

12.2. DRAFT WASTE AND RESOURCES MANAGEMENT STRATEGY 2025-2029**REPORT PURPOSE**

The purpose of this report is to present the draft Waste and Resources Management Strategy to Council and request endorsement of the draft strategy for public consultation.

RECOMMENDATION

That Council receive the Draft Waste and Resources Management Strategy and endorse the release of the Draft Strategy for public consultation via 'Your Say' for a period of three weeks (21 days), plus one community drop-in meeting session.

12.3. TUNARAMA REVITALISED RECOMMENDATIONS**REPORT PURPOSE**

The purpose of this report is to obtain Council's approval to commence an Expression of Interest process to invite experienced event organisers to lease the Tunarama intellectual property (IP) and undertake to deliver a Tunarama Festival with council financial and in-kind support, and to obtain Council's general endorsement of the proposed process for requesting / assessing submissions as outlined in this report.

RECOMMENDATION

That Council:

- 1. Receive and note the Draft Tunarama Strategic Business Plan (Doc ID 39524) and Activation Plan (Doc ID 38896) to this report; and**
- 2. Endorse that Council undertake an expressions of interest process from suitably qualified and experienced event delivery organisations for the delivery of the 2026, 2027 and 2028 Tunarama Festivals largely in accordance with the process outlined in the body of this report; and**
- 3. Request that a future report, on conclusion of the expression of interest process, be brought to Council for consideration of any expressions of interests received; and**
- 4. Notes the budget prepared by Council's consultant indicates a minimum net cost of in the order of \$100,000 per annum for the running of the Tunarama.**

12.3 TUNARAMA REVITALISED RECOMMENDATIONS

REPORT INFORMATION									
Report Title	Tunarama Revitalised Recommendations								
Document ID	39491								
Organisational Unit	Growth & Innovation								
Responsible Officer	Manager Economic Development & Tourism Growth - Naomi Blacker								
Report Attachment/s	Yes 39524 – Tunarama Strategic Business Plan Draft 38896 – Tunarama Activation Plan Draft								
REPORT PURPOSE									
The purpose of this report is to obtain Council’s approval to commence an Expression of Interest process to invite experienced event organisers to lease the Tunarama intellectual property (IP) and undertake to deliver a Tunarama Festival with council financial and in-kind support, and to obtain Council’s general endorsement of the proposed process for requesting / assessing submissions as outlined in this report.									
REPORT DECISION MAKING CONSIDERATIONS									
Council Role	Lead - Lead on behalf of the community; support community initiatives								
Strategic Alignment	SDP GOAL: Goal 1: Economic Growth and Opportunity SDP ACTION: 1.2 Investigate and implement policies to facilitate and enable diversity of economic development and investment activities								
Annual Business Plan 2023/24	ABP INITIATIVE: Not Applicable ABP PROJECT: Not Applicable								
Annual Business Plan 2024/25	ABP INITIATIVE: Tunarama - redesigned ABP PROJECT: Not Applicable								
Legislation	Not Applicable								
Policy	Not Applicable								
Budget Implications	As per approved budget <table><tr><td>DESCRIPTION</td><td>BUDGET AMOUNT \$</td><td>YTD \$</td></tr><tr><td>Budget allowed</td><td>\$65,000</td><td></td></tr></table> Budget assessment comments:			DESCRIPTION	BUDGET AMOUNT \$	YTD \$	Budget allowed	\$65,000	
DESCRIPTION	BUDGET AMOUNT \$	YTD \$							
Budget allowed	\$65,000								
Risk Implications	Moderate Risk								
Resource Implications	This is a planned resource allocation								
Public Consultation	Not Applicable								
IAP2 Commitment	Not Applicable								

OFFICER'S RECOMMENDATION**That Council:**

- 1. Receive and note the Draft Tunarama Strategic Business Plan (Doc ID 39524) and Activation Plan (Doc ID 38896) to this report; and**
- 2. Endorse that Council undertake an expressions of interest process from suitably qualified and experienced event delivery organisations for the delivery of the 2026, 2027 and 2028 Tunarama Festivals largely in accordance with the process outlined in the body of this report; and**
- 3. Request that a future report, on conclusion of the expression of interest process, be brought to Council for consideration of any expressions of interests received; and**
- 4. Notes the budget prepared by Council's consultant indicates a minimum net cost of in the order of \$100,000 per annum for the running of the Tunarama.**

