments. It also made event owners aware of the intense competition between the states in Australia to secure events and the opportunities for them to create 'bidding wars' for the rights to host events.

The football codes of Rugby League, Rugby Union and Soccer were quick to take advantage of this competition. In the period before the 1990s, international football matches generally rotated at no cost to state governments between the states where the sports were strong. However, with the advent of state events agencies and intense competition between the states to secure events, the codes created 'Dutch auctions' with a view to selling their events to the highest bidder.

The decision in 1997 by the Australian Rugby Union to host a Bledisloe Cup match in Melbourne following representations and a strong financial package from Victorian Major Events forced state governments into paying even higher sanction fees to secure major test matches.

The Bledisloe Cup in Melbourne – a non-rugby state – was a political coup and financial bonanza for Victorian. Huge numbers of spectators from other states

EVENTS ORGANISATIONS IN AUSTRALIA

and New Zealand attended the match and the economic value to Victoria was estimated to be over \$60M.

Today, state governments through their events agencies are negotiating multi-year contracts with the football codes to host international fixtures at a cost that can run into millions of dollars.

Below is a brief description of state government events agencies around Australia, which have spearheaded the drive for event tourism. These have been mainly sport and cultural events, as support to secure business events has been managed primarily through tourism agencies. This is changing with the advent of NSW Events Pty Ltd, which has also been charged with responsibility for business events.

6.2 QUEENSLAND

In 1989, following the successful hosting of the 1982 Commonwealth Games and World Expo 88, the Queensland Government created an events company called Queensland Events Corporation. The organisation was a limited liability company with the sole shareholder being the Queensland Treasury Corporation and its mission was to:

Develop and support events that are capable of generating substantial economic activity and lift the profile of Queensland both within Australia and overseas.

The stated objectives of the corporation at that time were:

- To maximise the number of national and international sporting, cultural and commercial events held in Queensland;
- To maximise the economic benefits to the state from those events;
- To maximise the opportunities for development of the state which are presented by hosting major events;
- To maximise the usage of existing infrastructure;
- To optimise Queensland's participation in appropriate events within the state, interstate and internationally in order to maximise for the state the economic benefits of participation.

To meet the last objective Queensland Events would have had to 'project manage and coordinate participation at events in Queensland, and also interstate and overseas'.

This last function was never carried out by Queensland Events due to the significant resource that would have been required to coordinate the participation of government agencies at interstate or overseas conferences, trade shows and exhibitions. However, it is interesting to note that even that far back the then government was concerned about the lack of coordination by its agencies in promoting Queensland effectively at overseas events.

EVENTS ORGANISATIONS IN AUSTRALIA

Business events that had a minimum of 5000 delegates from interstate or overseas were included in Queensland Events' original remit.

Queensland Events has also created a subsidiary company, Queensland Events Gold Coast, which owns and organises two events, the Gold Coast Marathon and the Pan Pacific Masters Games, which would not be possible to host without government ownership.

Notable successes of Queensland Events include:

- The annual Indy Car Race
- World Masters Games 1994
- Goodwill Games 2001
- Numerous World Championships including triathlons, gymnastics, marathon, canoeing, mountain bikes
- Picasso and His Collection and Andy Warhol exhibitions
- Rotary International Convention

6.3 WESTERN AUSTRALIA

The first state government to create an events company was the Western Australian Government, which created "Eventscorp" in 1985 with the objectives of 'securing and hosting events that would attract visitors to Western Australia from interstate and overseas and promote the state and its assets through media exposure and televising of events'.

Some of the successes of Eventscorp have included:

- 1986-87 Americas Cup Defence campaign
- Annual Hopman Cup Tennis tournament
- Heineken Cup Golf Classic
- twice hosting the World Swimming Championships

In 1990, Eventscorp merged with Tourism WA and has since functioned as a division of Tourism WA.

6.4 TASMANIA

In 1986, the Tasmanian Government created an events division within the Tasmanian Department of Sport and Recreation. Events secured and supported included:

- The First Australian Masters Games 1987
- 1989 World Cup Orienteering
- 1990 World Rowing Championships
- V8 Supercars Falken Tasmania Challenge
- Targa Tasmania

EVENTS ORGANISATIONS IN AUSTRALIA

6.5 VICTORIA

The Victorian Government established the Victorian Major Events Company in 1991 and has subsequently 'raised the bar' in terms of government commitment to both event funding and to developing world-class event infrastructure.

The company's stated objective was to 'selectively target and aggressively pursue large events which bring significant economic, cultural and social benefits to Victoria'.

Events have become a significant part of Victorian government policy in lifting the national and international profile of Victoria and as a platform of economic policy. Over half the international visitors to Melbourne and Victoria are estimated to be there for a major event, be it a business event (convention / exhibition), sporting or cultural event.

Melbourne is recognised internationally as one of the world's great event cities. Its successes include:

- Annual F1 Grand Prix
- Annual 500cc Motor Cycle Grand Prix
- 2006 Commonwealth Games
- Numerous exclusive seasons for West End / Broadway theatre hits
- World-class exhibitions
- 2007 World Swimming Championships and numerous other world championships

6.6 SOUTH AUSTRALIA

The South Australian Government created an events company in the mid 1990s called Australian Major Events Company as a response to losing the F1 Grand Prix to Melbourne. It has subsequently merged into Tourism South Australia and now functions under the title of Events South Australia.

Events South Australia manages a variety of events as well as sponsoring and bidding for events. It uses events to promote South Australia as a tourism destination through television and other electronic and print media.

Its successes include:

- Annual Tour Down Under Cycle race
- 2004 Wagner's Ring Cycle
- 2007 World Police & Fire Games
- 2007 and 2008 Rugby Sevens World Cup
- 2008 World Amateur Team Championships for Golf
- 2009 World Tennis Challenge, Adelaide
- 2012 World Bowls Championships

EVENTS ORGANISATIONS IN AUSTRALIA

6.7 NEW SOUTH WALES

The New South Wales government recently launched their new events company, NSW Events Pty Ltd, following an extensive review. Previously, the primary agencies for acquiring and supporting events were the Major Events Board with its associated executive unit, and the Sydney Convention and Visitors Bureau.

Following the review, the New South Wales government merged the Sydney Convention and Visitors Bureau into its new event agency.

NSW Events' charter is to position Sydney and New South Wales as a preferred destination by working with government and industry partners to develop existing events, attract new events and maximise the economic, strategic and community benefits of events.

NSW Events is currently supporting the following events:

- WorldSkills Australia National Competition
- Sydney Fashion Festival
- NAB Beachley Surf Classic
- 2008 Rugby League World Cup
- Men's Australian Open Golf Championships
- First Night – Sydney Festival
- 2009 World Masters Games

THE CURRENT ARRANGEMENTS IN QUEENSLAND

7 THE CURRENT ARRANGEMENTS IN QUEENSLAND

Many government agencies play important roles in optimising event opportunities in Queensland. The structural diagram, on page 37, gives an overview of some of the agencies involved and the diversity of the events they support.

7.1 QUEENSLAND EVENTS

As the state government's lead agency for identifying, securing and coordinating events, Queensland Events has been effective over many years. The state has successfully secured and supported many world-class events including a number of major recurrent events.

However, the organisation's leadership role has been dissipated over the last few years to an extent that many event owners now bypass Queensland Events when negotiating to bring an event to Queensland and negotiate directly with Ministers and other agencies.

The fact that Ministers and even the previous Premier were prepared to negotiate directly with event owners without reference to or advice from Queensland Events appears to reflect a serious lack of confidence in that organisation's event expertise and commercial negotiating capacity.

The marginalisation of Queensland Events and fragmentation of support to events across government agencies is addressed in other sections of this report. However, some Ministers and agencies feel they have not always been consulted during the process of securing events that pertain to their portfolio areas nor have they been sufficiently involved in event announcements.

It is likely that this and other 'territorial' issues have also contributed to the marginalisation of Queensland Events.

THE CURRENT ARRANGEMENTS IN QUEENSLAND

7.1.1 Queensland Events - Regional Development Program (QERDP)

Whilst the key objectives and outcomes of Queensland Events were to be focussed on national and international events there was significant pressure on the state government from regional communities to provide some support to regional events.

Queensland Events made numerous submissions to the government over a number of years for funding to create a regional events grant program and, in 2001, the government agreed. Since then Queensland Events has invested over \$10M into more than 500 events throughout Queensland that range from music, fishing, food festivals, camel races and cultural celebrations.

Annual funding to the QERDP is now \$2.4M and two full-time staff are employed in Townsville to administer the program.

There is no doubt this program has been a success and a big boost to regional events and communities in Queensland. However, the regional program has the potential to divert Queensland Events from its primary role of securing, supporting and creating national and international events.

The proposed Regional Events Strategy will consider if Queensland Events is the agency best placed to administer the program and how it interfaces with other government funding programs supporting events in Queensland's regions.

7.2 DEPARTMENT OF SPORT AND RECREATION

The Department of Sport and Recreation are involved in major sporting events in their own right, through Stadiums Queensland and as the government's shareholding partner of the Gold Coast Indy Car 300.

While the Department of Sport and Recreation's key focus is to work with sport and active recreation organisations to enhance organisational and individual capabilities, foster participation in regular physical activity, and promote Queensland as an ideal sporting destination, the department's website also states that it:

Works with key stakeholders to position Queensland as a premier sporting destination by identifying and maximising opportunities for Queensland to attract national and international sporting events.

The Department of Sport and Recreation has taken a lead role in the Queensland Government's investment in the V8 Supercars Race to be held in Townsville in July next year and is also a member of the Queensland 2008 Rugby League World Cup steering committee.

The Department also has Stadiums Queensland and the Gold Coast Indy in its portfolio of agencies and is partnered with Mirvac Queensland and Tennis Queensland to develop the State Tennis Centre, which will be the host venue for the Brisbane International Tennis Tournament.

THE CURRENT ARRANGEMENTS IN QUEENSLAND

7.3 STADIUMS QUEENSLAND

A government policy decision in 2001 created a facility management agency called Major Sports Facilities Authority, now known as Stadiums Queensland. A statutory body established by the Queensland Government and overseen by a Board of Directors, Stadiums Queensland manages, operates, uses and promotes the state's major sports and leisure facilities. It is responsible for the following venues:

- Brisbane Cricket Ground, 'the Gabba'
- Brisbane Entertainment Centre
- Dairy Farmers Stadium
- Queensland Sport and Athletics Centre (QSAC)
- Suncorp Stadium
- The Sleeman Centre
- Skilled Park
- State Tennis Centre (to be transferred to Stadiums Queensland once construction is complete)

Suncorp Stadium and Brisbane Entertainment Centre are operated under a management contract with AEG Ogden.

The establishment of Stadiums Queensland created some uncertainty as to who would lead negotiations to secure major and international football matches at Suncorp Stadium.

Negotiations for stadium events clearly involve a rental agreement between Stadiums Queensland and the event owners, such as the national bodies for the football codes (ARU, ARL, FFA). However, with such intense competition between the states for international football games the national bodies are now requiring significant sanctioning or hosting fees and are negotiating multi-year contracts for the rights to host international matches.

In every other state these negotiations are conducted by the events agencies and separate rental agreements are reached with the host venues.

In Queensland, Stadiums Queensland have assumed the responsibility for both the stadium rental agreements and the financial packages to secure multi-year agreements to host international matches for the three football codes.

Stadiums Queensland is not funded to meet the cost of hosting fees to secure international football codes. Consequently, funding has been secured through other agencies such as Tourism Queensland, the Department of Sport and Recreation and the Department of the Premier and Cabinet and through rebates on revenue generated through catering and ticket sales.

THE CURRENT ARRANGEMENTS IN QUEENSLAND

7.4 DEPARTMENT OF THE PREMIER AND CABINET

The Department of the Premier and Cabinet (DPC) plays a key role in supporting events in Queensland through the Events Coordination Unit and Q150, a unit established to plan for Queensland's 150th Celebrations in 2009. Queensland Events and South Bank Corporation are also part of the Premier's portfolio of agencies.

7.4.1 Events Coordination Unit

The Events Coordination Unit, DPC, established in 2000, facilitates and manages a diverse range of events that are designed to promote community engagement in Queensland Government priorities and key initiatives. Events include major commemorative events (eg Australia Day, Queensland Week), awards programs (eg Premier's Awards for Excellence in Public Sector Management, Queensland Premier's Literary Awards) and celebratory events. The Unit oversees a range of events and sponsorship policy issues including the implementation of the Queensland Government Sponsorship and Events Policies. The Unit also acts as the Secretariat for the Events Coordination Forum and the Queensland Commemorative Events and Celebrations Committee.

