



CITY OF HOBART

AGENDA

Economic Development & Communications Committee Meeting

Open Portion

Thursday, 26 August 2021

at 4:30 pm

Council Chamber, Town Hall

THE MISSION

Working together to make Hobart a better place for the community.

THE VALUES

The Council is:

People	We care about people – our community, our customers and colleagues.
Teamwork	We collaborate both within the organisation and with external stakeholders drawing on skills and expertise for the benefit of our community.
Focus and Direction	We have clear goals and plans to achieve sustainable social, environmental and economic outcomes for the Hobart community.
Creativity and Innovation	We embrace new approaches and continuously improve to achieve better outcomes for our community.
Accountability	We are transparent, work to high ethical and professional standards and are accountable for delivering outcomes for our community.

ORDER OF BUSINESS

Business listed on the agenda is to be conducted in the order in which it is set out, unless the committee by simple majority determines otherwise.

APOLOGIES AND LEAVE OF ABSENCE

1. CO-OPTION OF A COMMITTEE MEMBER IN THE EVENT OF A VACANCY	4
2. CONFIRMATION OF MINUTES.....	4
3. CONSIDERATION OF SUPPLEMENTARY ITEMS	4
4. INDICATIONS OF PECUNIARY AND CONFLICTS OF INTEREST	5
5. TRANSFER OF AGENDA ITEMS.....	5
6. REPORTS	6
6.1 Business Events Tasmania Annual Funding Submission.....	6
7. COMMITTEE ACTION STATUS REPORT	34
7.1 Committee Actions - Status Report.....	34
8. QUESTIONS WITHOUT NOTICE	36
9. CLOSED PORTION OF THE MEETING.....	37

**Economic Development & Communications Committee Meeting (Open Portion)
held Thursday, 26 August 2021 at 4:30 pm in the Council Chamber, Town Hall.**

This meeting of the Economic, Development and Communications Committee is held in accordance with a Notice issued by the Premier on 3 April 2020 under section 18 of the *COVID-19 Disease Emergency (Miscellaneous Provisions) Act 2020*.

The title Chief Executive Officer is a term of reference for the General Manager as appointed by Council pursuant s.61 of the *Local Government Act 1993* (Tas).

COMMITTEE MEMBERS

Thomas (Chairman)
Zucco
Sexton
Dutta
Ewin

Apologies:

Leave of Absence: Nil.

NON-MEMBERS

Lord Mayor Reynolds
Deputy Lord Mayor Burnet
Briscoe
Harvey
Behrakis
Sherlock
Coats

1. CO-OPTION OF A COMMITTEE MEMBER IN THE EVENT OF A VACANCY

2. CONFIRMATION OF MINUTES

The minutes of the Open Portion of the Economic Development & Communications Committee meeting held on [Thursday, 29 July 2021](#), are submitted for confirming as an accurate record.

3. CONSIDERATION OF SUPPLEMENTARY ITEMS

Ref: Part 2, Regulation 8(6) of the *Local Government (Meeting Procedures) Regulations 2015*.

Recommendation

That the Committee resolve to deal with any supplementary items not appearing on the agenda, as reported by the Chief Executive Officer.

4. INDICATIONS OF PECUNIARY AND CONFLICTS OF INTEREST

Ref: Part 2, Regulation 8(7) of the *Local Government (Meeting Procedures) Regulations 2015*.

Members of the Committee are requested to indicate where they may have any pecuniary or conflict of interest in respect to any matter appearing on the agenda, or any supplementary item to the agenda, which the Committee has resolved to deal with.

5. TRANSFER OF AGENDA ITEMS

Regulation 15 of the *Local Government (Meeting Procedures) Regulations 2015*.

A Committee may close a part of a meeting to the public where a matter to be discussed falls within 15(2) of the above regulations.

In the event that the Committee transfer an item to the closed portion, the reasons for doing so should be stated.

Are there any items which should be transferred from this agenda to the closed portion of the agenda, or from the closed to the open portion of the agenda?

6. REPORTS

6.1 Business Events Tasmania Annual Funding Submission File Ref: F21/69951

Report of the Senior Advisor Economic Development and the Director
Community Life of 19 August 2021 and attachments.

Delegation: Council

REPORT TITLE: BUSINESS EVENTS TASMANIA ANNUAL FUNDING SUBMISSION**REPORT PROVIDED BY:** Senior Advisor Economic Development
Director Community Life**1. Report Purpose and Community Benefit**

1.1. This report has two purposes:

- To present Business Events Tasmania's performance during 2020-21 against collaboration activities set out in the 2020 funding submission.
- To introduce Business Events Tasmania's funding submission for the financial year 2021-22 (**Attachment A**), as presented by CEO Marnie Craig.

2. Report Summary

2.1. The City of Hobart (the City) has supported Business Events Tasmania (BET) financially since 2009.

This support is based on the continued achievements of BET in attracting business events to Hobart. Business events delegates are the highest spending type of visitor and often visit cities during off-peak times.

2.2. BET's activities provide far reaching community benefits:

- Boost to the local economy via spending power of delegates.
- Economic activity beyond measurable metrics, including knowledge creation and exchange, as well as future investment.
- Ambassador Program increasing activity within valuable trade sectors, delivering economic benefits beyond visitation dollars.
- Added population and vibrancy in the city year round.

2.3. The impact of COVID-19 on local businesses has been significant with the worst affected being those catering to visitors. Given this situation, it is more important than ever to support organisations that serve to attract visitation to Tasmania.

BET is well positioned to attract interstate business events that due to border closures are looking for attractive domestic locations to replace overseas options.

2.4. BET is seeking \$109,355 in support from the City for the financial year 2021-22. This is the funding figure from 2019 plus the CPI increase over the 2020-21 financial year.

Last year normal funding levels were reduced by 50 per cent in recognition of the unique circumstances the Council was facing. Although the situation is still uncertain, the impact of COVID-19 upon local businesses have become increasingly apparent. Supporting BET to attract visitation to Hobart to support local business is more important now than ever.

- 2.5. The relationship between BET and the City was until recently governed by a Memorandum of Understanding (MOU) 2017-20. This was the third MOU to date and it expired in June 2020.

Given the unprecedented circumstances brought about by COVID-19, in 2020 it was not deemed appropriate last year to develop a new MOU that would set targets for the next three years.

- 2.6. With international borders remaining closed and the status of state borders fluctuating frequently, it is felt that it is still inappropriate to plan three years ahead. Instead, it is proposed that as in 2020, collaboration activities are agreed between BET and the City for one year (**Attachment B**). A three year MOU will once again be considered when there is more international stability.