REPORT DETAIL**Background**

At the ordinary council meeting in November 2023, the City of Port Lincoln agreed to engage specialist consultants to prepare a Strategic Assessment and Business Plan for a revitalised Tunarama Festival. Consultants were appointed and work began in February 2024. The program of work included the following:

- Extensive community consultation,
- a public survey,
- a desktop analysis of relevant council, state, and regional plans, and
- a draft proposal with two management options and a realistic budget.

Consultation included face-to-face focus groups and online interviews with a range of groups and individuals including:

- Past committee members and life members
- Media
- Sponsors
- Contractors
- Accommodation providers
- Hospitality and tourism industry operators
- SATC
- Industry associations
- General public focus group

The wider community was also invited to have their say via an online survey where just over 200 individuals provided feedback. As a result of this primary and secondary research, the consultants have prepared a draft Strategic Plan and Activation document for council consideration. Importantly, the draft report presents two management options for Tunarama going forward with a fully costed budget. The advantages and disadvantages of each model are outlined below, with more detail provided in the attached Strategic Plan and Activation document.

Management Options:

To be successful the festival requires a skilled and dedicated governance body, supported by professional human resources to provide strategic and operational support, driving sustainable growth and development. The draft strategy, identifies two potential options, these have been presented for consideration:

Option 1: Council Owned and Operated

Under this governance structure, the City of Port Lincoln Council would own and run the Tunarama Festival. The Council would be responsible for all aspects of the festival, including planning, management, and execution. This model would involve hiring dedicated staff to manage the festival, coordinating with various internal departments, and ensuring compliance with regulatory requirements. The Council would also manage marketing, sponsorship negotiations, and community engagement.

Advantages:

- **Consistency and Stability:** A Council-run festival can provide long-term stability and ensure the festival aligns with broader community goals and values.
- **Resource Access:** Council can leverage its resources, such as infrastructure, administrative support, and access to funding, to support the festival.
- **Community Engagement:** Council delivering an event in collaboration with volunteers could build improved relationships between council and community.

Disadvantages:

- **Higher Costs:** A Council-run event may incur higher costs due to the need for paid staff, adherence to public sector procurement policies, and higher overheads. This can make the festival more expensive compared to a volunteer-run event.
- **Higher Risk:** Council will have full reputational and financial risk for the event.
- **Potential Backlash from Ratepayers:** Reputationally, there may be issues with amount of investment required for one event, as well as questions on why this level of investment was not committed to previous organisers.

Option 2 - License to a Third Party

In this governance structure, the City of Port Lincoln Council would license the intellectual property (IP) of the Tunarama Festival to a third-party organisation. This organisation, which could be a non-profit entity, a community group, or a private company, would take on the responsibility of organising and running the festival. The Council would retain ownership of the Tunarama brand and provide oversight to ensure the festival meets standards and community objectives. Council would have to support the organisation with funding of approximately \$100,000 to establish a viable financial model.

Advantages:

- **Cost Efficiency:** A third-party organisation, especially if volunteer-driven, can often operate more cost-effectively than a Council-run event. Volunteer involvement can reduce staffing costs and foster a sense of community ownership.
- **Innovation and Flexibility:** A third-party organisation may be more agile and innovative in its approach, able to quickly implement new ideas and respond to changing circumstances.
- **Reduction of Financial Risk:** Council can dedicate a set amount of funding per year to the third-party, setting parameters around financial risk.