7.4.1.1 Event Sponsorship

The Events Coordination Unit also contains a small area whose role is to assess proposals for events sponsorship. Twenty-four events have received sponsorship or commitments of sponsorship over the past 12 months. These range from Carols in the City (Brisbane) to Beef Expo (Rockhampton). A full list is shown in Appendix B.

The funding for these events comes predominantly from the Director-General's Reserve. The concern here is that there is some duplication or overlap with Queensland Events' role.

7.4.1.2 Queensland Commemorative Events and Celebrations Committee

The Queensland Government participates in, and is actively involved in, a number of commemorative or celebratory events. The most notable of these are the annual Queensland Week and Australia Day celebrations where the Events Coordination Unit has a hands-on role.

An Advisory Committee was established by a Cabinet decision in 1999 to establish the Queensland Commemorative Events and Celebrations Committee (QCECC) under the auspices of the Department of Premier and Cabinet to coordinate celebrations for appropriate celebrations.

The objectives of QCECC include:

- the establishment of high level, state-wide awareness of Australia Day, Queensland Week and other community, commemorative and celebratory events as determined by the Premier;

THE CURRENT ARRANGEMENTS IN QUEENSLAND

- strategies to promote state-wide community pride and participation in the celebration of Australia Day and Queensland Week;
- strategies for the coordination of Australia Day and Queensland Week celebrations, events and activities throughout the State.

The Director of the Events Coordination Unit in the Department of the Premier and Cabinet acts as the Executive Officer to the committee.

During the course of this review mixed opinions were expressed regarding the effectiveness of the committee, its functions, make up, and length of tenure of the members.

A review is presently under way by the Director, Events Coordination Unit regarding changes that need to take place to make the QCECC more effective. The changes that have been discussed include:

- introducing a fixed term of membership to QCECC to ensure its membership structure allows opportunities to appoint new members;
- redefining the charter to be specifically based around Australia Day Celebrations only.

7.4.1.3 Events Coordination Forum

The Events Coordination Forum was formed in 2005 as a supporting structure to the Cabinet-endorsed Events Policy and aimed to enhance information sharing and coordination between agencies. The Events Coordination Forum currently meets every six weeks, with membership including:

- Department of the Premier and Cabinet (Chair; also representing the Queensland Commemorative Events and Celebrations Committee);
- Queensland Events;
- Department of Education and the Arts Queensland (also representing Major Brisbane Festivals Pty Ltd, The Queensland Music Festival and Statutory Arts bodies);
- Department of Tourism, Regional Development and Industry;
- Queensland Treasury;
- Tourism Queensland;
- Department of Sport and Recreation;
- Stadiums Queensland;
- Essential services agencies: Queensland Transport; Queensland Police Service; and Department of Emergency Services;
- When required, other agencies by invitation to discuss identified issues at particular meetings.

THE CURRENT ARRANGEMENTS IN QUEENSLAND

7.4.2 Q150

The Q150 Advisory Committee was established in December 2004. It was decided by the former Premier to create a committee to provide advice in respect to the celebrations of Queensland's 150th anniversary in 2009.

The selection of the advisory committee included a number of prominent Queenslanders but did not include a representative of the government's major events agency, Queensland Events.

The Advisory Committee had little event expertise and the then Director also had limited event experience. This has resulted in a number of serious management issues that have subsequently been resolved.

Q150 now has effective management oversight through the Chairman, and a new Director has been appointed.

The budget for Q150 is:

- \$16M inclusive of a \$4M Community Funding Program;
- \$100M for the Legacy Infrastructure Program.

There are no fundamental reasons that the Q150 Advisory Committee and event program should not be the responsibility of the Department of the Premier and Cabinet. It is recommended, however, that a representative of Queensland Events be on the board or committee of future major commemorative events where a substantive events program and budget is provided.

7.5 DEPARTMENT OF EDUCATION, TRAINING AND THE ARTS

Arts Queensland, an agency of the Department of Education, Training and the Arts, plays a key role in the events sector through its support of Queensland's arts and cultural sector.

Festivals that are funded by Arts Queensland include a wide range of art forms and geographical locations. Government support allows festivals to subsidise ticketed events, enabling increased opportunities for community participation.

Arts Queensland is a shareholder of both The Queensland Music Festival Pty Ltd and Major Brisbane Festivals Pty Ltd, both initiatives of the Queensland Government. Arts Queensland is also involved in major events through the Cultural Centre at South Bank. GoMA is the largest modern art gallery in Australia and has already attracted two major exhibitions in 2008, Andy Warhol and Picasso and His Collection.

Arts Queensland and the Department of the Premier and Cabinet jointly commissioned a review of signature arts and cultural festivals in Queensland to provide advice on the Queensland Government's future investment in festivals.

The consultancy company, Positive Solutions, brought down its report in March 2007 and subsequently additional funding was made available to Arts Queensland to increase core funding for specific festivals.

THE CURRENT ARRANGEMENTS IN QUEENSLAND

The report states that Queensland has several ‘signature’ festivals, which are national leaders or have highly distinctive identities that contribute to Queensland’s credentials as an inventive and forward looking state.

In the context of the Positive Solutions report, ‘signature’ events are those that satisfy artistic objectives and criteria rather than those that are major tourism and economic drivers for the state.

7.6 DEPARTMENT OF TOURISM, REGIONAL DEVELOPMENT AND INDUSTRY

The Department of Tourism, Regional Development and Industry (DTRDI) and Tourism Queensland play key roles in supporting strategic business events in Queensland.

Tourism Queensland is a statutory authority under the jurisdiction of the Minister for Tourism, Regional Development and Industry.

DTRDI has a small business unit that provides support to secure business events in those industry areas that are strategically important to Queensland, eg aviation, biotechnology, etc.

The department has created a template for evaluating support for business events that relate to high priority industry sectors. Business associations and convention bureaus are eligible for assistance depending on priority and strategic importance of the industry event.

7.7 TOURISM QUEENSLAND

Tourism Queensland operates a \$1.875M grant program to Queensland’s six convention bureaus to help facilitate their role in identifying and securing business events. Other than facilitating the distribution of these funds, it has no specific role in the business events sector.

Tourism Queensland works with Queensland Events to provide some marketing support to major events. It should be noted, however, that Tourism Queensland has no budget allocation to undertake this role and unless the event organiser or Queensland Events is able to provide them with supplementary funding there are significant limitations on the marketing support they can provide for events.

7.8 ESSENTIAL SERVICES AGENCIES

To ensure the successful delivery of major events, key essential service agencies are often involved to provide expertise and advice on areas such as security and public safety, public health, traffic management, and emergency services.

The key essential services agencies and their functions are:

- Queensland Police Service – security and public safety;
- Department of Emergency Services – emergency services;

THE CURRENT ARRANGEMENTS IN QUEENSLAND

- Queensland Transport – traffic and transport;
- Queensland Health – public health.

Depending on the type, nature and size of the event, other agencies may be required to assist with other essential services.

Police and Emergency Services agencies are increasingly under pressure from event organisers to provide security and emergency services for free or at minimal cost.

In a global environment where the potential for acts of terrorism has increased, the International Federations and Associations that own major events expect governments to provide security commensurate with the risk profile of the event. Major events bring large numbers of people together and therefore could be considered a terrorist target with significant security and emergency services needed.

In addition, event organisers may be legally liable if they fail to provide sufficient policing and emergency services personnel at events should an incident or accident occur.

There is an increasing tendency for police and emergency services to charge full cost recovery for providing their services. The impact of this on an event organiser may make an event non viable or limit the capacity of recurrent events to grow in size.

Most major events rely on government financial support to be economically viable. The imposition of full cost recovery often results in organisers requesting more money from government to cover the cost of security and emergency services.

7.9 OTHER GOVERNMENT AGENCIES

As well as the previously mentioned key agencies, many other Queensland government agencies also support events.

As part of this review all government agencies were asked to provide details of any business events that they organised or supported in the 2007-08 financial year as well as any other events (sporting, cultural, commemorative, festivals) that have been provided with support greater than \$10,000 (excl GST).

With so many government agencies providing support to events, it is important that a mechanism is in place to ensure the government is aware of its total investment in a major event and the outcomes achieved from that investment.

It is recommended for future major events, supported under the proposed Major Events Strategy, that event owners must disclose the total investment by government agencies, which will allow a more accurate assessment of the government's return on investment through the proposed performance management reporting framework.

THE CURRENT ARRANGEMENTS IN QUEENSLAND

7.10 LOCAL GOVERNMENT

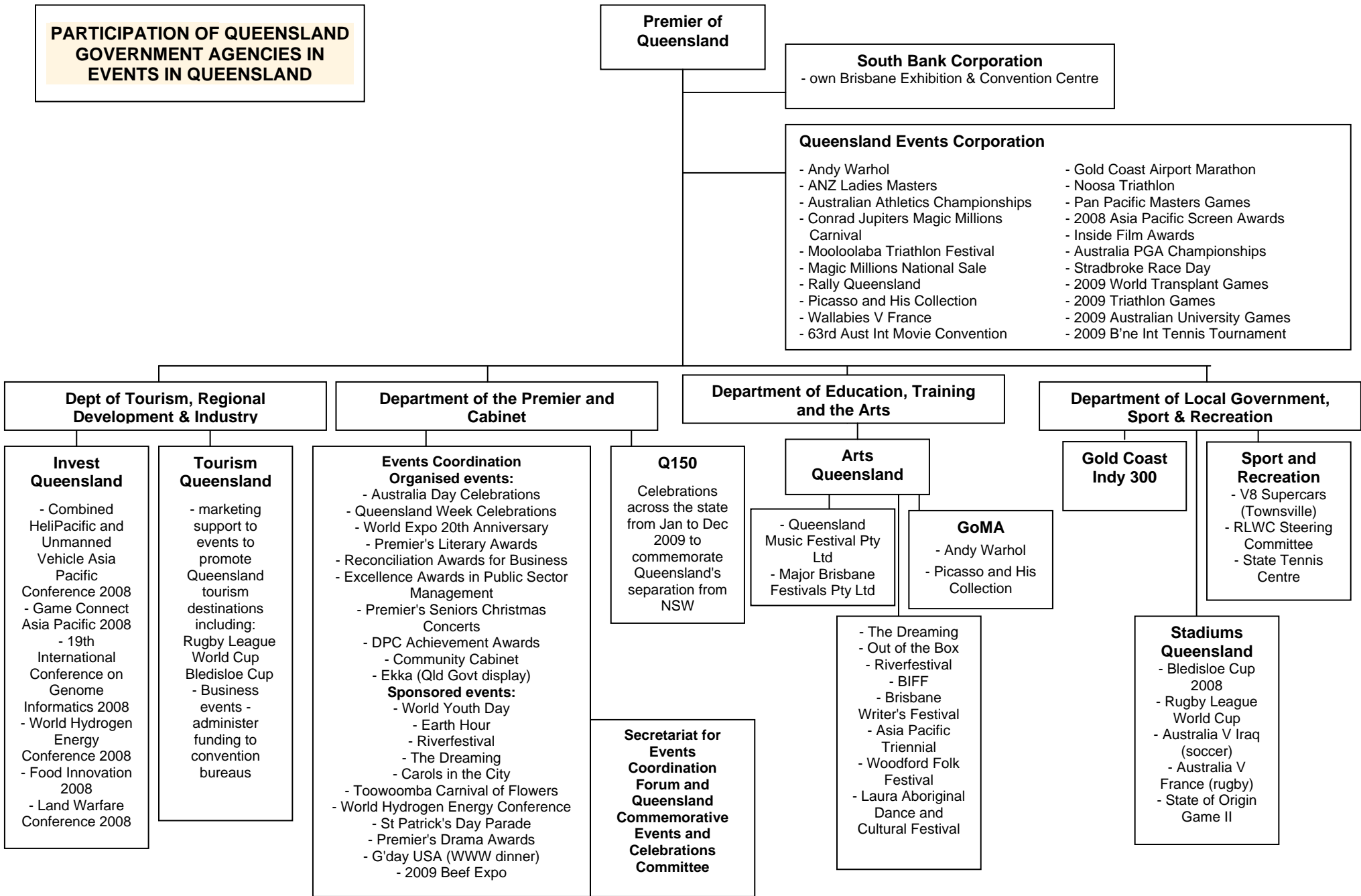
Local Government support is essential to develop event opportunities in Queensland.

Local Government agencies provide support to events in a number of ways including:

- financial support;
- making local government facilities available;
- assistance with street closures, garbage collection, etc;
- promotion through council publications.

All councils provide financial support to local organisations to organise local events and festivals, however, very few councils have events strategies to underpin this investment or to identify new event opportunities.