3. **Recommendation**

That:

1. ***The Council resolves to provide funding of \$109,355 to Business Events Tasmania which has been included in the Economic Development Budget Function of the 2021-22 Annual Plan.***
2. ***The total funding provision be recorded in the 'Grants, Assistance and Benefits provided' section of the City of Hobart's Annual Report.***

4. Background

- 4.1. [Business Events Tasmania](#) (BET) is the peak organisation for the business events sector in Tasmania.
- 4.2. BET's primary role is to market Tasmania's business events credentials nationally and internationally and work with local industry and event planners to bring business events to Tasmania.
- 4.3. Research conducted in 2019 for BET by Enterprise Marketing and Research Services (EMRS) found the average daily spend per delegate whilst attending a conference in Tasmania to be \$672 (three times that of a leisure traveller). These visitors also stay longer (6.1 nights on average) and 55 per cent of them intend to return to Tasmania for leisure in the next three years.
- 4.4. The City has supported BET for a number of years. Since 2015-16, increases in funding have been in line with CPI only.

Summary of financial support	
2009-10	\$60,000
2010-11	\$65,000
2011-12	\$80,000
2012-13	\$90,000
2013-14	\$90,000
2014-15	\$92,500
2015-16	\$93,300 plus \$6,700 for feasibility study
2016-17	\$100,000
2017-18	\$102,300
2018-19	\$104,200
2019-20	\$105,555
2020-21	\$ 53,728
2021-22	\$ 109,355* requested

Bid Targets 2017-2022

- 4.5. The main performance indicator in the 2017-20 MOU was BET delivering against the bid win targets for Hobart (as in the table below). Note that the 'number of BET wins (target)' refers to the number of bids won in any given financial year, to be delivered in the future. Bid wins and the staging of the conference / event is rarely in the same year.

Financial Year	City Funding	Number of BET Bid Wins (target)	Actual bids won	Delegates	Estimated Economic Impact
2017-18	\$102,300	70	76	18,471	\$39,519,601
2019-19	\$104,200	72	80	16,061	\$39,422,802
2019-20	\$105,555	74	80	16,725	\$43,486,010

Financial Year	City Funding	Number of BET Bid Wins (target)	Actual bids won	Delegates	Estimated Economic Impact
2020-21	\$53,728	No target	50	12,321	\$35,006,484
2021-22	\$109,355 (requested)	74			

Achievements in 2020-21

- 4.6. The City and BET worked together on agreed collaboration activities during the 2020-21 financial year, many of which are derived from the MOU 2017-20. The following sets out BET's achievements over the last 12 months against these activities.

4.6.1. *Collaboration on bids where appropriate.*

The impacts of COVID-19 have put bidding on hold for large association and international association conferences. It is these conferences where collaboration on bids is imperative. However, BET continued to actively promote the City of Hobart and the City's venues in all bids and site inspections. Every Hobart bid includes the City's venue/s, particularly the City Hall which is of most interest to the business events market.

4.6.2. *Building relationships between BET and the City officers / elected members.*

BET and City officers regularly communicate about upcoming business events and BET activities. Officers and elected members are invited to BET events.

4.6.3. *Collaboration on social media opportunities.*

Due to the City's continued resourcing constraints, social media opportunities were not maximised. A meeting between BET and key personnel at the City will be organised for early in the 2021-22 financial year to discuss how this can more effectively take place.

4.6.4. *Working together to assist in the creation of appropriate marketing collateral for City owned venues.*

BET staff worked with Council officers to ensure the latest imagery and branding is included in BET's new digital platforms.

4.7. Additionally, outside of agreed activities in 2020-21, BET worked to:

4.7.1. *Ensure that the 25 events won for Hobart in 2020-21 remained in Hobart.*

As of June 2020, 25 events were due to be held in Hobart in 2020-21. Of these 25 events, 12 cancelled whilst BET aided in the retention 13 events that were either held or postponed.

4.7.2. *Proactively influence conference organisers to adopt sustainability themes within their Tasmanian conference.*

The BET sales team proactively recommend sustainability themes to clients. The Professional Conference Organisers Association (PCOA) conference in December (for which BET is a Destination Partner for) carries the theme "A Breath of Fresh Air" where key learnings will focus on sustainability.

4.7.3. *Collaborate with the City of Hobart to identify and bid on business events that align with areas of key focus in the Economic Development Unit's forward planning i.e. green and renewable economy, health care and social assistance, information and technology and science.*

The pandemic changed bidding activity in the 2020-21 financial year, with larger associations focused on rescheduling 2020 conferences. BET staff have been working to identify bidding opportunities within these key industry sectors in order to pitch Hobart as a destination for future events in the hope that these will be possible in 2021-22. This will be done in collaboration with City officers.

Other Achievements

4.8. Achievements not explicitly listed in the collaboration activities but noteworthy are:

4.8.1. Strategic Bids

A key strategic imperative in BET's *strategic plan 2019-22 (Attachment C)* is to position BET for long term sustainable growth through increased awareness of the benefits of the knowledge economy.

The business events sector augments economic activity well beyond measurable metrics, underpinning knowledge creation and exchange, and investment among other impacts. These business events are referred to as the knowledge economy.

The following events have been secured in the knowledge economy:

Event Name	Delegates	Value	Market Segment
Zooplankton Production Symposium 2024	350	\$1,635,900.00	Antarctic and Southern Ocean
Tertiary Education Management Conference 2022	900	\$3,963,600.00	Education
National Apprentice Employment Network 2021	200	\$487,800.00	Education
Australasian Universities Power Engineering Conference 2020	120	\$332,160.00	Renewable Energy
Progress in MS Research Scientific Conference 2021	150	\$320,850.00	Medical science
Australian Heritage Tourism Conference 2021	200	\$285,200.00	Tourism

4.8.2. Tasmanian Ambassador Program:

BET is committed to building on the success of the [Ambassador Program](#). Underpinning the program are 21 influential ambassadors who are leaders in their key industry sectors including the Antarctic and Southern Ocean and communication and technology. The ambassadors assist in promoting Tasmania on an international stage as a top class business event location.

4.8.3. Marketing

Given restrictions on travel, BET was unable to attend national trade shows in 2020-21. Instead, they hosted one familiarisation and invested in a new website, bidding tool, interactive map and customer journey research (see Attachment A for more details).

Memorandum of Understanding (MOU)

4.9. The relationship between BET and the City was most recently governed by a Memorandum of Understanding (MOU) 2017-20. This was the third MOU to date and it expired in June 2020.