Disadvantages:

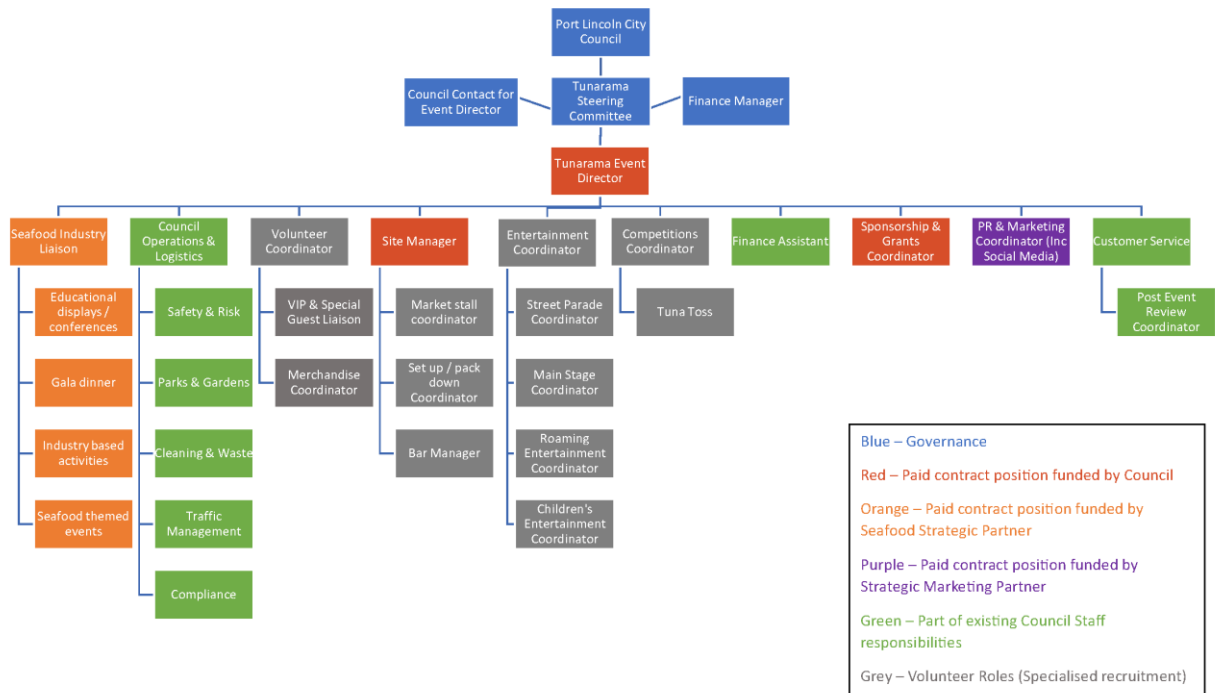
- **Potential for Inconsistency:** Depending on the third-party organisation's management, there could be variations in the quality and execution of the festival year-to-year, or the absence of long-term commitment.
- **Oversight and Control:** The Council would need to establish clear licensing agreements and oversight mechanisms to ensure the festival aligns with community values and goals.
- **Implied Reputational Risk:** Although the third-party organisation will be responsible for the event, the public assumption might be that it is still a Council-run event.
- **Reduction of Free Activities:** To ensure event financial viability, more paid and less free community events are likely to be provided through the event.
- **Potential Backlash from the Past Committee:** Reputationally, the past committee may question why this level of support was not committed to them previously.

Organisational Structure

For both options it is recommended a Tunarama Strategic Steering Committee is established and selected via a targeted recruitment strategy with skills-based roles to ensure diversity. The committee should be a skills-based group, formed by targeted recruitment in the following areas:

- Governance and compliance
- Marketing
- Tourism
- Knowledge of and connection to the seafood industry
- Community engagement
- City of Port Lincoln staff to sit on this committee to include:
 - Event Director
 - Finance Manager
 - Manager, Tourism and Economic Development
 - Manager, Community, Culture and Recreation
 - Manager, Places and Presentation
- Voluntary positions, apart from council staff
- Positions retained for 3-5 years for continuity.

Tunarama Draft Organisational Structure



Note: regardless of which management/governance option is chosen, the above structure is indicative of the roles required to deliver a successful Tunarama Festival. In the event Option 2 is chosen, council staff will still have a role to play in the delivery of the festival, albeit reduced.

Budget

Based on community input around festival elements that they would like to see retained in a future Tunarama, the consultant prepared a realistic budget for council consideration. This budget is for the festival itself and does not consider any new staff required under Option 1.