PARTICIPATION OF QUEENSLAND GOVERNMENT AGENCIES IN EVENTS IN QUEENSLAND



8 NATIONAL & INTERNATIONAL COMPARISONS

8.1 THE NATIONAL EVENTS SCENE

An assessment of the performance of Queensland against other Australian states will always be subjective. Appendix D provides an overview of some of the major events hosted, secured and supported by events agencies across Australia.

What is clear on any comparative assessment is that Victoria is undoubtedly Australia's most successful events state.

Through significant investment in world-class events infrastructure and a very targeted events strategy, Melbourne has become one of the world's leading events cities.

The Victorian Major Events Company (formerly Melbourne Major Events) has had the benefit of very strong government support, an independent and high profile board and financial support to secure the world's best events. The Victorian Government is also committed to building world-class sporting, cultural and business event facilities to optimise opportunities to secure events.

The events strategy for Victoria sets out the criteria that they focus on for securing events. It includes:

- a strong focus on growing existing major events in terms of spectator numbers and television coverage;
- a priority on events such as F1 and 500cc bikes that attract huge numbers of spectators and viewing audiences and create significant economic impact and international profile for Melbourne;
- targeting the world's best events and developing world-class infrastructure for sporting, cultural and business events.

In respect of other Australian states, New South Wales, whilst hosting two of the world's great events in the 2000 Olympic Games and the 2003 Rugby World Cup, had shown little interest in investing in an ongoing program of world-class events.

There was a perception in New South Wales that, as Sydney was one of the world's great cities, events would come to them. They failed to recognise the hugely competitive global market for events and have stood by and watched as Melbourne secured the mantle of Australia's events city and also one of the world's great events cities.

In 2007, the New South Wales Premier, Morris Iemma, commissioned a review of the state's events industry. The outcome of that review was the creation of a new major events agency, NSW Events Pty Ltd with a high profile corporate board and a budget of \$85M over three years.

NATIONAL & INTERNATIONAL COMPARISONS

The company has a direct reporting relationship with the Premier who has acknowledged he has to be seen as a strong driver of major events in New South Wales if they are to succeed.

New South Wales should be very competitive nationally and internationally over the next few years in securing and developing events. It has the legacy of the Olympics facilities, the financial resources, an iconic city, and most importantly, it has the commitment and backing of the Premier to ensure Sydney reinvents itself as one of the world's great events cities.

Western Australia, South Australia, Tasmania and the Northern Territory all have good events portfolios relative to the amount of money and event infrastructure they have available to secure and host events.

Queensland, prior to the establishment of Queensland Events, had hosted the 1982 Commonwealth Games and World Expo 88. Since Queensland Events was created in 1989 it has secured and supported an impressive portfolio of events including the Gold Coast Indy, Goodwill Games, World Masters Games, Rotary International Convention and the Picasso exhibition.

One major advantage that New South Wales and Victoria have over all the other states is world-class infrastructure. Over the last 20 years Melbourne has invested in building and upgrading its events infrastructure to optimise its potential to develop into a world-class events destination and Sydney has the infrastructure legacy of the Olympic Games.

Queensland's major competitive advantage over the other states is the diversity of events destinations it has to offer. Major events activity in other states is primarily focussed on their capital cities, which have both the bulk of their population and events infrastructure.

In Queensland, major events can be held in numerous regions including:

Gold Coast	<ul style="list-style-type: none"> • Business events • Indy, Pan Pacific Masters Games, Magic Millions, Ladies Masters, International football matches
Sunshine Coast	<ul style="list-style-type: none"> • Noosa Triathlon, Mooloolaba Triathlon • Business events (hotels / resorts) • PGA Championships
Townsville	<ul style="list-style-type: none"> • V8 Supercars, Australian Festival of Chamber Music, International football matches • Business events
Brisbane	<ul style="list-style-type: none"> • International football, art exhibitions, major festivals • Business events
Cairns	<ul style="list-style-type: none"> • Business events
Whitsundays	<ul style="list-style-type: none"> • Business events • Sailing events

NATIONAL & INTERNATIONAL COMPARISONS

No other state in Australia can boast such a diverse range of world-class events outside its capital city.

The differing levels of investment and infrastructure make direct comparisons between the states difficult. However, what is clear is that Victoria wears the mantle of Australia's leading events state.

Queensland has a good record in securing and supporting events, but to be a 'major player' in the future it will need a far more coordinated and strategic approach to securing, supporting and growing events.

8.2 THE INTERNATIONAL EVENTS SCENE

As mentioned earlier, Australian states have been the trailblazers in the creation of specialist government events agencies and have been hugely successful in bringing to Australia many of the world's great events.

In England, Scotland and Ireland, specialist events agencies are now being established with similar charters to those in Australia.

The level of government commitment and support for major events in the UK is demonstrated by London securing the 2012 Olympic Games and Glasgow the 2014 Commonwealth Games.

Events agencies and local authorities in the UK will be very proactive in investing in international events in the lead up to the 2012 Olympic Games. They will look to leverage off the desire of Olympic sports to hold their major championships in the Olympic host country.

The United Arab Emirates are a good example of how countries in the Middle East are using events to promote themselves to international audiences. With unlimited financial resources, they have been investing in high profile television events to promote their countries as attractive investment and tourism destinations.

Below is a snapshot of the events secured, created and hosted within the United Arab Emirates:

Motor Sport	Formula One	Bahrain and Abu Dhabi
	MotoGP	Qatar
	World Superbikes	Qatar
	V8 Supercars	Bahrain
Power Boats	World Championship & P1	Qatar, Dubai and Bahrain
Horse Racing	Dubai Cup	Dubai
	Major race events	Bahrain
Rugby	Dubai Sevens	Dubai
Golf	European PGA	Dubai and Qatar

NATIONAL & INTERNATIONAL COMPARISONS

Cultural Events	Dubai Shopping Festival	Dubai
	Dubai Film Festival	Dubai
	Bahrain Spring of Culture	Bahrain
Business Events	World-class convention and exhibition centres – leading business events destinations	Dubai and Bahrain

As a result of the increasing competition for major events, many International Federations and Associations have significantly raised their hosting / sanction fees to cities wanting to host world championships. There appears to be no shortage of bidding cities despite the increasing costs.

This trend is expected to continue as more countries recognise the economic and media profiling benefits that major events can bring.

Australia's international competition for major events in the next decade will come from many countries. They include:

- Asia: *Korea, Japan, China*
- Europe: *UK, Russia, Spain*
- Middle East: *Dubai, Bahrain, Abu Dhabi*

The greatest challenge to Australia in the future will be maintaining the impetus in securing international events in light of the ever-increasing costs and competition.

The days of state governments in Australia announcing their events agencies have secured two or three new international events or championships in a year are probably gone. What will be important in the future will be strategically targeting events that offer multi-year hosting opportunities and growing existing recurrent major events to ensure they maintain and increase their world-class status.

Significant investment from government will continue to be important to maintain and grow event portfolios and greater emphasis will need to be placed on effective partnerships between Australian states in securing events that require a national commitment such as soccer and rugby world cups.

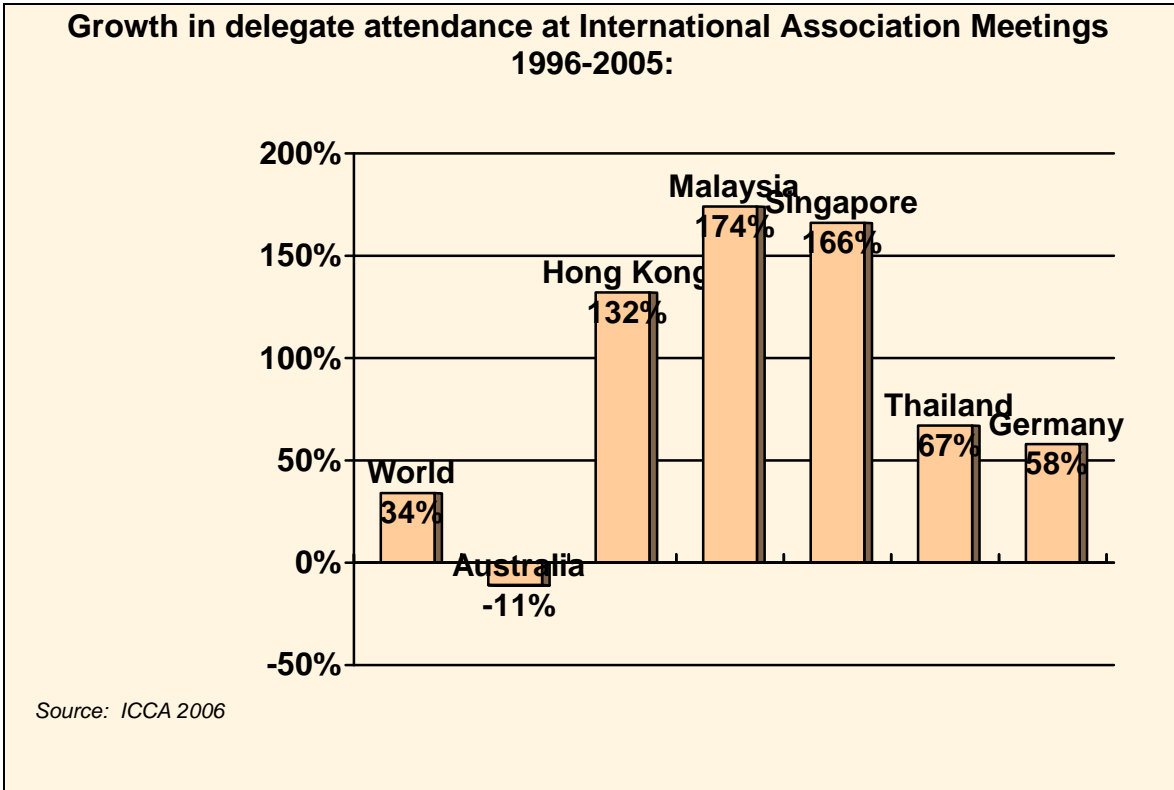
8.3 BUSINESS EVENTS

The past decade has seen significant international growth in both the number of business events held and the number of delegates attending business events worldwide. Statistics from the International Congress and Convention Association (ICCA) demonstrate a 51 percent growth in the number of association meetings and a 34 percent growth in the number of delegates attending association meetings in the period 1996 to 2005.³

³ International Congress and Convention Association (ICCA) 2006

NATIONAL & INTERNATIONAL COMPARISONS

During the same period, however, Australia experienced a 30 percent growth in the number of meetings but an 11 percent **decline** in the number of delegates (ICCA).⁴



The ICCA reports comparative rankings around the world based on the number of international association meetings held (recurring meetings attended by at least 50 delegates).

The 2007 figures show Australian convention venues in the following positions:

Venue	No. of Int. Meetings	International Ranking
Sydney	65	22 nd
Melbourne	36	40 th
Brisbane	23	56 th
Cairns	18	74 th
Adelaide	11	120 th
Gold Coast	9	150 th

⁴ International Congress and Convention Association (ICCA) 2006

NATIONAL & INTERNATIONAL COMPARISONS

Queensland has enjoyed a healthy share of the Australian business events market over the last decade but there are signs the state's business events market is starting to plateau and market share is starting to decline, particularly in the international marketplace.

Queensland's share of the international meetings market against other leading Asia Pacific destinations has been static, despite overall growth in the number of international conventions and the number of participants over the last 10 years. Meanwhile, other destinations in the region have seen significant increases in delegates attending international association events.⁵

The growth of the business events industry internationally is enormous. Australia's close neighbours China, India and Singapore are investing huge sums in constructing numerous world-class convention and exhibition centres as are Middle Eastern destinations such as Dubai and Bahrain.

Further compounding the declining international market share, the Australian industry is facing new issues that pose threats to future growth:

- concerns over the strength of the US and world economies;
- continuing emergence of new international destinations in Eastern Europe and North Asia;
- increasing strength of the \$A;
- fuel cost, surcharges and other taxes associated with long haul travel;
- carbon emission issues;
- investment by new destinations and reinvestment by mature destinations.

This is in an environment where the number of competitors within Asia Pacific has increased and investment by many of Queensland's national and international competitors has increased significantly.

The Queensland Government's investment in convention centre infrastructure has been substantial over the last 10 years. However, investment in securing and marketing of business events has declined 25 percent from \$2.5M in 1996 to \$1.875M in 2007.

National Business Events Surveys (2004) estimated Queensland's market share of Australian business events as 20 percent of the total number of events and 16 percent of the total number of participants, third behind New South Wales (Sydney) and Victoria (Melbourne).