4.10. Given the uncertainty surrounding travel that impacts BET's business so profoundly, it is felt that like last year, now is not an optimal time to develop a three year agreement.

- 4.11. Given the successful twelve year relationship, officers have a high level of confidence that a three year MOU is not required to govern the relationship.
- 4.12. Instead, a one year agreement has been developed (**Attachment B**) setting out collaborative goals. BET will report progress against these goals in their funding submission next year.
- 4.13. An MOU will be considered in due course when it is felt that Business Events Tasmania is operating in a more predictable business environment.

Impact of COVID-19

- 4.14. Business events have been one of the hardest hit industries by COVID-19. The industry was shut down overnight and business events have only recently been able to restart. Mass gathering restrictions and border closures continue to impact on the recovery of the business event sector.
- 4.15. According to CBRE (Commercial Real Estate) hotel occupancy in Hobart in the year ending September 2020 compared to the same period in 2019 saw a decrease of 31.4 per cent.
- 4.16. Likewise, [economy id](#) provided estimates of the impact of COVID-19 on all sectors in the city. The most affected in terms of jobs have been accommodation and food (down by 1,810 jobs for the year ending September 2020 as compared with the same period the year before). The arts and recreation services sector has lost 588 jobs and retail trade an estimated 181 jobs. Although these sectors can't be solely associated with tourism, there is clearly a strong link between decreased visitation and employment in these sectors.
- 4.17. Business Events Tasmania worked quickly to secure many conferences due to be held in 2020-21. The team focussed on securing conferences by rescheduling dates rather than organisers cancelling. Initially efforts saw 68 per cent of conferences rescheduling to a future date. However, as time passed, and uncertainty grew, this figure changed slightly. Since July 2020, of the business events due to take place in Hobart, 36 per cent cancelled, 50 per cent postponed and 14 per cent (10) of the planned business events were held.
- 4.18. Supporting Business Events Tasmania in their endeavours to attract interstate visitation during this time is vital to the ongoing viability of some of the city's businesses.

Annual Funding Submission 2020-21

- 4.19. BET has provided its Annual Funding Submission for the 2021-22 financial year (Attachment A). This document outlines BET's:
 - Performance for the 2020-21 financial year.

- Strategy and targets for the 2021-22 financial year.
 - Events secured and in the pipeline for 2022 and beyond.
- 4.20. BET is requesting funding for the financial year 2021-22 of \$109,355 which is the funding level from 2019-20 (\$105,555) plus the CPI increase from 2020-21.

Collaborative Activities 2021-22

- 4.21. As set out in Attachment B (Collaboration Activities), BET will:
- Aim to secure 74 bids for events in the city.
 - Collaborate on bids where appropriate.
 - Build relationships between BET and City officers / elected members.
 - Collaborate on social media opportunities.
 - Create appropriate marketing collateral for the City's venues.
 - Promote sustainable practices in line with the City's priorities to conference organisers.
 - Identify and bid on business events that align to areas of key focus for the City's economic development unit (green and renewable energy, health care and social assistance, information and technology and science).
 - Consider how the City's Tasmanian Travel and Information Centre (TTIC) can contribute to incentivising and supporting conference and event bids.
 - Promote the TTIC to BET clients as a preferred booking agent for pre and post business event touring, accommodation requirements and experiences.
 - Encourage the TTIC use of the forward calendar to maximise business opportunities arising from confirmed business events being held in Hobart.

5. Proposal and Implementation

- 5.1. Should the Council support the recommendations in this report, arrangements will be made to provide the allocated funding for the financial year 2021-22 from the Economic Development Function.

6. Strategic Planning and Policy Considerations

- 6.1. The Council endorsed 'Hobart: A community vision for our island capital' sets out what our community want Hobart to be in the future. Continuing support for BET is in line with the following elements of the vision:
- 2.2.9 *We welcome visitors, and we strike a balance between meeting the needs of tourists and the needs of our communities.*
 - 4.1.1 *We are a city of thriving, diverse sectors that foster a culture of welcome and value unique and transferable skills.*
 - 4.1.2 *We excel in niche industries and expertise and quality work.*
 - 4.3.8 *We promote Hobart as a perfect environment for remote workers, sole traders and niche small business.*
 - 4.4.1 *We enable clever and resourceful people to find each other and collaborate.*
- 6.2. Continued financial support for BET meets a number of Strategic Directions, as outlined in the City of Hobart Capital City Strategic Plan 2019-29.
- 1.1 *Partnerships with Government, the education sector and business create city growth.*
 - 1.2 *Strong national and international relationships.*
 - 1.3 *An enriched visitor experience.*

7. Financial Implications

- 7.1. Funding Source and Impact on Current Year Operating Result
- 7.1.1. BET is seeking funding of \$ 109,355 for the financial year 2021-22. This has been budgeted for in the 2021-22 Economic Development Function. This is the 2019-20 funding figure, plus the CPI increase over the 2020-21 financial year.
- 7.2. Impact on Future Years' Financial Result
- 7.2.1. None
- 7.3. Asset Related Implications
- 7.3.1. None

8. Legal, Risk and Legislative Considerations

- 8.1. The nature of the relationship between the City and BET is one of mutual understanding and collaboration based on a successful relationship that has spanned twelve years.

- 8.2. There is a risk that this year the relationship is not governed by an MOU. Although there is no MOU in place, there are a number of agreed areas for collaboration between the City and BET (Attachment B). Given the relationship to date, Council officers are confident that the risk of these collaborative activities not taking place is minimal.

9. Environmental Considerations

- 9.1. BET runs a fully digitalised marketing and PR collateral and activities. This includes a more interactive online version of BET's Planners' Guide.
- 9.2. BET no longer has delegate satchels available for conference organisers and recommend organisers move to more sustainable practices.
- 9.3. Utilising strong lines of communications and relationships with event organisers and accommodation providers, BET actively encourages sustainability practices with marked success, including information provided by staff in the City of Hobart's Parks and City Amenity Unit on practical things that can be done to achieve more sustainable outcomes.

10. Community and Stakeholder Engagement

- 10.1. Marnie Craig, Chief Executive Officer, Business Events Tasmania.
- 10.2. Iris Goetzki, Manager Activation Programs and Tourism (City of Hobart).

11. Delegation

- 11.1. This matter is one for the Council.

As signatory to this report, I certify that, pursuant to Section 55(1) of the Local Government Act 1993, I hold no interest, as referred to in Section 49 of the Local Government Act 1993, in matters contained in this report.






