

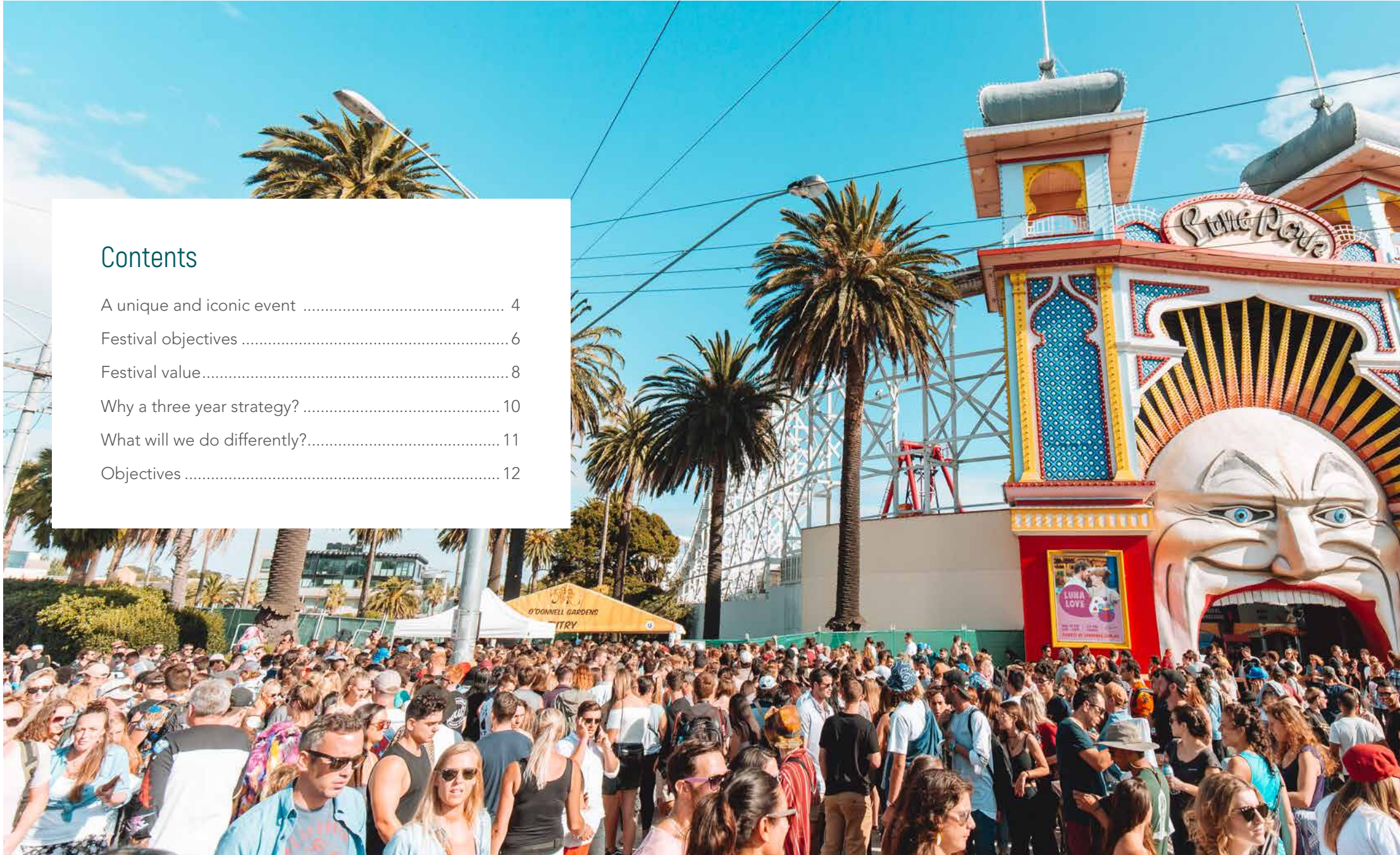
# St Kilda Festival operational plan 2019-21

# St Kilda Festival



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Cover photo: Nathan Doran

Photo: Nathan Doran

# The St Kilda Festival is Australia's largest free music festival

## Womin djeka

**Council respectfully acknowledges the  
Yaluk-ut Weelam Clan of the Boon Wurrung.**

We pay our respect to their Elders, both past and present.