⁵ Grimmer 2007

NATIONAL & INTERNATIONAL COMPARISONS

Whilst Queensland's market share is sizeable it is less than its real potential when you take into account the fact that Queensland has six convention bureaus and Australia's largest number of convention venues, including three purpose built centres. Other states generally have one major bureau and one convention centre.

The challenge Queensland has in maintaining and expanding its market share of national and international business events is the significant under-funding of the six convention bureaus relative to other states in Australia. This disparity is demonstrated in the charts below:

Comparative Funding by other State Governments to Convention Bureaus 2007/08	
Melbourne Convention Bureau	\$ 6.0M
Sydney Convention Bureau	\$5.3M
Perth Convention Bureau	\$3.4M
Adelaide Convention Bureau	\$1.0M

In Queensland, state government support in 2007 to the six convention bureaus totals \$1.875M:

Comparative Funding of Queensland's Convention Bureaus	
Brisbane	\$451,751
Gold Coast	\$652,958
Sunshine Coast	\$211,746
Cairns	\$265,288
Townsville	\$129,105
Whitsundays	\$164,152
Total	\$1,875,000

It is difficult to make direct comparisons between funding to bureaus in Queensland and other states where government funding is to one capital city bureau. However, there can be little doubt that Queensland's bureaus are under-funded to effectively partner convention centres, hotels and resorts in securing business events.

Compounding this funding issue is the lack of a business events strategy to promote Queensland as Australia's most diverse business events destination and to increase market share. Such a strategy would address the issue of demarcation between the roles of convention centres and bureaus.

NATIONAL & INTERNATIONAL COMPARISONS

The government's three convention centres have all won international awards for excellence in management, standard of facilities and in hosting international business events and have taken a lead role in securing business events for their venues.

However, if Queensland is to optimise the economic benefits of the business events sector, the convention bureaus will need greater financial support to effectively partner the convention centres, particularly in attracting more international business events.

8.4 FESTIVALS

All government festival funding agencies across Australia, and in my experience overseas, face the same challenges in securing appropriate levels of funding to develop new festivals and maintain and grow existing festivals.

In the UK, many major cities have recognised the value of developing cultural infrastructure and festivals as a means of improving the quality of life for their communities and also redefining the city as having a strong cultural base and being an attractive place to live and work. Cities are also aware that investment in world-class festivals provides opportunities to attract visitors from the strong European market in cultural tourism.

A number of European cities have built their reputations around festivals, for example the Salzburg Festival and the Venice Biennale. One of the world's best known is the Edinburgh Festival, which is not one festival but is a term used to refer to several individual festivals held in August each year. This festival cluster began more than 60 years ago with the Edinburgh International Festival, followed soon after by the Edinburgh International Film Festival. Over the years these have spawned the Edinburgh Festival Fringe, the Edinburgh Military Tattoo, the Edinburgh International Book Festival, the Edinburgh Art Festival, the Edinburgh Jazz and Blues Festival, the Festival of Politics and the Edinburgh Mela.

Each August, Edinburgh and the central belt of Scotland are packed with visitors from around the world who come to see an extraordinarily diverse array of festivals that include international ballet, opera and orchestras through to zany fringe festival performers and military marching bands.

The estimated economic value of festivals to Edinburgh and the Scottish economy is an estimated GBP £185M (A\$400M) annually.

Cities such as Manchester and Liverpool are now investing millions of pounds to create international festivals and use Edinburgh as the benchmark of what can be achieved. They accept that developing a world-class festival will take many years and significant investment but have made the commitment to regenerate and reposition their ageing cities as dynamic and liveable with strong cultural identities.

One issue common to all festivals in maintaining or growing their event is the increasing costs of:

NATIONAL & INTERNATIONAL COMPARISONS

- international air travel and accommodation for visiting performers;
- lack of security of long-term funding, which impacts on the capacity to offer extended employment contracts to retain key staff and commit to international acts years in advance to secure their availability;
- competition and increasing costs to secure world-class artists and performing arts companies.

During the consultation phase of this review it was apparent that many of Queensland's festivals are considered leading edge and well regarded artistically but face the challenge of securing long-term funding commitments from government to grow their status as nationally and internationally significant festivals.

9 CURRENT MAJOR EVENTS FRAMEWORK IN QUEENSLAND

9.1 QUEENSLAND GOVERNMENT EVENTS POLICY

There is currently no Queensland Major Events Strategy. In the absence of such a strategic document and in response to increasing levels of events-related activity within public sector agencies, the Queensland Government Events Policy and Framework was developed and approved by Cabinet on 1 November 2004.

The policy comprises eight high level principles to guide government entities involved in events:

- Principle 1: Alignment with government priorities
- Principle 2: Appropriate acknowledgement
- Principle 3: Appropriate activity and community interest
- Principle 4: Appropriate association
- Principle 5: Appropriate authorisation
- Principle 6: Ethical behaviour and fair dealing
- Principle 7: Effective management and reporting
- Principle 8: Value for money and maximising benefits

The application of the policy is complicated by the differing degrees of autonomy that exist across government departments, statutory bodies and government owned corporations, many of which are involved in event activity and event sponsorship.

The policy also references two supporting structures:

- the Events Coordination Forum, which draws together Queensland Government agencies involved with events to enhance the planning, coordination, leveraging and marketing of significant events in Queensland as well as overseeing all major event submissions to Cabinet Budget Review Committee;
- the Sponsorship and Events Information Management System (SEIMS), developed to improve the capture and analysis of information and the sharing of knowledge between agencies.

The Events Coordination Forum currently meets every six weeks and has recently amended its charter to reflect its focus as an information sharing body rather than a decision-making entity as originally planned. It is an effective network for relevant agencies to discuss event issues and opportunities.

CURRENT MAJOR EVENTS FRAMEWORK IN QUEENSLAND

SEIMS was a whole-of-government management database developed to assist government with information sharing, management of and reporting on Queensland Government investment in events and sponsorship. It was decommissioned in 2007 due to a number of technical and resource issues preventing agencies from effectively using the system.

The Queensland Government's event policy has not been effective in developing a coordinated strategic approach to optimising event opportunities.

The implementation of the policy lacked leadership from the Department of the Premier and Cabinet and commitment from agencies involved with events.

It is recommended that the policy be reviewed following the government's consideration of this report. However, no overarching government events policy is going to be effective unless the agency driving it has the authority and commitment to enforce it and Ministers and their agencies are prepared to comply with it.

9.2 QUEENSLAND GOVERNMENT SPONSORSHIP POLICY

The Queensland Government Sponsorship Framework was developed to maximise the benefits to government in sponsoring and supporting events and other activities through a number of government agencies.

Cabinet endorsed the revised Queensland Government Sponsorship Policy in September 2003 to replace the former policy introduced in 1999. The policy was amended in November 2004 and outlines the mandatory principles and processes that must be implemented through agency-specific sponsorship procedures.

Under this policy, Queensland Government departments are required to report all outgoing sponsorships as well as incoming sponsorships with a cash or in-kind value of \$10,000 or more. The Events Coordination Unit, DPC collates this information annually and reports to CBRC.

The role of coordinating sponsorship policy should continue and remain within the Events Coordination Unit, however, it is evident that enforcing the policy across government agencies with limited resources has its challenges.

9.3 MAJOR EVENTS STRATEGY

One issue that became apparent during the consultation phase of this review was the lack of any documentation in relation to either a strategic plan or major events strategy for identifying, securing, supporting or growing major events in Queensland.

From discussions with Queensland Events board members it appears it has been several years since the board have met to specifically discuss and develop a future events strategy.

CURRENT MAJOR EVENTS FRAMEWORK IN QUEENSLAND

The lack of a current events strategy provided opportunities for other agencies to take the lead in securing and supporting major events and may have contributed to the gradual marginalisation of Queensland Events as the government's major events agency.

9.4 QUEENSLAND EVENTS' CHARTER AND OBJECTIVES

The Queensland Events website states that:

The Queensland Events charter is to drive the state's economic development through strategic investment in an exciting, eclectic portfolio of events throughout Queensland. The organisation is dedicated to attracting, supporting, growing and promoting events in Queensland.

The draft new charter / mission statement proposed for Queensland Events in this report (refer Section 10.4) will reflect a coordinated partnership approach to identifying, securing and supporting events. It will also provide a clear mandate for Queensland Events to take a leadership role in developing and supporting the events industry and in coordinating the development of a whole of government Major Events Strategy.

FUTURE STRATEGIC FRAMEWORK

10 FUTURE STRATEGIC FRAMEWORK

10.1 STRUCTURAL FRAMEWORK AND EVENTS STRATEGY

I am of the view that the existing structures and arrangements within Queensland Government agencies for securing events are not conducive to maximising event opportunities.

The biggest single issue that impedes event opportunities being optimised is the lack of any strategic planning for events into the future in partnership with other key government agencies.

Urgent action is required to develop a Major Events Strategy that articulates both the government's aspirations and vision for the events industry in Queensland.

I recommend that Queensland Events coordinate the development of the strategy in conjunction with key partner agencies.

In developing a strategy for major events it is important to put in place a strategic framework that will ensure an integrated approach that allows ownership across the range of government agencies that have an involvement with major events.

Many agencies are now involved with securing and supporting major events and it is important to retain the support of those agencies and utilise the events expertise and financial support available across government.

Developing the events strategy through the proposed framework should ensure event investment is strategic and focussed on optimising opportunities for growing the events industry and maximising the economic, social and environmental benefits to Queensland.

The event sectors that the strategy would encompass and the partner agencies that should be involved in developing the strategies are detailed below:

FUTURE STRATEGIC FRAMEWORK

**STRATEGIC PARTNERSHIP FRAMEWORK FOR DEVELOPING
A MAJOR EVENTS STRATEGY**

STRATEGIES	PARTNERSHIP AGENCIES
Stadiums Strategy	<ul style="list-style-type: none"> ○ Queensland Events ○ Stadiums Queensland ○ Tourism Queensland ○ Department of Sport and Recreation
Sport Strategy Sub strategies for: <ol style="list-style-type: none"> 1. growing existing events to their optimum potential 2. identifying and securing new events 	<ul style="list-style-type: none"> ○ Queensland Events ○ Department of Sport and Recreation
Cultural Strategy Sub strategies for: <ol style="list-style-type: none"> 1. Film 2. Exhibitions 3. Festivals 	<ul style="list-style-type: none"> ○ Queensland Events ○ Arts Queensland ○ Department of the Premier and Cabinet ○ Major Brisbane Festivals ○ Pacific Film and Television Commission ○ Queensland Art Gallery ○ Gallery of Modern Art ○ Tourism Queensland ○ Asia Pacific Screen Awards
Business Events Strategy covering: <ul style="list-style-type: none"> ○ Incentive travel ○ Association meetings ○ Tradeshows ○ Exhibitions 	<ul style="list-style-type: none"> ○ Queensland Events ○ Department of Tourism, Regional Development and Industry ○ Department of the Premier and Cabinet ○ Tourism Queensland ○ Convention Centres ○ Convention Bureaus
Regional Events Strategy	<ul style="list-style-type: none"> ○ Queensland Events ○ Tourism Queensland ○ Department of the Premier and Cabinet ○ Arts Queensland ○ Department of Sport and Recreation ○ Department of Tourism, Regional Development and Industry

The Major Events Strategy should have a timeframe of 10 to 20 years and be reviewed and updated annually by partner agencies

The strategy to be segmented into two parts:

- Part One – an overarching strategy document that includes the government’s vision and aspirations for the events industry in Queensland and how the strategy will reinforce and help achieve the government’s smart state priorities, and the performance reporting framework for events in Queensland.

FUTURE STRATEGIC FRAMEWORK

- Part Two – a strategic Business Plan that is event sector specific and incorporates strategies to secure, support and optimise the growth potential of existing recurrent events.

The strategy should clearly articulate and define the roles and responsibilities of the various agencies and confirm a partnership approach to securing and supporting major events.

Queensland Events would coordinate the development and implementation of the strategies, however, 'delivery and ownership' of specific events would be agreed as part of the strategy development process.

The development of coordinated strategies involving several government agencies will be a challenge for the agencies involved and will require them to put aside 'territorial' issues that often result in duplication of roles across government.

If Queensland is to optimise major event opportunities in the future, there must be a strategic framework to develop the strategy and a coordinated partnership approach to deliver the strategy.

10.2 MEASURING AND REPORTING PERFORMANCE

An essential component of the proposed events framework and strategy is the creation of a Performance Management Reporting framework that identifies the Key Performance Indicators (KPIs) against which the agencies implementing the strategy can report to government.