Lucy Knott
**SENIOR ADVISOR ECONOMIC
DEVELOPMENT**



Tim Short
DIRECTOR COMMUNITY LIFE

Date: 19 August 2021
File Reference: F21/69951

- Attachment A: Business Events Tasmania Funding Submission 2021-22 ↓ 
- Attachment B: City of Hobart and Business Events Tasmania - Collaborative Activities 2021-22 ↓ 
- Attachment C: Business Events Tasmania Strategic Plan 2019-22 ↓ 

BUSINESS EVENTS TASMANIA

Funding Submission City of Hobart (CoH) 2021-2022 Financial Year

Introduction

Business Events Tasmania (BET) is a specialist bidding organisation responsible for marketing Tasmania as a business event destination.

We are a not-for-profit member organisation, offering specialist bidding services to deliver tangible benefits to the visitor economy. We also drive long lasting legacies through the attraction of strategically valuable business events to Tasmania.

We pride ourselves on the collaborative approach we take with members, key stakeholders and local partners.

For over 30 years, we have taken a lead role in promoting Tasmania as a business event destination to national and international associations, corporate organisations and event planners. Conference connections underpin knowledge creation and in exchange, attract global talent, encourage trade and investment, nurture collaboration, foster innovation and provide social benefits. And so, backed by strong local relationships, we also work in collaboration with the Tasmanian State Government to attract and support strategically valuable business to the Tasmanian economy.

Conferences and business events not only benefit the main conference and accommodation venues within the city, but they have a flow-on effect to smaller operators including hospitality, retail businesses and transport operators.

As Tasmania's capital city, major gateway into the state and home to Tasmania's key conference and meetings infrastructure, Hobart is the primary beneficiary of all BET sales and marketing activity.

Business events delegates are the highest yielding visitor, often, visiting Hobart during off-peak times. Research conducted in 2019 into delegate behaviours and experiences whilst here in Tasmania showed that delegates on average spend three times that of a leisure traveller per day and stay for an average of 6.1 nights with 55% of delegates intending to return to Tasmania for leisure within the next three years.

BET greatly values the long-term relationship it has with the CoH and recognises the significant contribution the annual funding provides in supporting BET to drive important economic and social benefits to the CoH.

COVID-19

The business events industry

Business events has been one of the hardest hit industries by COVID. The industry was shut down overnight and business events have only recently been able to restart. Mass gathering restrictions and border closures continue to impact on the recovery of the business event sector.

Business Events Tasmania worked quickly to secure as many conferences due to be held in 2020-21. The team focussed on securing conferences by rescheduling dates rather than organisers cancelling. Initially efforts saw 68% of conferences rescheduling to a future date. However, as time passed, and uncertainty grew, this figure changed slightly. Since July 2020, of the business events due to take place in Hobart, 36% cancelled, 50% postponed and 14% (10) of the planned business events were held.

2021 has presented opportunities for business events in Hobart. Corporate and Incentive (C&I) groups that would ordinarily travel overseas have identified Hobart as a destination of choice. In addition, the new hotel developments recently opened in Hobart have been a drawcard to the domestic C&I market. Bidding levels have resumed to a strong volume, site inspections have increased and bid conversions on both the C&I and association markets are showing signs of a strong recovery for the next few years.

BET continues to work closely with government and the Department of Health to streamline the event approval process and make it easier to navigate for those working in our industry.

Budget & funding impacts

The Board and Executive of BET looked to long term sustainability to ensure the organisation could emerge from COVID-19. The decision was made to reserve funds, where possible, for investment at the critical time of recovery in 21-22FY.

The organisation assumed a “hibernation” state to prolong operational funds. Staff reduced hours, consumed leave entitlements and three positions were not replaced, with a system review and internal restructure enabling a more efficient business model. Discretionary spending on sales activity was reduced, and investments were made into marketing activity that could position the business to achieve longer term objectives.

Federal Government stimulus allowed the organisation to waive membership fees for the 20-21FY to provide relief to the BET membership which was under significant financial stress due to COVID-19. BET also acknowledged the additional community priorities and pressures placed on the CoH and suggested a 50% reduction to BET funding for the 20-21FY.

Responsible management of business operations and Federal Government subsidies of \$275,900, resulted in a small surplus net profit for the 20-21FY of \$58,426. The small profit will support risk minimisation as the organisation approaches what is expected to be a financial year that poses extreme financial pressure on the organisation's operating capacity.

BET's business model is based on 74% funding revenue from state and local government, and 25% revenue from members. The fixed costs of the organisation equate to 85% of that revenue. Therefore, with uncertainty over member contributions and no federal assistance expected, the organisation is exposed to critical financial risk in the 21-22FY.

The BET Board maintains a cash surplus for the organisation of \$300,000, the figure deemed necessary to pay outgoings and liabilities in the event the organisation has to be closed.

The board approved budget for 21-22FY, presents a loss of \$137,645. It ensures that cash reserves are maintained at \$290,000. The BET Board does not comfortably invest in financial loss. This will be the first time that it has been considered a necessary investment as part of the organisation and industry recovery over the next 3-5 years.

The \$137,645 loss presented in the budget is optimistic under current circumstances and assumes that CoH funding returns to 100% and that BET membership fees are reinstated in full. If either of these assumptions is not met the organisation's reserves will drop below the required surplus and further cuts will then need to be made. Cuts would be significant and would include additional staff redundancies and/or no sales and marketing activity. The implications of this changed operating environment would affect not only the 21-22FY but would have severe, long lasting impacts on the economic return to the City of Hobart.

Key Activities

In a highly competitive market, the BET Board and executive see it essential to maintain high levels of sales and marketing activity to ensure Tasmania maintains a strong presence in market. Timing is critical, and whilst international borders remain closed the business event market is more competitive domestically than ever before.

Federal stimulus enabled BET to fund essential sales and marketing activity that the organisation ordinarily would not have capacity to deliver due to direct sales demand.

BET was successful in securing funding through the Australian Government Recovery for Regional Tourism Program, to host 100 key clients into Tasmania on a famil. The first C&I group was hosted into Hobart in June 2021. Bids have already been secured by this group, who had not previously considered Hobart as an event destination.

Positively, the organisation took the opportunity to undertake projects that we had previously not had the time to undertake, including a customer journey project and the launch of a new website. The customer journey project informed both the website launch and future digital bidding activity.

Customer Journey

The aim of the project was to allow us to understand how business event professionals are planning events, what they want from BET, what stage of their planning they want it, and how they want it delivered.

The particular focus was on the way we provide information and quotes to Professional Conference Organisers (PCOs), event planners and others working in the conference and business events industry.