We acknowledge and uphold their continuing relationship  
to this land and water on which we rely.

We recognise the intrinsic connection of the Traditional  
Owners to Country and acknowledge their contribution  
in the management of land, water and resources.





## A unique and iconic event

Since its inception in 1980, the St Kilda Festival has grown to become a unique and iconic event that brings together a broad community through shared experience and gathering together.

A flagship event for the City of Port Phillip, the Festival is a Melbourne tradition and rite of passage; at once an invitation, a celebration and an annual pilgrimage to St Kilda as one of Melbourne's beating cultural hearts.

The St Kilda Festival stakes its claim to notoriety in a number of ways.

This includes being Australia's largest free music festival, and engaging more Australian musicians than any other. Alongside that and in its heart, it is unique to St Kilda as a place: celebrating not only a heritage of music and culture, but a community as famous for its diversity and eclecticism as for its welcoming nature and acceptance of all.

The coming three year period represents an exciting time for the Festival, with its 40th anniversary falling in 2020.

There are numerous opportunities for further development and innovation while ensuring delivery of key elements of the Council Plan, Events Strategy and Art & Soul - Creative and Prosperous City Strategy. The Festival will respond to directions specifically relating to the event but also to wider priorities and objectives including live music, tourism, economic development, placemaking and the broader context of events within our municipality.

## MISSION STATEMENT

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To promote Australian music, the local music scene and support Australian musicians and artists through a premier event that provides opportunities for musicians and artists to reach new audiences.

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To provide a large scale outdoor celebration that welcomes, encourages and engages the community with access to a broad variety of music and culture, while contributing to economic development and tourism in St Kilda.

## FESTIVAL OBJECTIVES

While the Festival delivers on a large range of actions within the Council Plan and other strategic documents, the event itself has strategic objectives as its underlying purpose:

1. Iconic branding that showcases the City of Port Phillip in order to promote St Kilda and increase tourism and visitation - a brand known to the local community, wider Melbourne and internationally
2. A commitment to live music, including dedicated support for local, young, diverse and emerging musicians
3. Long term sustainable economic benefit and development for local traders
4. Community engagement for local and wider communities, contributing to City of Port Phillip as a cultural hub

In addition, the Festival has a number of operational objectives that guide decision making and annual planning:

1. A commitment to public safety at the event as the highest priority
2. Contained costs that are minimised each year, with overall budget maintained at a reasonable cost to ratepayers
3. Growing accessibility at the event, for both attendees and participants
4. Continuous improvement in sustainability within the event, with a focus on reduced footprint and waste management

A commitment  
to live music



Photo: Nathan Doran

## WHAT IS THE ST KILDA FESTIVAL?

The St Kilda Festival's endurance and longevity is the result of core values that ensure the event continues to bring benefit to a diverse community and audience:

**A free event - ensuring access to a broad community and removing barriers for attendance**

**Community owned and focused - with an open-access policy to community groups that want to participate**

**Australian live music - celebrating local talent**



The event continues to bring benefit to a diverse community and audience



Photo: Nathan Doran

How will we do it?  
A three year action plan:



## Strategic objective one:

Iconic branding that showcases the City of Port Phillip in order to promote St Kilda and increase tourism and visitation - a brand known to the local community, wider Melbourne and internationally.