The proposed performance reporting criteria should include the following as a minimum:

Recurrent events

- A measurable increase in the economic value of the event to Queensland over that achieved the previous year.
- A measurable increase in the television / media coverage and distribution of the event over that achieved by the event in the preceding year.
- A measurable increase in the number of spectators and / or participants on the previous year.
- A return on investment equal to or greater than the previous year.

Major one-off events

- Achieving or exceeding the estimated economic value in the events business plan.
- Meeting or exceeding the target number of participants and / or spectators agreed when the event performance criteria were set.
- Meeting or exceeding target number of countries receiving telecast when event performance criteria were set.

FUTURE STRATEGIC FRAMEWORK

- A return on investment equal to or greater than the target return on investment.

Regional Events

- Number of events achieving or exceeding agreed performance outcomes;
- Total level of investment by local authorities in regional events supported by Queensland Events.

General KPIs

- Number of local authorities developing events strategies with Queensland Events' assistance.
- Number of event feasibility / business plans undertaken within target timeframes set out in the Major Events Strategy.
- Number of bids / new events secured / supported.
- Total level of investment by Queensland Government agencies in each major event secured or supported within the Major Events Framework.
- Additional KPIs required that satisfy the objectives of other government agencies that are providing funding to an event.

Independent Audit

It is recommended that every two years an external audit is conducted on the performance reporting of results against the Major Events Strategy. This would ensure the outcomes are verified and provide the government with an independent progress report of the implementation of the strategy.

Queensland Events should coordinate the Performance Reporting process with DPC and provide the Premier with half-yearly reports.

10.3 QUEENSLAND EVENTS BOARD

When Queensland Events was created as a proprietary limited company in 1989, the directors were appointed without a 'fixed term' to their appointment.

Some board changes have been made over the 19 years since its creation, however, the existing board members have held directorships from between six and 17 years.

During the consultation process of this review a constant theme was that of the need for renewal on the Queensland Events board and a change of direction from perceptions of a reactive entity to a more dynamic, proactive and strategic international events company.

The board of directors have all shown strong commitment to the organisation and cannot be held responsible for the marginalisation of Queensland Events nor for the fragmentation of support to events across government agencies.

However, the first step in the process of renewal is a restructure of the Queensland Events board to allow new skill sets to be introduced.

FUTURE STRATEGIC FRAMEWORK

The recommended structure / membership of the Queensland Events board is:

- A maximum of eight directors plus one ‘ex officio’ representative from the Department of the Premier and Cabinet;
- Inclusion of the Chief Executive Officers of Tourism Queensland and Stadiums Queensland to ensure effective partnership and coordination with agencies;
- Consideration be given to the reappointment of two existing board members to ensure continuity;
- The appointment of four new board members with exemplary business credentials.

The recommendation to include the CEOs of Tourism Queensland and Stadiums Queensland is made to facilitate a partnership with the two key stakeholder agencies essential to delivering and implementing a major events strategy.

Tourism Queensland’s input into the marketability of major events being assessed and their advice on priority markets for televised events would be very helpful to the Queensland Events board in their deliberations.

Stadiums Queensland manage the major venues in Queensland and are an essential partner in the identification and negotiation process to secure ‘stadium’ events. Their early involvement in event assessments by the Queensland Events board would ensure effective partnership and coordination in securing long term agreements for stadium events.

Term of Appointment

Board appointments should be for fixed terms of between three to five years to allow regular opportunities for renewal and rotation of different skill sets. Government would retain the right to reappoint for a further term.

Staffing

The new Queensland Events board to undertake an immediate review of the organisation’s staffing structure to determine if the appropriate mix of skills are present for a dynamic and proactive international events agency.

Legal Structure

Options were considered to recommend revoking the company status of Queensland Events and to create an Advisory Events Board and operate Queensland Events as a line agency of the Department of the Premier and Cabinet. However, that would probably add to the significant levels of bureaucracy that already hamper Queensland Events and certainly would not enhance Queensland’s potential to optimise the opportunities and benefits from the events industry.

FUTURE STRATEGIC FRAMEWORK

It is recommended that the legal structure of Queensland Events remain as a company with independent directors and the capacity to operate in a commercially competitive environment at arm's length from government, reporting directly to the Premier.

Administration

Queensland Events currently prepares Cabinet Submissions, Cabinet Budget Review Committee Submissions and briefing papers. This is not a role I am aware of any other government owned company undertaking, particularly one with only 11 staff. It is bureaucratic process and does not assist Queensland Events in functioning as an arm's length, unfettered events company.

It is recommended that DPC undertake these functions on behalf of Queensland Events.

10.4 NEW QUEENSLAND EVENTS' CHARTER / MISSION STATEMENT

It is important that Queensland Events' Charter or Mission Statement reflects the government's desired direction or focus for the agency.

The existing charter is very generic and does not reflect the need for coordination and partnership in the development or implementation of an events strategy to optimise event opportunities and outcomes in the future.

The draft charter and objectives below are a guide only and will most likely be subject to refinement by the Premier and Queensland Events board.

Proposed charter

Through leadership, coordination and partnership identify, secure, support and create a portfolio of major events that will contribute significantly to the Queensland economy, raise the profile and awareness of Queensland nationally and internationally and inspire the people of Queensland.

Proposed objectives

Underpinning the charter / mission statement the following objectives are recommended:

- To coordinate and provide strategic direction and leadership in identifying, securing, supporting and creating a portfolio of world-class events;
- Lead the development of a Queensland Major Events Strategy based on coordination and partnerships in both developing and implementing the strategy;
- A high priority be placed on events that generate significant economic activity and media profile for Queensland nationally and internationally;
- Priority should be given to supporting major events that can be held in regional areas of Queensland;

FUTURE STRATEGIC FRAMEWORK

- Ensure effective communication and partnerships across government and non-government agencies and organisations;
- Assist local councils throughout Queensland to develop events strategies through providing ‘template plans’ or running strategy workshops;
- Develop a portfolio of events in partnership with other Queensland Government agencies that is diverse, economically sustainable, and creates a sense of pride in Queensland.

10.5 SPORTING EVENTS

As described earlier in this report, sport has been the primary product of event agencies around Australia since their inception. Sport remains an important sector of the events industry and the strategic events framework in this report recommends the development of two strategies: a Stadiums Strategy and a Sports Strategy.

10.5.1 Stadiums Strategy

The Stadiums Strategy will have the primary objective of identifying and securing a long-term program of international sporting events for Queensland’s major stadiums.

The strategy will facilitate a coordinated approach to negotiating both rental and multi-year contracts for the rights to host major international football matches and other sporting events. This will ensure an integrated approach to both facility rental and financial packaging agreements required to secure a long-term program of major events.

The Stadiums Strategy will be coordinated by Queensland Events in partnership with Stadiums Queensland and with input from Brisbane City Council and Tourism Queensland.

10.5.2 Sports Strategy

The Sports Strategy will focus on two areas: optimising the growth potential of existing recurrent events, and identifying and securing new major sporting events.

Growing existing recurrent events must be a priority as competition and the costs to secure new major sporting events increase. The strategy should look at both the potential for optimal growth in recurrent events and the resources required to achieve that growth. It will also need to demonstrate that increased investment and growth will return significant additional economic benefit to Queensland.

It is proposed that Queensland Events and the Department of Sport and Recreation will jointly develop the Sports Strategy to identify and secure major sporting events with the potential to provide substantial economic value and media profile to Queensland.

The implementation of the Sports Strategy will be coordinated by Queensland Events in partnership with the Department of Sport and Recreation.

FUTURE STRATEGIC FRAMEWORK

The Sports Strategy should have a 10 to 20 year timeframe if the state is to aspire to host a Commonwealth or Olympic Games in the future.

10.6 BUSINESS EVENTS

The Queensland Government must be commended on its foresight in developing three international standard convention centres in Queensland. However, under-funding of the state's six convention bureaus and the lack of a strategy to promote Queensland as a diverse business events destination nationally and internationally needs to be urgently addressed if Queensland is to optimise growth opportunities in the business events sector.

Government agencies support the business events industry in a number of ways:

- an Inter-departmental Committee (IDC) oversees the management of the Gold Coast and Cairns Convention and Exhibition Centres and South Bank Corporation oversees the management of the Brisbane Convention Centre;
- a grant funding program to convention bureaus administered through Tourism Queensland;
- financial support to strategic business events through the Department of Tourism, Regional Development and Industry;
- support to secure major business events through Queensland Events;
- financial support through various government departments to secure and support business events in their industry sectors.

Despite this support across government agencies, there is no one lead coordination agency with expertise in the business events sector that can provide the Queensland Government with advice on national / international markets, funding to convention bureaus, strategic direction and strategies to increase market share.

10.6.1 Lead Coordinating Agency for Business Events

It is recommended that the government consider appointing one lead coordinating agency for the business events sector in Queensland.

In respect of which agency should take on the role, there are three options.

Option 1: Tourism Queensland

Tourism Queensland's primary focus is marketing Queensland nationally and internationally as a leisure destination.

They administer a grant program of \$1.875M to Queensland's six convention bureaus and have previously undertaken a more significant role by appointing agents / representatives overseas to assist the bureaus and convention centres in identifying business event opportunities.

FUTURE STRATEGIC FRAMEWORK

Unfortunately, this initiative was subject to such criticism that Tourism Queensland withdrew its support.

One of the great challenges Tourism Queensland would have if they were the lead agency for business events would be on the level of priority they would place on securing increased financial support to convention bureaus against their core business priorities of national and international marketing.

Option 2: Department of Tourism, Regional Development and Industry

The Department of Tourism, Regional Development and Industry support and promote a range of industry initiatives across Queensland. They have a small unit with a 'non-specific' budget that provides funding to secure and support priority sector business events to Queensland.

Their challenge in being lead agency would be the level of priority and agency focus they could bring to ensuring greater financial support to convention bureaus, business events strategies, funding initiatives, research collection, etc in light of all the other competing industry initiatives they manage.

Option 3: Queensland Events

Queensland Events' major focus is in securing and supporting major events. Business events are another sector of the events industry and have the same fundamental processes when it comes to researching, identifying and securing event opportunities.

On the basis that Queensland Events is the only agency that could prioritise business events as part of their core business and offer a high level of understanding and expertise of the events industry, I recommend that Queensland Events be given the role of lead coordinating agency for business events.

10.6.2 Business Events Lead Agency Responsibilities

The responsibilities of the lead coordinating agency for business events would include:

- Developing a business case to secure additional funding from government to significantly increase the funding available to Queensland's six convention bureaus;
- Funding the convention bureaus based on a two-tier funding formula;
- Developing business events strategies, in conjunction with government agencies, convention centres and convention bureaus, to promote Queensland nationally and internationally as the business events destination with the greatest diversity of venues and destinations in Australia;
- Providing a coordination forum for advice to government on the business events industry and coordinating strategies to optimise growth;

FUTURE STRATEGIC FRAMEWORK

- Working with the Department of Tourism, Regional Development and Industry and other government agencies to identify business events in the strategically important industries to Queensland and provide a source of funding to help secure those events;
- Creating a statistical research database on the business events industry in Australia and overseas and providing government with advice regarding the size and growth opportunities for the industry in Queensland;
- Working with convention centres and convention bureaus to ensure their respective roles enhance opportunities rather than duplicate each other.

10.6.3 Future Convention Bureau Funding

This report has repeatedly mentioned the fact that Queensland's convention bureaus are under-funded to be effective in optimising business event opportunities.

No recommendation has been made regarding the level of additional funding that should be provided. That will be the responsibility of Queensland Events if it takes on the role of lead agency for business events. However, it is recommended that a two-tier funding program for convention bureaus be introduced.

The Tier One bureaus will be those supporting the state's three world-class convention centres in Brisbane, the Gold Coast and Cairns.

The Tier Two bureaus will be those supporting business events on the Sunshine Coast, in Townsville and the Whitsundays.

It is proposed that a significant increase in base funding is provided to the Tier One bureaus to maximise opportunities to attract an increased number of national and international business events.

The Tier One bureaus have the greatest potential to increase market share of business events as they support world-class and purpose built convention centres and have significant room stock to accommodate growth in delegate numbers in their region.

The Tier Two bureaus should receive an increase in base funding to allow them to function more effectively in growing business events in their region.

In addition to base funding there should be a substantial increase in performance based funding, which is allocated on a formula that includes the number of national and international delegates attracted in the previous year.

The existing funding formula should be reviewed to ensure it effectively rewards the performance of the bureaus.

FUTURE STRATEGIC FRAMEWORK

10.6.4 Business Event Incentive Subsidies

With the enormous competition for business events both within Australia and overseas, there is an increasing trend for governments to provide financial incentives or subsidies as an inducement to attract the larger business events to their cities. It is not uncommon in Australia to hear that subsidies of over \$100,000 have been offered to International Business Associations to bring their events to a particular state.