We conducted in-depth interviews with PCOs and professionals working in our industry, including existing clients and those that don't use BET's services. We collected detailed information on the processes they follow when planning a conference from start to finish.

From the interviews, we learned about the destination decision making and planning, and BET's ability to influence it.

From here, we mapped a customer journey: A visual representation of all the points where we might have contact with a customer. It helps tell the story of a customers' experience with our brand and allows us to better understand customer expectations while optimising and personalising our customer experience.

The project informed the changes to our website and the bidding tool project – the way we create bids and what information we provide to clients at certain points. The website improvements will allow clients (or the user) the opportunity to access much more detailed information at a time that suits them when they don't yet require specific quotes for business.

Website

A major project to overhaul our online presence and improve the way we showcase our member product. The new website is an invaluable tool as we continue to generate interest in Tasmania.

Incorporating improved useability and search functionality and a contemporary aesthetic, our new website is integral in the way we market our member partners and Tasmania as a business events destination while COVID restrictions remain in place and beyond.

Bidding Tool

During the Customer Journey project, a clear message from our clients was that our current bid format does not provide for multiple touch points along the customer journey. Customers want clear and concise information relevant to the stage of planning that they are in.

After consulting with members to ensure that their business needs are met, we are overhauling the way we provide information to our customers. This will result in us giving our customer what they want and how they want it, positively building our reputation in-market.

Interactive City Map

Through years of experience, working predominantly in the national association market, BET has found that if we are able to bring potential clients to Tasmania for a familiarisation or site inspection, in most cases it results in securing business.

With COVID-19 restrictions still in place and an expected reluctance to travel from some individuals and businesses, an interactive, digital experience would allow for a more realistic destination experience than purely video and imagery alone.

The map allows the user to gain a full understanding of how our Tasmanian cities are so accessible and appealing for event planners and delegates. The map will include virtual tours of the cities' major conferencing venues and video content to showcase Tasmania's unique activities and experiences. (<https://map.betasmania.com.au/south>)

Hobart Business Event Activity

Bid Wins

A key performance indicator for BET is to win business events to Tasmania.

It should be noted that BET 'bid won' data only includes bids directly placed and won by BET. The activities carried out by BET in promoting Hobart as a business event destination also delivers business directly to the venues and the city.

Table 1: Hobart – Won Bids July 1, 2013 – 30 June 2021

	2013 – 14	2014 - 15	2015 - 16	2016 - 17	2017 - 18	2018 - 19	2019-20	2020-21
Number of Bid Wins	70	87	65	87	76	80	80	50
Delegates	14546	19041	16982	20590	18471	16061	16725	12321
Estimated Economic Impact (EEI)	\$ 23,802,429	\$ 36,896,672	\$ 31,503,779	\$ 39,766,562	\$ 39,519,601	\$ 39,422,802	\$ 43,486,010	\$ 35,006,484

Strategic Bids

The business events sector augments economic activity well beyond measurable metrics, underpinning knowledge creation and exchange, investment among other impacts. These business events are often referred to as the knowledge economy.

A key strategic imperative in BET's strategic plan 2019 -2022, is to position BET for long term sustainable growth through increased awareness of the benefits of the knowledge economy.

In 2020-2021, a number of business events aligning to education, science and tourism were secured into Hobart. These conferences are expected to attract approx. 1,920 delegates and over \$7million into the Tasmanian economy.

Table 2: Strategic Bid Wins for Hobart 2019-2020

Event Name	Delegates	Value	Market Segment
Zooplankton Production Symposium 2024	350	\$1,635,900.00	Antarctic and Southern Ocean
Tertiary Education Management Conference 2022	900	\$3,963,600.00	Education
National Apprentice Employment Network 2021	200	\$487,800.00	Education
Australasian Universities Power Engineering Conference 2020	120	\$332,160.00	Renewable Energy
Progress in MS Research Scientific Conference 2021	150	\$320,850.00	Medical science
Australian Heritage Tourism Conference 2021	200	\$285,200.00	Tourism

Future Pipeline

Business events that are either confirmed for future years or currently awaiting a decision.

21/22	# Conf	Delegates	Room Nights	Estimated Economic Impact
Confirmed	53	12,585	38,019	\$33,189,940.00
Pending	54	9,209	26,875	\$29,885,921.00

22/23	# Conf	Delegates	Room Nights	Estimated Economic Impact
Confirmed	19	7,630	24,120	\$21,629,450.00
Pending	32	10,191	31,478	\$28,957,779.00

23/24	# Conf	Delegates	Room Nights	Estimated Economic Impact
Confirmed	3	1,400	5,300	\$5,869,500.00
Pending	10	4,870	19,000	\$15,958,620.00

24/25	# Conf	Delegates	Room Nights	Estimated Economic Impact
Confirmed	-	-	-	-
Pending	4	2,050	6,800	\$6,569,050.00

Sales Funnel



In-Market Activity

National trade shows continue to provide a platform for BET to showcase Tasmania as a business event destination to key markets. In 2021-2022 BET will be exhibiting at the Get Local Expo, Sydney and Associations Forum National Conference, Melbourne. The BET sales team also travel interstate several times each year to meet with clients and present to organisations.

Familiarisation

The Tasmanian brand is proving appealing in the post-COVID market as an alternative to bigger cities. BET has also seen significant interest from corporate and incentive groups that traditionally only travel overseas, showing Tasmania to be an appealing alternate destination – this is a new market opportunity for Tasmania that we are seeking to rapidly convert.

To coincide with Dark Mofo 2021, BET hosted 17 conference organisers on a familiarisation (famil) of Hobart and surrounds. Guests who included inhouse event planners and business owners, dined in some of our finest restaurants and wineries, experienced Dark Mofo, our newest hotels and learnt about some of Tasmania's unique history.

Funding through the Australian Government Recovery for Regional Tourism Program will allow BET to run another three famils in 21-22FY- the organisations most comprehensive famil program ever. Each famil will bring corporate and incentive travel clients to Hobart to experience first-hand the unique offering that is Tasmania. The programs include bespoke itineraries tailored to our clients and working with operators to adapt to a market that seeks 'money can't buy' experiences.

Collaboration Activities 2020-2021

BET and CoH's three-year memorandum of understanding (MOU) came to an end on 30 June 2020.

In light of COVID-19 and the unknown times ahead, it was agreed that a new MOU would be delayed until the economy and sector were in a better position.

In the interim, the below activities for collaboration between BET and CoH were presented and approved within our submission for funding in 2020. Below is a summary of achievements in 2020-21 against the agreed activities.