Proposed Expenditure

Venue costs	\$118,000
Entertainment	\$108,000
Compliance	\$ 29,500
Marketing	\$ 75,000*
Event Crew	\$160,200
Consumables	\$ 1,500
Administration	\$ 2,250
Other	\$ 9,000
Total	\$503,450

*Includes once off costs such as development of a new brand and website

Proposed Income

SATC Marketing	\$ 25,000
Strategic Partner Event Funding	\$ 80,000
Strategic Partner Funding	\$150,000
Carnival Rides Site Fees	\$ 18,000

Stallholders	\$ 5,000
Merchandise	\$ 10,000
Sponsorship - cash	\$100,000
Sponsorship - inkind	\$ 15,000
Total	\$403,000

Council Contribution

The above budget assumes a minimum \$100,450 (plus GST) investment from Council regardless of the management option chosen. The impacts on the Budget over the first three years are estimated to be:

2024/25	\$ 50,000
2025/26	\$150,000
2026/27	\$100,000

Other Options for a Festival

In addition to the two options presented in the Tunarama Revitalised Report, there are two others:

Option 3 – Council Run smaller non Tunarama event.

This would be an expanded version of the ‘event’ run in January 2024.

This would not be called Tunarama, but rather something else. It would likely still involve council to some extent and could comprise of various community run elements on the foreshore over summer.

Option 4 - No festival.

The fourth option is that the Tunarama festival is not continued. Due to financial constraints and potential lack of regular volunteers.

For the purposes of this report, the focus is on Option 1 and Option 2 from the Tunarama Revitalised Strategy document, which are examined further below. Option 3 and 4 have not been fully considered noting that it appears prudent to explore and EOI process first to see whether a suitable arrangement could be achieved.

Assessment of Options

The two proposed governance structure / management options and budget put forward in the strategy document are comprehensive and consider the many and varied aspects of delivering a successful, modern festival. It also demonstrates the considerable undertaking such a large festival would be on a volunteer committee. The two options presented in the report are of similar magnitude and cost but differ in governance and management. Each option is assessed below for its financial and resource implications.

Option 1 – Council owned and managed.

It is important to note that under Option 1 all financial risk of Tunarama would be borne by Council and thereby the ratepayer. In this option, a funding shortfall for Tunarama could mean a rate rise to cover costs. As a worst-case scenario, estimates put this in the vicinity of a 1.5 – 2% rate increase.

It is also likely that an increase in council resourcing of up to 2 FTE’s would be required to account for existing staff taking on event management roles and therefore being unable to fulfill current duties due to new Tunarama responsibilities.

Conclusion: due to the likely and significant financial risk to council, and the possibility of requiring additional staff, potentially requiring a rate rise, Option 1 is not the preferred model. Instead, it is recommended Option 2 be explored, via an expression of interest process.

Option 2 – Licensed to a Third Party

Given the above and the fact that the consultants and council have been approached by several experienced event organisations and individuals interested in taking on Tunarama, it is recommended that Option 2 be explored in the first instance. It is recommended that an “Expressions of Interest” process be undertaken to enable all interested parties to provide submissions for Council’s consideration and decision.

This would require:

- Council to lease/license the brand and IP to the successful tenderer for a defined period, likely three years with a right of renewal*
- The successful tenderer to establish an advisory committee to ensure local input as well as council involvement to facilitate continued engagement with council operational support.
- Council to provide the Tunarama Revitalised full business plan and strategy to the successful organisation to base their refreshed event on.
- Council to provide \$100,000 cash and some in-kind support per annum plus CPI each year.

***New Tunarama brand** - To retain control on the quality of the IP going forward it is recommended that council commit to undertake a brand review and revitalisation of the Tunarama brand to modernise and reflect the Tunarama themes and values that council and community envisage. The new brand would then be leased out to the successful tenderer as part of the licensee collateral.

We believe engaging experienced event coordinators and supporting them with a significant cash contribution and in-kind support is the most appropriate outcome for ratepayers and offers the event its best chance of success.

The Process for Putting the EOI out to Public.