The Queensland Government, through Queensland Events, provided significant financial support to secure the Rotary International Convention for Brisbane in 2003. The convention attracted 16,000 delegates to the city.

The significant value of business events to a host city is now recognised throughout the world and the trend of paying 'cash incentives' to attract major international business events (over 2000 delegates) will continue.

If Queensland is to remain competitive in attracting major business events, the government will need to identify a budget and mechanism for allocating such subsidies to secure major international business events during the development of the Queensland Business Events Strategy.

10.6.5 Government owned Convention Centres

The fact that two government entities (South Bank Corporation and an Inter-departmental Committee [IDC]) are involved in overseeing the management of the government's three convention centres limits the capacity to cross-reference management performance, strategies and outcomes of the centres.

As well, the approval process of the convention centres' budgets, staffing levels and strategic plans assumes that the government's overseeing entities have sufficient understanding of the industry to make the appropriate decisions to approve strategies, assess performance and optimise growth.

There are three possible options to ensure a more integrated and strategic approach to the oversight of the management of the centres. They are:

Option one

Bring all centres under the oversight of one government IDC that would include representatives of:

- Public Works;
- Treasury;
- Tourism;
- Queensland Events.

The role of the IDC would be to both oversight the management performance of the three convention centres and to contribute to the development of a whole of government strategy to grow the business events industry in Queensland.

FUTURE STRATEGIC FRAMEWORK

Option two

Retain the status quo and request the Chairmen of the existing oversight entities (Director-General Public Works and the CEO, South Bank Corporation) to participate in the development of a Queensland business events strategy.

Option three

Place the three convention centres under the management of Stadiums Queensland, which would be consistent with the government's policy of bringing major venue infrastructure under one management entity.

10.7 FESTIVALS

Making an assessment on whether opportunities for festivals are optimised through the current structures and resourcing is very different from assessing major events or business events.

For one, festivals tend to be developed and grown within a city or region rather than secured through a bidding process. Another reason is that artistic endeavours also fulfil other, often intangible, needs such as encouraging innovation, creating community pride and engaging the population in activities they would normally not undertake.

There is no question that cultural festivals are very important in enhancing the quality of life in a community and also in allowing multicultural societies such as Australia to express and celebrate that multi-ethnicity.

By far the greatest challenge in growing festivals to national or international stature is the government's willingness to share the strategic vision of a festival and provide the support to maximise the opportunities to achieve that vision.

Australians are far more culturally aware than they were 20 years ago and this is clearly demonstrated by the number of Australians now travelling overseas and interstate for cultural events.

In Queensland, the Andy Warhol and Picasso and His Collection exhibitions have drawn enormous numbers of people from interstate. At the time of writing this report the economic impact to Queensland was still being calculated.

Arts Queensland are the major funding agency for festivals, however, Queensland Events should have a role in strategically reviewing the state's major festivals with Arts Queensland to determine what potential exists to develop one or more festivals to a level where they could attract greater interstate visitation and national media coverage.

Working together, these organisations could decide priority festivals that fit the charters of both organisations. This would allow funding to be provided both for core purposes and for activities that would extend the size or appeal of the festival in order to attract additional visitors from outside the state.

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The festivals that appear to have the greatest potential for growth are:

- Brisbane Festival (merged with *Riverfestival* to create one annual festival);
- Brisbane International Film Festival;
- Queensland Music Festival;
- Australian Festival of Chamber Music (Townsville);
- Woodford Folk Festival.

10.7.1 Fringe Festival

During discussion with Arts Queensland, there was a view expressed that the development of a major Fringe Festival had the potential to add another dimension to the festival program in Queensland and appeal to a broad cross-section of Queenslanders and visitors to the state.

Whether it should be a stand-alone event or built on the back of an existing festival would need to be determined.

Fringe festivals across the world are popular, with the Edinburgh Fringe Festival selling over a million tickets a year.

It is recommended that Arts Queensland and Queensland Events consider opportunities to create an international standard fringe festival.

10.8 MAJOR EXHIBITIONS

Brisbane has some of the most modern cultural facilities in Australia within the South Bank cultural precinct. The Queensland Art Gallery, the Gallery of Modern Art (GoMA) and the Queensland Museum have been acclaimed nationally and internationally.

The early focus of GoMA was in putting on exhibitions of Australian and Asia Pacific art that were free to the public.

However, the appointment of a new director in 2007 has resulted in a more ambitious strategy in securing the exclusive rights to host exhibitions by Andy Warhol and Picasso.

This was achieved with the support of Queensland Events who invested a significant sum to secure the Picasso and His Collection exhibition.

The result has far exceeded the expectations of GoMA. The Warhol exhibition attracted 232,000 visitors and the Picasso exhibition attracted 50,000 visitors in its first month.

With Queensland Events now recognising the potential of such exhibitions to draw visitors from outside Queensland, and GoMA's objective of maximising the economic benefit of these exhibitions to the Queensland economy, the opportunity exists to develop a partnership strategy between GoMA, Queensland

FUTURE STRATEGIC FRAMEWORK

Events, Arts Queensland and Tourism Queensland to secure a five-year program of 'exclusive to Queensland' major exhibitions.

To maximise these opportunities it will be necessary to provide a funding commitment over a five-year period. Competition to secure 'exclusive' exhibitions is significant and the costs of the licence fees, transportation costs and security for extremely valuable works of art are high. It is therefore essential that a strategy and business case be developed between GoMA and the partner agencies.

Queensland Events' role would be to coordinate the development of the strategy with GoMA and then present a business case to CBRC for a five-year funding package based on the estimated economic and social value of major exhibitions to the state.

10.9 FILM EVENTS

Film events last year amounted to approximately 30 percent of the Queensland Events budget, which invested in:

- the creation and hosting of the Asia Pacific Screen Awards;
- securing the 2007 Australian International Movie Convention;
- securing the 2007 Inside Film Awards.

In addition, the Brisbane International Film Festival (BIFF) is owned and supported by Pacific Film and Television Commission (PFTC), through Arts Queensland.

BIFF has struggled with sponsorship and lack of funding to secure a reputation as a top class film festival.

A review of PFTC last year recommended that BIFF was not the core business of PFTC and that it presented a potential financial risk to them.

BIFF had previously operated independently of PFTC, however, lack of financial support made this unviable.

In creating the Asia Pacific Screen Awards (APSA), Queensland Events has taken responsibility for its management and organisation 'in-house' and, whilst the first awards were successful, the level of resources and management time required from Queensland Events was significant.

Queensland Events has recognised the resource implications of managing APSA in-house and are presently seeking the government's agreement to create a subsidiary company to own and manage the awards.

If the government agrees to the creation of a subsidiary company, it is recommended that funding for the awards be channelled through either Queensland Events or Arts Queensland, who have responsibility for film in their portfolio.

FUTURE STRATEGIC FRAMEWORK

On the basis that the government agrees to the subsidiary entity to run APSA, consideration should be given to co-locating BIFF with APSA. This would allow economies of scale with board membership, back of office costs, office accommodation and staffing.

A strategy for film events should be developed as part of the development of the Strategic Events Framework, which would underpin the rationale for the existing investment in film, define the target outcomes, how outcomes are measured and the future funding case for APSA and BIFF.

10.10 ESSENTIAL SERVICES AGENCIES

The issue of the rising costs of providing essential services to events must be addressed as part of the Major Events Strategy.

There are obvious constraints, both financial and in human resources, that have to be taken into account in setting government policy in respect of police and emergency services. However, this is an issue that needs clear policy guidelines that both event organisers and event funding agencies can take into account when assessing the business case for an event or when making the decision to grow the size of an event that has high security or emergency service needs.

The Queensland Police have developed a policy paper on their role in supporting events. It sets out guidelines for events that should be full cost recovery, partial cost recovery and those that should remain free of charge. There is discretion for senior officers to levy reduced costs to an event. However, the equitable use of that discretion is yet to be evaluated.

If Police and Emergency Services charge full cost recovery to event organisers it will be a major cost impediment to both growing and securing events.

10.11 DEPARTMENT OF THE PREMIER AND CABINET

10.11.1 Events Sponsorship

There will always be occasions where the Premier feels it appropriate to provide support to an event. However, entering into multi-year funding agreements through the Events Coordination Unit can be seen as overlapping or duplicating the role of Queensland Events or other government agencies that support events, ie Arts Queensland.

The Department of the Premier and Cabinet should not be seen as an agency of last resort for funding events.

It is recommended:

- that sponsorship of events through the Events Coordination Unit be for a maximum of one year.

Where no other source of funding is available from other government agencies and the Premier wishes to enter into a multi-year event agreement, the following options should be considered:

FUTURE STRATEGIC FRAMEWORK

- transferring the funding required from the Director-General's reserve account to the most appropriate agency to support the event, ie Arts Queensland, Department of Communities, Department of Sport and Recreation, etc;
- the Premier direct other agencies to contribute to the cost of supporting a multi-year event agreement, coordinated through the most appropriate agency to support the event.

10.11.2 Events Coordination Unit

The title 'Events Coordination' Unit within DPC can lead to some misunderstanding between perceptions of its role and that of Queensland Events.

It is recommended:

- that the Events Coordination Unit be renamed 'Special Projects' Coordination Unit.

This will overcome perceptions of duplication and more accurately reflect the role of the Unit in coordinating and facilitating a range of projects on behalf of the Premier.

10.12 EVENTS COORDINATION FORUM

The Events Coordination Forum has not achieved what it was originally established for, that is, oversighting all major events submissions to CBRC. However, it is a useful forum to bring agencies together to provide an information exchange on cross-government support to major events.

The charter was amended in March 2008 to reflect its present role as an information-sharing forum and approved by all members of the Events Coordination Forum.

The proposed strategic events framework recommended in this report should ensure greater coordination of event support across government agencies.

10.13 LOCAL GOVERNMENT

Very few councils have events strategies that articulate the direction and outcomes they want to achieve from funding local events and, as such, they continue to support events that may not be as worthy as others.

Queensland Events should take a leadership role in assisting local governments in developing event strategies. Whether that is by providing template structures and guidelines for developing local events strategies or through facilitating event strategy workshops with the large regional councils will depend on the priority that councils place on events in their regions.

With the recent amalgamations of some local authorities into more substantive regional councils there should be more resources available to support events.

FUTURE STRATEGIC FRAMEWORK

The mayors interviewed during the consultation process of this review were positive about developing events strategies. They admitted that event expertise was limited in their regions and welcomed the opportunity to work with Queensland Events to develop strategies.

The benefits of local authorities committing to events strategies include:

- greater ability to assess whether their existing funding to local events achieves the outcomes they want;
- identifying new event opportunities and event infrastructure capable of hosting major events;
- developing positive relationships between the government's major events agency, Queensland Events, and local government authorities, allowing each to understand the other's priorities.

Queensland Events should prioritise the development of a 'Capital City Events Strategy' for Brisbane. Other than international football matches at Suncorp Stadium and the recent exhibitions at the Gallery of Modern Art, very few major events have been secured for Brisbane in recent times.

As Queensland's capital city, it is important that there is a greater focus placed on securing and developing major events in Brisbane in partnership with the Brisbane City Council, Brisbane Marketing and Tourism Queensland.

10.14 EVENT BRANDING

The issue of which logo or brand message should be used by the Queensland Government or its agencies for events that are televised nationally or internationally and where government is the major sponsor was raised on a number of occasions during the review.

Debate has taken place over the years as to the appropriateness of the Queensland Government or its agencies using major events to promote themselves rather than Queensland.

There now appears to be a consensus view that for events televised to national or international audiences, the use of a government logo is not appropriate.

What is important is to use the opportunity of a televised event to promote either Queensland or the city or region where the event is held.

For example, events in Melbourne sponsored or supported by the Victorian Government use only the name Melbourne in televised events. The Victorian Government uses television to promote the destination, Melbourne, rather than the Victorian Government or its agencies.

Televised events are a great way to promote a destination to a huge audience. The premium advertising space within the television camera site lines is wasted promoting government agencies.

FUTURE STRATEGIC FRAMEWORK

Urgent consideration should be given to determining a policy position on what logo or destination message or symbols the government should endorse for television events prior to upcoming events such as the Bledisloe Cup in September 2008 and the Rugby League World Cup in November 2008.

The policy would not preclude the government using its logo on signage at major events, as it is important that Queenslanders recognise the support the government gives to events. However, premium television sight lines should promote Queensland or the host city rather than the government or its agencies.

10.15 MAJOR EVENTS CALENDAR

Queensland Events should establish and promote a major events calendar that highlights events in both Brisbane and South East Queensland. It should also include significant regional events that have the capacity to attract visitors to Queensland.