Collaboration on bids where appropriate

The impacts of COVID-19 have put on hold bidding for large association and international association conferences. It is these conferences where collaboration on bids is imperative. However, BET continued to actively promote the City of Hobart and CoH venues in all bids and site inspections. Every Hobart bid includes CoH venue/s, particularly the City Hall which is of most interest to the business events market.

Building relationships between BET and CoH officers / elected members

BET and CoH officers regularly communicate about upcoming business events and BET activities. Officers and elected members are invited to BET events.

Collaboration on social media opportunities

BET endeavoured to engage with council officers regarding social media opportunities but failed to result in significant activity. With changes in council staff throughout the year, we believe there is a lack of awareness of the relationship and agreements between CoH and BET, and it is something we would like to improve in the future.

Digital presence of the City venues on the BET website

The [City](#) (as a destination) as well as [Council properties](#) have a presence on the newly designed BET website (launched 2020)

Ongoing promotion of the Council's meeting venues / facilities through site inspections, familiarisations and bids

City Hall remains the most in demand of the City of Hobart venues among clients. Of the 10 site inspections carried out in Hobart in 20-21FY, 1 client (Royal Australian College of General Practitioners Practice Owners National Conference 2022) was taken to City Hall for a site inspection. The conference has since been confirmed to Tasmania.

Working together to assist in the creation of appropriate marketing collateral for City owned venues.

BET staff worked with Council officers to ensure the latest imagery and branding is included in BET's new digital platforms.

Additionally outside of the agreed activities, in 2020-2021 BET worked to:

• Proactively influence conference organisers to adopt sustainability themes within their Tasmanian conference.

The BET sales team proactively recommend sustainability themes to clients. The Professional Conference Organisers Association (PCOA) conference in December (for which BET is a Destination Partner for) carries the theme "A Breath of Fresh Air" where key learnings will focus on sustainability.

• Collaborate to identify and bid on business events that align with areas of key focus in the Economic Development Unit's forward planning i.e. green and renewable economy, health care and social assistance, information technology and science.

The pandemic changed bidding activity for the 20-21FY, with larger association events focused on rescheduling 2020 conferences. BET staff have been working to identify bidding opportunities within these key industry sectors with the hope that pitching Hobart as a destination for future events will be possible in 2021-22. This will be done in collaboration with CoH officers.

Conclusion

On behalf of the BET Board, members and businesses that benefit from business event delegates coming to the region, BET sincerely thanks the CoH for its ongoing support and now seeks consideration to approve funding for the 21-22FY.

Ongoing funding is critical for BET to continue its efforts to sell and market Hobart as a business event destination of choice. The success of which will aid in the city's recovery post COVID-19.

BET is therefore seeking funding approval of \$109,355 for the 2021-2022FY.

I look forward to strengthening BET's relationship with the CoH and to further identify and develop opportunities to work collaboratively in attracting business events to Tasmania's capital.

Marnie Craig

Chief Executive Officer, Business Events Tasmania



BUSINESS EVENTS TASMANIA

Introduction

This document sets out agreed areas for collaboration between Business Events Tasmania (BET) and the City of Hobart (CoH) as part of the funding arrangement for the 2021-22 financial year. The principal intent of the following activities is to secure business events for the benefit of Hobart based businesses and the broader community.

Performance Indicator

Successful fulfilment of the activities set out below will result in BET reaching their target of bid wins for the year. Note that bid wins are those secured in the 2021-22 financial year, to be delivered in the future. Bid wins and the staging of a conference / event rarely happen in the same year. **The target for 2021-22 is 74 bid wins.**

Collaborative Activities

BET and the CoH agree to the following:

- Collaborate on bids where appropriate.
- Build relationships between BET and CoH officers / elected members.
- Collaborate on social media opportunities.
- Create appropriate marketing collateral for CoH venues.
- Promote sustainable practices in line with CoH priorities to conference organisers.
- Identify and bid on business events that align to areas of key focus for the CoH's economic development unit (green and renewable energy, health care and social assistance, information and technology and science).
- Consideration of how the CoH's Tasmanian Travel and Information Centre (TTIC) can contribute to incentivising and supporting conference and event bids.
- The promotion of the TTIC to BET clients as a preferred booking agent for pre and post business event touring, accommodation requirements and experiences.
- BET to encourage the TTIC use of the forward calendar to maximise business opportunities arising from confirmed business events being held in Hobart.

Mechanism for Collaboration

BET and the CoH will each nominate a senior person to act as the contact / liaison person for the other party. In the first instance, these nominees will be the CEO (Business Events Tasmania) and the CEO (City of Hobart). Each contact person will endeavour to progress initiatives and overcome barriers to collaborative projects.