A Public Notice would be drafted to include all relevant information and criteria. This would be broadcast on Council’s website, YourSay, Social Media pages and the newspaper. Applicants would be required to complete an Expression of Interest Form, which will be drafted to ensure all necessary information is submitted by the applicant including but not limited too; the event proposal, and sufficient information for Council to be able to compare the submission.

It is proposed that the expression of interest period would be 42 days or 6 weeks to provide sufficient time for applicants to prepare their submission.

The Assessment/Decision and Negotiation Process

Proposed factors to decide the best Expression of Interest

When assessing expressions of interest (EOIs) for the Tunarama festival, it's crucial to consider a range of factors to ensure the event is successful, inclusive, and aligns with the festival’s goals.

Submissions will be assessed on the following:

Relevance to Festival Theme and Objectives

- **Alignment with Theme:** Ensure the proposal fits well with the festival's theme and overall objectives as outlined in the Tunarama Strategy and Business Plan.
- **Cultural Significance:** Consider how the proposal reflects or celebrates the local culture and heritage.

Audience Engagement

- **Appeal to Target Audience:** Determine how well the proposal is likely to engage and attract the festival's target demographic as described in the Tunarama Strategy and Business Plan.
- **Interactive Elements:** Look for elements that encourage audience participation or interaction.

Fundraising, Feasibility and Logistics

- **Practicality:** Assess the logistical feasibility, including setup, technical requirements, and timeline.
- **Budget:** Consider the proposed costings and whether it is feasible.
- **Safety and Accessibility:** Ensure the proposal meets safety standards and is accessible to all attendees. A comprehensive risk assessment is mandatory.
- **Insurances and Public Liability:** Provide evidence of public liability insurance (Certificate of currency for \$20m Public Liability Insurance)
- **Fundraising:** demonstrate a sound track-record in raising funds and sponsorship and the ability to develop a largely free festival with selected ticketed events.

Diversity and Inclusion

- **Representation:** Evaluate how the proposal contributes to the diversity of the festival, including representation of different cultures, communities, and perspectives.
- **Inclusivity:** Ensure the proposal is inclusive and welcoming to all attendees, including those with disabilities.

Sustainability

- **Environmental Impact:** Consider the environmental footprint of the proposal and any sustainability initiatives included.
- **Local Sourcing:** Preference for local vendors, artists, and resources to support the regional economy.

Community Impact

- **Local Involvement:** Evaluate the potential for local community involvement and support.
- **Economic Benefit:** Consider the potential economic benefits for the region, such as tourism and local business support.

Experience and Track Record

- **Proposer's Experience:** Assess the experience and track record of the individual or organization submitting the proposal.
- **Provision of an Event Management Plan:** For approval by council.
- **Past Successes:** Look at past events or projects they have successfully executed.

Promotion and Marketing Potential

- **Promotional Value:** Evaluate the proposal's potential to generate media coverage and attract attention to the festival.
- **Marketing Plan:** Consider any marketing or promotional plans included in the proposal including a refreshed brand and new website.

Feedback and Recommendations

- **References:** Check references or recommendations from previous events or collaborations.

By considering these factors, festival organizers can make informed decisions that enhance the festival's success and ensure it meets its goals and the expectations of its audience.

If Council receives submissions following the EOI process, a confidential report will be prepared for Council's consideration. This report will outline the relative strengths of the submission when compared with the factors identified in the body of the report (and those identified by Council).

This report will provide Council the opportunity to choose the successful proposal or to request further information.

If this initial EOI process does not attract any submissions a further report will be put to Council considering the alternate options, including Option 1, 3 and 4.



STRATEGIC PLAN

2025-2028

STRATEGY AT A GLANCE

Vision

Tunarama is an iconic festival that honours Port Lincoln's rich seafood heritage, strengthens community spirit, and attracts visitors from near and far with its vibrant atmosphere and meaningful experiences.

Purpose

To celebrate the unique spirit of Port Lincoln, catalyse growth in the visitor economy, and champion the excellence of local seafood.