While there are undoubtedly resource issues with maintaining a ‘master calendar’ of major events, it will provide the opportunity to leverage business and cultural events and networking opportunities on the back of major sporting events, such as the Bledisloe Cup, and vice versa.

A major events calendar that identifies major events up to five years ahead, will provide opportunities for:

- delegate boosting;
- leveraging support to attract other events;
- increasing the number of room nights by delegates
- additional networking opportunities
- enhancing event tourism packaging and marketing opportunities.

Melbourne is currently viewed as leading the way in this respect by scheduling cultural events or business events with major sporting matches to better leverage business networking, extend delegate stays and maximise tourism opportunities.

Earlier this year, Brisbane Marketing launched a campaign called ‘Winter in Brisbane’, which markets Brisbane as an ideal destination to visit during the winter months. It focuses on a busy calendar of events, including sporting, cultural and community events that will help visitors and residents alike to plan their leisure time.

The recommendation in this report for Queensland Events to take a leadership role across both major and business events should provide greater opportunity to plan a more coordinated program of major events.

RECOMMENDATIONS

11 RECOMMENDATIONS

QUEENSLAND EVENTS

Structural changes

1. The Board of Queensland Events be restructured to include:
 - a maximum of eight directors plus one 'ex officio' representative from the Department of the Premier and Cabinet;
 - the CEOs of Tourism Queensland and Stadiums Queensland;
 - consideration be given to the reappointment of two of the existing board members to ensure continuity;
 - the appointment of four new board members with exemplary business credentials.
2. Board appointments be for fixed terms of no longer than five years (with government having the option to re-appoint for a further term).
3. The new Queensland Events Board to undertake an immediate review of its staffing structure to determine if the appropriate mix of skills is present for a dynamic and proactive international events company.
4. The legal structure of Queensland Events remains as a company with independent directors with the capacity to operate in a commercial environment at arm's length from government and reporting directly to the Premier.

Administrative changes

5. The Department of the Premier and Cabinet undertake all bureaucratic process work on behalf of Queensland Events such as Cabinet Submissions, Cabinet Budget Review Committee Submissions and briefing papers. Queensland Events to provide all information required to allow DPC to effectively carry out this role.
6. Queensland Events, in conjunction with the Department of the Premier and Cabinet, develop a performance reporting template that will facilitate half-yearly reporting to the Premier against agreed Key Performance Indicators.
7. A new charter and objectives for Queensland Events, which clearly articulates its role as lead coordinating agency for major events and its partnership role across government, be agreed with the Premier and approved by Cabinet.

Resources

8. The government allocate additional funding to Queensland Events to create a three person business events secretariat (refer Recommendation 17).

RECOMMENDATIONS

9. No increase recommended to Queensland Event's base budget until the Major Events Strategy is complete and a business case made to the Premier to substantiate a case for additional resources to implement the strategy.

STRATEGIC EVENTS FRAMEWORK

10. Queensland Events to coordinate a Major Events Strategy based on a partnership framework with other government agencies supporting events.
11. The strategy to be segmented into two parts:
 - Part One – an overarching strategy document that includes the government's vision and aspirations for the events industry in Queensland and how the strategy will reinforce and help achieve the government's smart state priorities, and the performance reporting framework for events in Queensland;
 - Part Two – a strategic Business Plan that will incorporate five segmented event areas and will identify new event opportunities and strategies to grow existing events.

The Strategic Events Framework reflecting the five events sectors is detailed below:

RECOMMENDATIONS

**STRATEGIC PARTNERSHIP FRAMEWORK FOR DEVELOPING
A MAJOR EVENTS STRATEGY**

STRATEGIES	PARTNERSHIP AGENCIES
Stadiums Strategy	<ul style="list-style-type: none"> ○ Queensland Events ○ Stadiums Queensland ○ Tourism Queensland ○ Department of Sport and Recreation
Sport Strategy Sub strategies for: <ol style="list-style-type: none"> 1. growing existing events to their optimum potential 2. identifying and securing new events 	<ul style="list-style-type: none"> ○ Queensland Events ○ Department of Sport and Recreation
Cultural Strategy Sub strategies for: <ol style="list-style-type: none"> 1. Film 2. Exhibitions 3. Festivals 	<ul style="list-style-type: none"> ○ Queensland Events ○ Arts Queensland ○ Department of the Premier and Cabinet ○ Major Brisbane Festivals ○ Pacific Film and Television Commission ○ Queensland Art Gallery ○ Gallery of Modern Art ○ Tourism Queensland ○ Asia Pacific Screen Awards
Business Events Strategy covering: <ul style="list-style-type: none"> ○ Incentive travel ○ Association meetings ○ Tradeshows ○ Exhibitions 	<ul style="list-style-type: none"> ○ Queensland Events ○ Department of Tourism, Regional Development and Industry ○ Department of the Premier and Cabinet ○ Tourism Queensland ○ Convention Centres ○ Convention Bureaus
Regional Events Strategy	<ul style="list-style-type: none"> ○ Queensland Events ○ Tourism Queensland ○ Department of the Premier and Cabinet ○ Arts Queensland ○ Department of Sport and Recreation ○ Department of Tourism, Regional Development and Industry

12. Queensland Events in conjunction with the Department of the Premier and Cabinet to coordinate six monthly performance management reports to the Premier on the progress of government agencies in implementing the Major Events Strategy.

RECOMMENDATIONS

Local Authority Events Strategies

13. Queensland Events to actively promote and assist local authorities and regional councils to develop local government events strategies. The number of local authorities developing events strategies with Queensland Events' assistance should be included in Queensland Events' key performance measures.
14. The development of a Capital City Events Strategy should be a priority for Queensland Events in consultation with the Brisbane City Council.

Queensland Government Events Policy

15. The Government's existing Events Policy be reviewed to determine its relevance, in line with the proposed Strategic Events Framework, and as a result of the outcomes of this review.

Resources

16. Events Strategies to be developed within existing agency budgets.

BUSINESS EVENTS

17. Queensland Events to take on the role of the government's lead coordinating agency for all business events. A discrete business events secretariat of three staff within Queensland Events will administer the unit and be responsible for:
 - a. administering the \$1.875M business events grant program, currently managed by Tourism Queensland;
 - b. allocating funding to the six convention bureaus based on agreed performance outcomes;
 - c. holding all research conducted on the business events industry, nationally and internationally;
 - d. regularly reporting to government on the size, value and growth of the business events industry to Queensland;
 - e. developing a whole of government strategy for business events in partnership with the Department of Tourism, Regional Development and Industry, Convention Centres, Convention Bureaus and Tourism Queensland to promote Queensland nationally and internationally as Australia's most diverse business events destination;
 - f. working with Queensland Convention Centre managers and Convention Bureaus to develop better partnerships and optimise opportunities to secure business events;

RECOMMENDATIONS

- g. in conjunction with Department of Tourism, Regional Development and Industry, identifying business events in key strategic industries for Queensland, eg biotechnology. Special purpose funding should be made available to assist in securing those events based on their strategic priority;
- h. undertaking a review of the government's oversight of the management of the Brisbane, Cairns and Gold Coast Convention Centres with a view to evaluating the benefits of bringing all three under one entity to allow for greater government coordination in strategic management, marketing, resourcing and performance management reporting.

Resources

- 18. Funding of the six bureaus needs to be significantly increased if they are to remain relevant or competitive nationally and internationally. Queensland Events to develop a business case for additional funding for the convention bureaus.
- 19. Queensland Events to establish new grant funding criteria for convention bureaus based on a base funding grant and additional grant funding dependent on the performance of each bureau in securing business events.
- 20. A 'two tier' system of funding convention bureaus be implemented with the Gold Coast, Brisbane and Cairns being designated Tier One and receiving a significant increase in base funding.

The Tier Two bureaus of Sunshine Coast, Townsville and Whitsundays to receive an increase to allow them to function more effectively in growing business events in their region.

FESTIVALS

- 21. Queensland Events, in partnership with Arts Queensland, to develop a Major Festivals Strategy to determine what opportunities exist and the resources required to grow the Brisbane Festival, Queensland Music Festival, the Australian Festival of Chamber Music and the Woodford Folk Festival into festivals of greater national and international stature and optimise visitation from outside Queensland.
- 22. Queensland Events, in partnership with Arts Queensland, to determine the cost, viability and benefits of creating a major fringe festival.

Resources

- 23. Queensland Events to prepare a CBRC Submission to secure adequate resources to invest in 'value-adding' to festivals: the level of resources required would depend upon the projected performance outcomes identified during the development of the Festivals Strategy.

RECOMMENDATIONS

- 24.** During development of the Festivals Strategy, investigate opportunities to save on administrative costs of smaller festivals by consolidation of some 'back of office' functions (HR, payroll, accounting and business services) between the smaller and larger festivals.

EXHIBITIONS

- 25.** Queensland Events, in partnership with the Queensland Art Gallery (QAG), the Gallery of Modern Art (GoMA) and Arts Queensland, to develop a five-year major exhibitions strategy.

Resources

- 26.** Queensland Events and Arts Queensland to submit a detailed business plan to CBRC requesting funding to create a major exhibitions fund to allow the QAG and GoMA to secure world-class exhibitions over a five year timeframe.

FILM

- 27.** Arts Queensland, Pacific Film and Television Commission (PFTC) and Queensland Events to develop a strategy for film events, to complement PFTC's film industry strategy, that will position Queensland nationally and internationally as a major centre for the film industry and underpin the existing investment in film awards and events.
- 28.** The Asia Pacific Screen Awards be corporatised and become independent of Queensland Events. Funding and oversight responsibility to rest with either Queensland Events or Arts Queensland.
- 29.** The Brisbane International Film Festival (BIFF) be co-located with, and possibly jointly managed through, the board of the Asia Pacific Screen Awards.
- 30.** Queensland Events, in conjunction with BIFF, Arts Queensland, and PFTC, to develop a strategy to grow the national and international profile of BIFF.

Resources

- 31.** Additional funding for the Asia Pacific Screen Awards and Brisbane International Film Festival be subject to the outcomes of the business case and growth potential identified in the film strategy.

COMMEMORATIVE EVENTS

- 32.** The Queensland Commemorative Events and Celebrations Committee and its charter be reviewed to better define its role.
- 33.** Fixed term appointments be introduced for members of the committee.
- 34.** A representative of Queensland Events be on the board or committee of future major commemorative events where a substantive events budget is provided.

RECOMMENDATIONS

Administrative changes

35. A review be undertaken as to the appropriateness of the Events Coordination Unit within the Department of the Premier and Cabinet sponsoring events through the Director-General's Reserve for multiple year agreements as this creates the appearance of overlapping with the role of Queensland Events.
36. The Events Coordination Unit be renamed the 'Special Projects Coordination Unit'.

EVENTS BRANDING

37. Major televised events supported by the Queensland Government to use the premium advertising space available to promote a destination rather than using government logos to promote the government or its agencies.

MAJOR EVENTS CALENDAR

38. Queensland Events to establish a five-year Major Events Calendar to assist in developing a more coordinated program of major events that could optimise delegate boosting, business networking opportunities and event packaging and marketing.