### Actions:

- Reinforce the Festival’s reputation as Australia’s largest free music festival; a unique and iconic Melbourne event showcasing Australian live music
- Seek Victorian Government investment in recognition of the economic benefit to the state of Victoria, including support for an expanded marketing campaign that profiles the Festival to national and international audiences
- Market and promote the Festival within the wider context of St Kilda - its places, spaces and people
- Promote year round visitation to St Kilda through digital marketing opportunities and strategic partnerships
- Celebrate the Festival’s 40th anniversary to showcase the event as a unique and iconic multi-generational event that is innately tied to St Kilda

### Measuring progress

MEASURE	BASELINE	YEAR 1 TARGET	YEAR 2 TARGET	YEAR 3 TARGET
<b>Number of interstate and international visitors to the Festival</b>	Interstate 5% International 6%	Interstate 6% International 6%	Interstate 7% International 7%	<b>Interstate 8% International 8%</b> <small>Source: Festival market research (10 year average)</small>
<b>Number of attendees that state they intend to return to St Kilda in the following 12 months</b>	86% likely or very likely	90% likely or very likely	93% likely or very likely	<b>95% likely or very likely</b> <small>Source: Festival market research (8 year average)</small>
<b>Victorian government investment into the Festival</b>	No investment	Investment made	Investment made	<b>Investment made</b> <small>Source: Festival budget</small>
<b>Direct in-scope expenditure to Victoria</b>	\$14.9m	\$15.5m	\$16m	<b>\$16.5m</b> <small>Source: Festival economic impact research (10 year average)</small>

## Strategic objective two:

A commitment to live music, including dedicated support for local, young, diverse and emerging musicians.

### Actions:

- Maintain programming of live Australian music as a priority for all components of the Festival
- Maximise development of new and emerging artists, facilitating pathways from Live N Local, the New Music Stage and Push Stage onto major stages
- Maintain diverse and representative programming, including striving for gender balance and inclusion of Indigenous artists on all major stages
- Cross promote and program with other City of Port Phillip programs, including Yalukut Weelam Ngargee and Live N Local (and associated professional development)

### Measuring progress

MEASURE	BASELINE	YEAR 1 TARGET	YEAR 2 TARGET	YEAR 3 TARGET
<b>Number of bands / musicians programmed within the Festival</b>	56	55	55	<b>55</b> Source: Festival Program
<b>Numbers of acts progressing from emerging positions at the Festival through to performances on the major stages</b>	5	6	7	<b>8</b> Source: Festival Program
<b>Gender balance within programming on all major stages</b>	40/40/20 representation (% Female, male, either/non-binary)	40/40/20 representation	40/40/20 representation	40/40/20 representation
<b>Inclusion of Indigenous artists on all major stages, aligned with the CoPP IATSI Arts Strategy</b>	Inclusion on all major stages	Inclusion on all major stages	Inclusion on all major stages %	Inclusion on all major stages

## Strategic objective three:

Long term sustainable economic benefit and development for local traders.

### Actions:

- Provide opportunities for extended trading, facilitating increased exposure for traders to visitors and attendees
- Regularly consult with trader representatives to maintain communication about Festival direction and planning
- Provide further opportunities for trader promotion within Festival marketing
- Activate in major activity centres within the Festival site

### Measuring progress

MEASURE	BASELINE	YEAR 1 TARGET	YEAR 2 TARGET	YEAR 3 TARGET
<b>Number of traders taking part in Festival opportunities</b>	29 traders extending premises	30 traders extending premises	32 traders extending premises	<b>35</b> traders extending premises Source: Festival Program
<b>Number of attendees that make a purchase with a local trader during the Festival</b>	51%	55%	60%	<b>65 %</b> Source: Festival market research (2017/18 results)
<b>Direct in-scope expenditure to St Kilda</b>	\$18m	\$18.5m	\$19	<b>\$19.5m</b> Source: Festival market research (2017/18 results)
<b>Collaborate with traders to create marketing opportunities to increase awareness and visitation</b>	No marketing collaboration	Collaboration and promotion delivered	Collaboration and promotion delivered	Collaboration and promotion delivered Source: Festival Program

## Strategic objective four:

Community engagement for local and wider communities, contributing to City of Port Phillip as a wider cultural hub.