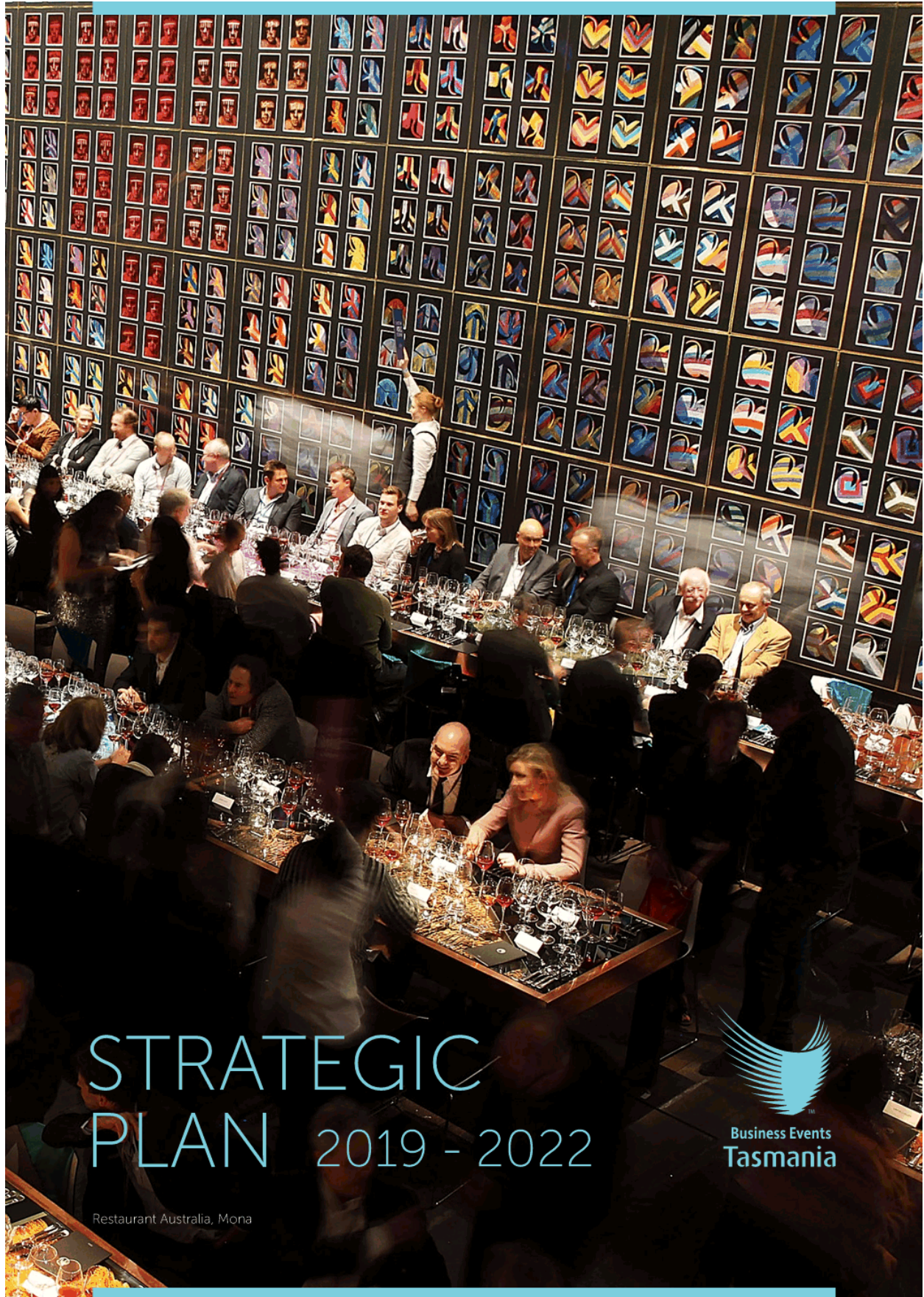
Reporting

BET will formally report bid achievements and progress against the above activities through their funding submission 2022/23 presented to the Council by BET's CEO.

Legal Standing of Agreement

This agreement is a statement of intent. The City of Hobart and Business Events Tasmania do not wish to be legally bound by its terms.

August 2021



STRATEGIC PLAN 2019 - 2022

Restaurant Australia, Mona





A BIT ABOUT US

Business Events Tasmania is a specialist bidding organisation responsible for marketing Tasmania as a business event destination.

With over 150 members, Business Events Tasmania takes a lead role in promoting Tasmania as a business event destination to national and international associations, corporate organisations and event planners. Our success is achieved by working collaboratively with members, key stakeholders and local partners to secure and deliver successful business events.

Business Events Tasmania is a not for profit member organisation that offers specialist bidding services in order to deliver tangible benefits to the visitor economy, as well as driving long lasting legacies through the attraction of strategically valuable business events to the state. Conference connections underpin knowledge creation and exchange, attract global talent, encourage trade and investment, nurture collaboration, foster innovation and provide social benefits.

We are passionate locals, with expert knowledge on hosting business events in Tasmania. Backed by strong local relationships, we work with the Tasmanian State Government to attract and support strategically valuable business to the Tasmanian economy.



OUR VALUES

We are actively **engaged** in the business event industry with clients, members and industry specialists.

We **lead** the industry as experts in business events.

We are a **trusted** source of knowledge.

CORE OBJECTIVE

To be a trusted advisor and source of knowledge within the Tasmanian tourism industry regarding the business events sector, providing guidance on future growth opportunities for the state.

To embed business events as a key driver of the Tasmanian tourism economy, as well as positioning Tasmanian trade and investment opportunities on a national and global scale.



OBJECTIVE ONE

To maximise Tasmania's appeal as a business events destination, resulting in significant economic and social benefits to Tasmania.

STRATEGIES

1. Increase business conversion through improved knowledge of markets and strategic targeting
2. Grow destination appeal through increased sales campaigns, driving key messages specific to market segments
3. Develop a strong brand position for Business Events Tasmania.

MEASUREMENTS

Conduct industry research to better understand the needs of individual markets

Develop digital collateral and social media platforms to showcase Tasmanian experiences and service providers

Increased client engagement with electronic direct mail

Increased PR activity

Implement social media strategy with strong content development plan

Develop a clear brand personality for the organisation with organisation-wide adoption. Refresh marketing collateral to articulate brand position.

OBJECTIVE TWO

To develop business opportunities in line with market capacities for 2020 and beyond, including; Grow corporate and incentive events in line with increased accommodation capacity. Grow conference delegate numbers through specific targeting by size.

STRATEGIES

1. Develop strategically focussed sales processes that value data capture and drive sales analytics
2. Increase organisational knowledge of C&I market through research & relationship development
3. Improve market product offering
4. Maximise association delegate attendance through targeting conference size

MEASUREMENTS

Increase conversion of corporate bids to 25%

Increase association delegate numbers (500PAX in Hobart, 300-500PAX in Launceston)

Engagement of new hotel brands as BET members

Introduce an annual famill program with targeted programs for both association and corporate clients.



OBJECTIVE THREE

To position the sector for long term sustainable growth through increased awareness of the benefits of the knowledge economy.

STRATEGIES

1. Increase BET and TAP profile through increased PR activity and improved alignment with key stakeholders, including Tasmanian State Government trade strategies
2. Develop a strategic partner program for stakeholders and ambassadors.

MEASUREMENTS

Visible presence in both local Tasmanian and national trade media promoting the Ambassador Program

Maximise joint media opportunities with the Premiers office

Introduction of engagement strategy to recruit ambassadors into all key trade sectors in line with state government trade policy

Quantify the value of business events to the Tasmanian economy, more broadly than visitation numbers, and to include benefits of trade and knowledge transfer.

OBJECTIVE FOUR

To increase member satisfaction through improved member engagement model.

STRATEGIES

1. Increase member satisfaction and engagement through improved member model and communications
2. Improved bidding process with line of sight to BET activity.

MEASUREMENTS

Increased retention with 70% of members signed on direct debit payment

Increase member satisfaction from 49% to 75%

Grow total member revenue by 20%.



OBJECTIVE FIVE

To improve organisational processes to increase sales capabilities and market reach.

STRATEGIES

1. Improve organisational staffing structure to diversify roles and align skills with key requirements
2. Increase efficiency through IT and innovation of internal processes
3. Ensure business model is agile to market conditions and informed on future trends.

MEASUREMENTS

Increase staff satisfaction through improved structure and the introduction of an effective staff development program and role purpose

Implementation of software solutions to increase capability and intuitive business activity

Foster a culture that embraces innovation and change.