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Appendix B	Events Coordination Unit Sponsorship Support	P 79
Appendix C	List of events supported by State Events Agencies	P 80

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12.1 APPENDIX A – EVENTS REVIEW CONSULTATION

- Phil Reeves, Parliamentary Secretary to the Premier (Chair of Steering Committee)
- Pat Vidgen, Deputy Director-General, Governance, Department of the Premier and Cabinet and contract manager
- Leo Keliher, former Director-General, Department of the Premier and Cabinet
- John Aitken, CEO, Brisbane Marketing
- Geoff Donaghy, Group Director Convention Centres, AEG Ogden
- Stephen Gregg, Chairman, Queensland Tourism Industry Council
- Michael Denton, CEO, Queensland Events Corporation
- Ian Whitehead, General Manager Operations, Stadiums Queensland and Steering Committee Member
- Ross Livermore, CEO, Queensland Rugby League
- Paul Pisasale, Mayor of Ipswich and Queensland Events Board Member
- Meryl McKenzie, Department of Tourism, Regional Development and Industry and Steering Committee Member
- Mike Pelly, former Deputy Chair of Queensland Events
- Damian McGreevy, Senior Policy Advisor, Office of the Premier and Cabinet
- Leigh Tabrett, Deputy Director-General, Arts Queensland and Steering Committee Member
- Anthony Hayes, CEO, Tourism Queensland
- Wayne Myers, Chairman, Stadiums Queensland
- Chris White, Audit Committee Chairman, Tourism Queensland and Steering Committee Member
- Professor Peter Coaldrake, Vice Chancellor QUT and Executive Chair Q150 Advisory Committee
- Harvey Lister, Chairman and CEO, AEG Ogden
- Bob O’Keefe, General Manager, Brisbane Convention and Exhibition Centre
- Tony Ellwood, Director, Queensland Art Gallery
- Mal Grierson, Director-General, Department of Public Works
- Craig Matheson, Deputy Director-General, Department of Sport and Recreation
- The Hon Judy Spence MP, Minister for Police, Corrective Services and Sport
- Bob McCarthy, Director-General, Department of Tourism, Regional Development and Industry
- Des Power, Chairman, Queensland Events Corporation
- Anne Demy-Geroe, Executive Director, Festivals and Events, Pacific Film and Television Commission
- Robin James, CEO, Pacific Film and Television Commission

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- Mike Kaiser, Chief of Staff, Office of the Premier of Queensland
- Terry Mackenroth, Chairman, Gold Coast Indy
- Councillor Jane Prentice, Brisbane City Council
- Patrice Fogarty, Director, Events Coordination, DPC
- John O’Sullivan, Commercial Manager, Football Federation of Australia
- Loftus Harris, Special Representative of the Middle East and India
- Kevin Yearbury, CEO, Stadiums Queensland
- Kerry Watson, Chairman, Queensland Event Gold Coast
- Councillor Ron Clarke, Mayor, Gold Coast City Council
- Bob La Castra, Chairman, Gold Coast Council Events Committee
- Adrienne Readings, General Manager, Gold Coast Convention and Exhibition Centre
- Chris Freeman, Chairman, Major Brisbane Festivals
- Lyndon Terracini, CEO, Major Brisbane Festivals
- Tony Cochrane, Managing Director, V8 Supercars
- Ken Smith, Director-General, Department of the Premier and Cabinet
- Michael Kinnane, Director-General, Department of Local Government, Sport and Recreation
- Colin Love, Chairman, Australian Rugby League
- Gerard Bradley, Under Treasurer
- Elizabeth Jameson, Chairman, Queensland Music Festival
- Mary-Clare Power, Acting Director, Market Development, Tourism Queensland
- Tim Pow, General Manager, Townsville Entertainment and Convention Centre
- Daniel Gschwind, Chief Executive, Queensland Tourism Industry Council
- Tracey Stockwell, Queensland Events Board Member
- Peter Cummiskey, Executive Director, Queensland Sports Federation
- John O’Neill, Chairman, New South Wales Events Pty Ltd
- Ben Buckley, Chief Executive, Football Federation of Australia
- Geoff Parmenter, Chief Executive, Events New South Wales Pty Ltd
- Jon Hutchison, Managing Director, Sydney Convention and Visitors Bureau
- Councillor Val Schier, Mayor of Cairns
- Angela Uhlig, Director of Sales and Marketing, Cairns and Region Convention Bureau
- Stephen Olle, Chairman, Tourism Tropical North Queensland
- Ross Steele, General Manager, Cairns Convention Centre
- Councillor Les Tyrell, Mayor of Townsville
- Glenys Schuntner, CEO, Townsville Enterprise

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- Geoffrey Plant, Chairman, Townsville Enterprise
- David Ronai, Acting CEO, Gold Coast Tourism Corporation Ltd
- Jacqui Taylor, Director – Business Tourism, Gold Coast Tourism Corporation Ltd
- Dick McGruther, Queensland Events Board Member
- The Hon Desley Boyle, Minister for Tourism, Regional Development and Industry
- Adrienne Ward, Queensland Events Board Member
- Martin Winter, CEO, Gold Coast Tourism Corporation Ltd
- The Hon Rod Welford MP, Minister for Education and Training, and Minister for the Arts
- Inspector Peter Owens, Major Events Planning Unit, Queensland Police Service
- Councillor Bob Abbott, Mayor of Sunshine Coast
- Garth Prowd, USM Events
- Malcolm Snow, CEO, South Bank Corporation

In addition to face to face interviews, telephone interviews were conducted and questionnaires completed with the Chief Executives of all the major events agencies throughout Australia, including:

- Leanne Grantham, CEO, Events South Australia
- Geoff Parmenter, CEO, Events New South Wales Pty Ltd
- David Van Ooran, Executive Director, WA EventsCorp
- Brendan McLennants, Chief Executive, Victoria Major Events Company
- Michael Denton, CEO, Queensland Events Corporation

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12.2 APPENDIX B – EVENT COORDINATION UNIT, DPC, SPONSORSHIP SUPPORT

The Events Coordination Unit contains a small area whose role is to assess proposals for events sponsorship. The following events have received sponsorship or commitments of sponsorship over the past twelve months:

1. Carols in the City
2. Riverfestival
3. World Youth Day
4. Beach to the Bush
5. The Dreaming Festival
6. Spirit of the Bush Concert
7. Australian Public Sector Anti-Corruption Conference
8. Queensland Premier's Drama Awards
9. G'day USA: Australia Week (Walk on the Wildside Benefit Dinner)
10. Asia Pacific Cities Summit
11. Earth Hour
12. Queensland on Show
13. ATSE Clunies Ross Award / 2008 ATSE Extreme Science Experience
14. Queensland Sports Federation Annual Awards
15. Saint Patrick's Day Parade
16. World Expo 88 20th Anniversary Celebrations
17. 10th World Congress on Environmental Health
18. Sunday Mail Bridge to Brisbane Run
19. Toowoomba Carnival of Flowers
20. National Band Championships
21. Queensland Heritage Festival
22. World Hydrogen Energy Conference
23. QUT Smart Train
24. Beef Expo 2009

The funding for these events predominantly comes from the Director-General's Reserve.

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12.3 APPENDIX C – LIST OF EVENTS SUPPORTED BY STATE EVENT AGENCIES

Following is an overview of some of the events that have been secured and supported by event agencies in all Australian states. This list is not exhaustive but gives a good indication of the kind of events these agencies have supported previously, currently and in the future.

Queensland Events Corporation

- 1992 World Marathon Canoeing Championships
- 1994 Mountain Bike World Cup
- 1994 World Gymnastics Championships
- 1994 World Parachute Championships
- 1994 World Masters Games
- 1995 International Women's Beach Volleyball
- 1995 International Women's Triathlon
- 1996 World Junior Figure Skating Championships
- 1999 Australian Surf Lifesaving Championships
- 2000 Olympic Soccer matches
- 2001 Goodwill Games
- Andy Warhol Exhibition
- Picasso and His Collection Exhibition
- 2008 Bundaberg Rum Rugby Series – Qantas Wallabies V France
- Gold Coast Airport Marathon
- The 63rd Australian International Movie Convention
- Gold Coast Indy 300
- Noosa Triathlon Multi Sport Festival
- Pan Pacific Masters Games
- 2008 Asia Pacific Screen Awards
- The Inside Film Awards
- Cadbury Schweppes Australian PGA Championships
- 2009 World Transplant Games
- 2009 ITU Triathlon World Championships
- 2009/2011/2013/2015 Australian University Games
- 34th International Geological Congress
- Brisbane International Tennis 2009

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Victorian Major Events Company (VMEC)

- Australian Open Tennis
- Roxy Womens Surf Festival
- Formula One ING Australian Grand Prix
- L'oreal Melbourne Fashion Festival
- Rip Curl Pro Surf and Music Festival
- Melbourne International Comedy Festival
- Melbourne International Flower & Garden Show
- Melbourne Jazz International Festival
- Melbourne International Arts Festival
- Spring Racing Carnival
- Australian Rules Football Grand Final
- Australian 500cc Motor Cycle Grand Prix
- Volvo Ocean Race (Melbourne Stopover)
- 2011 Presidents Cup (Golf)
- 2010 UCI World Road Cycling Championships
- 2009 Jersey Boys (Theatre)
- 2009 FIH Champions Trophy (Hockey)
- 2008 Wicked (Theatre)
- 2008 IDSF World Latin Championship (Dancesport)
- 2007 FINA World Swimming Championships
- 2007 Bledisloe Cup (Australia vs. New Zealand Rugby Union)
- 2007 Powerade Cup Football International (Soccer)
- 2006 Melbourne Commonwealth Games
- 2006 State of Origin (Rugby League)
- 2006 Australia vs Greece Football (Soccer)
- 2006 Volvo Ocean Race – Melbourne Stopover
- 2006 ILS Life Saving World Championships
- 2005 FIG Artistic Gymnastics World Championships
- 2005 ICC Cricket Super Series
- 2004 UCI World Track Cycling Championships
- 2004 World Hot Air Balloon Championships
- 2004 IDSF World Ten Dance Championship
- 2003 IRB Rugby World Cup
- 2002 World Masters Games

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Eventscorp Western Australia

- BMW Perth Cup - Horse Race
- BankWest Rottneest Channel Swim
- Fremantle Street Arts Festival
- Argyle Diamonds Ord Valley Muster
- Bunbury International Jazz Festival
- Australasian Safari
- Perth Royal Agricultural Show
- Red Bull Air Race World Series
- Ironman Western Australia Triathlon
- Australian Surf Lifesaving Championships 2007, 2008 and 2009
- Rally Australia 1988-2006
- Johnnie Walker Classic 2002, 2003, 2006 and 2009
- Gravity Games H2O 2004-2006
- Socceros v Indonesia Tsunami Appeal Match 2005
- Rugby World Cup 2003
- UCI BMX World Championships 2003
- ITU Triathlon World Championships 1997/2000
- Pan Pacific Masters Swimming Championships 1999
- FINA World Swimming Championships 1991/1998
- UCI World Track Cycling Championships 1997
- ISAF World Windsurfing Championships 1997
- Aerobica FIG Sports Aerobics World Championships 1997
- Heineken Classic 1993/2001
- Whitbread Round the World Yacht Race 1993/1997
- 2011 ISAF World Sailing Championships

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Events SA

- Tasting Australia
- Panasonic World Solar Challenge
- Adelaide Cabaret Festival
- Toyota Kluger Rally
- Royal Adelaide Show
- Tour Down Under
- South Australian Wooden Boat & Music Festival
- Barossa Vintage Festival
- The Great Australian Outback Cattle Drive (last 2007, next 2010)
- 2008 & 2010 Australian In-Line Hockey Championships
- 2008 SWATCH FIVB Beach Volley World Tour
- 2008 UCI BMX Supercross
- 2008 World Amateur Team Championships for Golf
- 2008 International Police Tattoo
- 2008 Australian BMX Championships
- 2007 & 2008 International Rugby Sevens
- WOMAdelaide
- 2012 World Bowls Championships
- 2010 Special Olympics National Games
- 2009 UCI BMX World Championships
- 2009 World Tennis Challenge, Adelaide
- 2007 & 2011 Australasian Masters Games
- 2007 World Police & Fire Games
- 2007 Classic Adelaide Rally
- 2006 Australian University Games
- 2006 Women's AFC Cup
- 2004 Wagner's Ring Cycle
- 2003 Rugby World Cup
- 2000 Olympic Football

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Events New South Wales

- Sydney Film Festival – International Jury Prize
- Australia v China, 2010 FIFA World Cup Qualifier Preliminary Round
- Worldskills Australia National Competition
- NAB Beachley Surf Classic
- Rugby League World Cup 2008
- Men's Australian Open Golf Championships 2009
- First Night – Sydney Festival
- World Youth Day
- NRL Grand Final
- Australia v China, 2010 FIFA World Cup Qualifier Preliminary Round
- Sydney Film Festival – International Jury Prize
- FIFA Congress
- Australia v Ghana, Football International
- Rosemount Australia Fashion Week (Spring/Summer Collections)
- Autumn Racing Carnival
- Ironman Triathlon
- Song Summit
- Surfest
- 2008 Laser World Championships & Laser Masters World Championships

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Northern Territory Major Events Company

- Alice Springs Masters Games
- Arafura Games
- Bass in the Dust
- Bass in the Grass
- Tattersall's Finke Desert Race
- V8 Supercars
- World Solar Car Challenge
- Australian Street Circuit Go Kart Grand Prix
- Central Australia Mountain Bike Challenge
- London to Sydney Marathon
- Tennant Creek Go Karts
- Grease
- Cats
- The Main Event

APPENDICES

Events Tasmania

- 2008 Australian Superbike Championship
- Power from the Past
- Festival of Voices
- V8 Supercars Falken Tasmania Challenge
- Southern Roots Music Festival
- Hobart International Triathlon
- Targa Tasmania
- Wildeside MTB
- Mark Webber Pure Tasmanian Challenge
- Women's National Basketball Championship League - Dandenong Rangers Home Game
- Golfer Club Challenge