### Actions:

- Maximise awareness of expressions of interest program for participation, including musicians, community groups, small business, traders, childrens performers and image design competition
- Maximise access and opportunities for engagement with not for profit groups within the Festival
- Maintain and grow accessibility to Festival attendance for the wider community

### Measuring progress

MEASURE	BASELINE	YEAR 1 TARGET	YEAR 2 TARGET	YEAR 3 TARGET
<b>Number of community groups participating in the Festival</b>	6	7	7	<b>8</b> Source: Festival Program
<b>Number of charity partners participating in the Festival</b>	2	2	3	<b>3</b> Source: Festival Program
<b>Number of small businesses participating in Festival programming</b>	22	22	23	<b>24</b> Source: Festival Program
<b>Number of attendees who respond that being at the Festival makes them feel part of the local community</b>	90%	90%	92%	<b>95%</b> Source: Festival Program

## Operational objective one:

A commitment to public safety at the event as the highest priority.

### Actions:

- Collaborate with emergency service agencies to ensure best practice in public safety and emergency management procedures are in
- Continuous improvement through implementation of achievable recommendations in debriefs with the Emergency Management, Traffic & Transport Committee
- Work with participating community groups and small businesses to integrate them into the risk management process, to ensure streamlined responses at the Festival and develop their skills for participation in future events

### Measuring progress

MEASURE	BASELINE	YEAR 1 TARGET	YEAR 2 TARGET	YEAR 3 TARGET
<b>Number of Committee meetings held each year</b>	4	4	4	<b>4</b> Source: Festival records (minutes)
<b>% of participants completing the site safety induction</b>	100%	100%	100%	<b>100%</b> Source: Festival records (online receipts)

## Operational objective two:

Contained costs that are minimised each year, with overall budget maintained at a reasonable cost to ratepayers.

### Actions:

- Continually review budget expenditure to seek efficiencies where possible
- Strive to increase sponsorship revenue annually, in line with Council and Festival core values
- Seek additional revenue opportunities where possible, without impacting on accessibility and free entry options to the event

### Measuring progress

MEASURE	BASELINE	YEAR 1 TARGET	YEAR 2 TARGET	YEAR 3 TARGET
<b>Operational expenditure increases of no more than CPI annually (excluding project, development or safety costs)</b>	CPI only	CPI only	CPI only	<b>CPI only</b> Source: Festival Budget
<b>Sponsorship revenue</b>	\$225k	\$230k	\$235k	<b>\$240k</b> Source: Festival Budget



## Operational objective three:

Maximum accessibility at the event, for both attendees and participants.

### Actions:

- Aim to provide all ages access to live music program at the Festival
- Continually improve disability access at the event through maintenance and implementation of the Disability Action Plan

### Measuring progress

MEASURE	BASELINE	YEAR 1 TARGET	YEAR 2 TARGET	YEAR 3 TARGET
<b>Number of all ages areas at stages</b>	4	6	6	<b>6</b> Source: Festival program
<b>Maintain open expressions of interest for participation in the Festival</b>	Program via expressions of interest	Program via expressions of interest	Program via expressions of interest	Program via expressions of interest Source: Festival records

## Operational objective four:

Continuous improvement in sustainability within the event, with a focus on reduced footprint and waste management.

### Actions:

- Reduce overall waste produced at the Festival, and work with the waste management supplier to increase the proportion of waste that is either recyclable or compostable
- Work with partners, sponsors and traders to reduce single use plastics on site at the event

### Measuring progress

MEASURE	BASELINE	YEAR 1 TARGET	YEAR 2 TARGET	YEAR 3 TARGET
<b>Waste collected / removed from event</b>	17.5 tonnes	17 tonnes	16.5 tonnes	<b>16 tonnes</b> Source: Festival Waste Management Contractor Report
<b>Percentage of waste collected diverted from landfill (to recycling or compost processes)</b>	77.13%	85%	87%	<b>\$90k</b> Source: Festival Waste Management Contractor Report

**The St Kilda Festival delivers  
on key objectives of the  
Council Plan and City of  
Port Phillip Events Strategy**





For more information, please contact us via:

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