OBJECTIVE	STRATEGIES	MEASUREMENTS
ONE To maximise Tasmania's appeal as a business events destination, resulting in significant economic and social benefits to Tasmania.	<ol style="list-style-type: none"> 1. Increase business conversion through improved knowledge of markets and strategic targeting 2. Grow destination appeal through increased sales campaigns, driving key messages specific to market segments 3. Develop a strong brand position for Business Events Tasmania. 	<p>Conduct industry research to better understand the needs of individual markets</p> <p>Develop digital collateral and social media platforms to showcase Tasmanian experiences and service providers</p> <p>Increased client engagement with electronic direct mail</p> <p>Increased PR activity</p> <p>Implement social media strategy with strong content development plan</p> <p>Develop a clear brand personality for the organisation with organisation-wide adoption. Refresh marketing collateral to articulate brand position.</p>
TWO To develop business opportunities in line with market capacities for 2020 and beyond, including: Grow corporate and incentive events in line with increased accommodation capacity. Grow conference delegate numbers through specific targeting by size.	<ol style="list-style-type: none"> 1. Develop strategically focussed sales processes that value data capture and drive sales analytics 2. Increase organisational knowledge of C&I market through research & relationship development 3. Improve market product offering 4. Maximise association delegate attendance through targeting conference size 	<p>Increase conversion of corporate bids to 25%</p> <p>Increase association delegate numbers (500PAX in Hobart, 300-500PAX in Launceston)</p> <p>Engagement of new hotel brands as BET members</p> <p>Introduce an annual famli program with targeted programs for both association and corporate clients.</p>
THREE To position the sector for long term sustainable growth through increased awareness of the benefits of the knowledge economy.	<ol style="list-style-type: none"> 1. Increase BET and TAP profile through increased PR activity and improved alignment with key stakeholders, including Tasmanian State Government trade strategies 2. Develop a strategic partner program for stakeholders and ambassadors. 	<p>Visible presence in both local Tasmanian and national trade media promoting the Ambassador Program</p> <p>Maximise joint media opportunities with the Premiers office</p> <p>Introduction of engagement strategy to recruit ambassadors into all key trade sectors in line with state government trade policy</p> <p>Quantify the value of business events to the Tasmanian economy, more broadly than visitation numbers, and to include benefits of trade and knowledge transfer.</p>
FOUR To increase member satisfaction through improved member model and communications	<ol style="list-style-type: none"> 1. Increase member satisfaction and engagement through improved member model and communications 2. Improved bidding process with line of sight to BET activity. 	<p>Increased retention with 70% of members signed on direct debit payment</p> <p>Increase member satisfaction from 49% to 75%</p> <p>Grow total member revenue by 20%.</p>
FIVE To improve organisational processes to increase sales capabilities and market reach.	<ol style="list-style-type: none"> 1. Improve organisational staffing structure to diversify roles and align skills with key requirements 2. Increase efficiency through IT and innovation of internal processes 3. Ensure business model is agile to market conditions and informed on future trends. 	<p>Increase staff satisfaction through improved structure and the introduction of an effective staff development program and role purpose</p> <p>Implementation of software solutions to increase capability and intuitive business activity</p> <p>Foster a culture that embraces innovation and change.</p>



Business Events
Tasmania

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7. COMMITTEE ACTION STATUS REPORT

7.1 Committee Actions - Status Report

A report indicating the status of current decisions is attached for the information of Elected Members.

RECOMMENDATION

That the information be received and noted.

Delegation: Committee

Attachment A: Open - Status Report for the August 2021 meeting

ECONOMIC DEVELOPMENT AND COMMUNICATIONS COMMITTEE – STATUS REPORT
OPEN PORTION OF THE MEETING
August 2021

Ref	Meeting	Report / Action	Action Officer	Comments
1.	<p>ECONOMIC DEVELOPMENT ISSUES PAPER PRESENTATION</p> <p>Committee, 29/7/2021, Item 6.1</p> <p>Committee, 24/6/2021, Item 6.1</p>	<p>That:</p> <p>1. The report be used as an input by officers in the creation of a new economic development strategy.</p> <p>(i) Officers also consider more recent developments particularly related to COVID 19 that may have a future impact on the economic development of the city.</p>	<p>Director Community Life</p>	<p>Complete</p> <p>The recommendation will be considered in the future development of the economic development strategy.</p>

8. QUESTIONS WITHOUT NOTICE

Section 29 of the *Local Government (Meeting Procedures) Regulations 2015*.
File Ref: 13-1-10

An Elected Member may ask a question without notice of the Chairman, another Elected Member, the Chief Executive Officer or the Chief Executive Officer's representative, in line with the following procedures:

1. The Chairman will refuse to accept a question without notice if it does not relate to the Terms of Reference of the Council committee at which it is asked.
2. In putting a question without notice, an Elected Member must not:
 - (i) offer an argument or opinion; or
 - (ii) draw any inferences or make any imputations – except so far as may be necessary to explain the question.
3. The Chairman must not permit any debate of a question without notice or its answer.
4. The Chairman, Elected Members, Chief Executive Officer or Chief Executive Officer's representative who is asked a question may decline to answer the question, if in the opinion of the respondent it is considered inappropriate due to its being unclear, insulting or improper.
5. The Chairman may require a question to be put in writing.
6. Where a question without notice is asked and answered at a meeting, both the question and the response will be recorded in the minutes of that meeting.
7. Where a response is not able to be provided at the meeting, the question will be taken on notice and
 - (i) the minutes of the meeting at which the question is asked will record the question and the fact that it has been taken on notice.
 - (ii) a written response will be provided to all Elected Members, at the appropriate time.
 - (iii) upon the answer to the question being circulated to Elected Members, both the question and the answer will be listed on the agenda for the next available ordinary meeting of the committee at which it was asked, where it will be listed for noting purposes only.

9. CLOSED PORTION OF THE MEETING

RECOMMENDATION

That the Committee resolve by majority that the meeting be closed to the public pursuant to regulation 15(1) of the *Local Government (Meeting Procedures) Regulations 2015* because the items included on the closed agenda contain the following matters:

- Confirm the minutes of the Closed portion of the meeting
- Questions without notice in the Closed portion

The following items are listed for discussion:-

- | | |
|------------|--|
| Item No. 1 | Minutes of the last meeting of the Closed Portion of the Committee Meeting |
| Item No. 2 | Consideration of supplementary items to the agenda |
| Item No. 3 | Indications of pecuniary and conflicts of interest |
| Item No. 4 | Questions Without Notice |