Objectives

- To create an unforgettable, modern event experience for attendees.
- To amplify the economic impact on Port Lincoln and the Eyre Peninsula.
- To position Port Lincoln as a premier destination for visiting and living.
- To deliver a sustainable event with exemplary governance and robust resourcing.
- To elevate awareness of the Port Lincoln seafood industry and champion sustainable fishing.

Values

- Authentically local
- Responsive and progressive
- Friendly and inclusive
- Supports diversity
- Inspiring connections and collaboration
- Environmentally aware

Themes

- Celebrating seafood
- Uniquely Port Lincoln
- Community
- Fun and Family
- Local Produce / Local Provenance
- Heritage

Strategic Priorities

ESTABLISH a robust and trusted governance structure

SUPPORT ongoing viability with a structured financial model

BUILD strong strategic partnerships

CULTIVATE a destination event experience

PROMOTE a reinvigorated Tunarama brand

MAXIMISE the festival's positive impact

Table of Contents

SETTING THE SCENE	3
Introduction	3
City of Port Lincoln	3
Festival Background & History	4
Forces Shaping Events	5
Strategic Alignment	7
Benchmarking Analysis	8
Situational Analysis	9
A SUSTAINABLE FUTURE	10
Vision, Purpose & Objectives	11
Values	12
Themes	13
Ideal Event Attendees	14
STRATEGIC PRIORITIES	16
PRIORITY 1: Establish a robust and trusted governance structure	17
PRIORITY 2: Support ongoing festival viability with a structured financial model	19
PRIORITY 3: Build strong strategic partnerships	22
PRIORITY 4: Cultivate a destination event experience	23
PRIORITY 5: Promote a reinvigorated Tunarama brand	25
PRIORITY 6: Maximise the festival's positive impact	26
MEASURES OF SUCCESS	26

Acknowledgement of Country

We acknowledge the Barngarla People, the Traditional Owners of the land on which the City Port Lincoln rests, and their continuing connection to land, sea, culture and community. We pay our respects to Elders past, present and emerging, and we extend that respect to other Aboriginal and Torres Strait Islander people in our community.



AUSTRALIAN CENTRE FOR
REGIONAL
EVENTS

www.australianregionalevents.com.au
admin@australianregionalevents.com.au

DISCLAIMER

Any representation, statement, opinion or advice, expressed or implied in this document is made in good faith but on the basis that Australian Centre for Regional Events are not liable (whether by reason of negligence, lack of care or otherwise) to any person for any damage or loss whatsoever which has occurred or may occur in relation to that person taking or not taking (as the case may be) action in respect of any representation, statement or advice referred to in this document.

COPYRIGHT

Copyright © 2024 Australian Centre for Regional Events. All rights reserved.



SETTING THE SCENE

Introduction

Tunarama was an iconic annual event held in the picturesque seafood capital of Australia, Port Lincoln, which was held for the last time in 2023.

Scheduled to coincide with the Australia Day weekend in January, the event had a rich history within the community. Despite its recent challenges, the festival remains a cherished symbol of Port Lincoln's maritime heritage and community spirit. The City of Port Lincoln Council is collaborating with community, business, and stakeholders to revitalise and plan for a relaunch of the event in 2026.

City of Port Lincoln

Port Lincoln is marketed as the 'Seafood Capital of Australia', an iconic South Australian regional coastal city and the major service centre for the southern Eyre Peninsula communities.

The city is located at the base of Eyre Peninsula some 650km west of Adelaide by road, on one of the world's largest protected harbours. The natural setting of Boston Bay is a defining feature of Port Lincoln, with the foreshore open space a highly valued recreation space and visitor experience.

Regional primary production, including 50% of South Australia's wheat, barley and oil seed, together with a deep natural harbour and commercial fishing fleet, make Port Lincoln a major agricultural export and fishing centre. With such a large seafood industry, fishing and aquaculture is naturally a big part of life in Port Lincoln.

The earliest fishermen were the Barngarla Aboriginal people who lived by the sea in the warmer months and relied on the sea for survival. Today, Port Lincoln is home to the largest fishing fleet in the Southern Hemisphere with the fishing and aquaculture industry employing hundreds of locals and contributing millions to South Australia's economy. Fresh-farmed and wild-caught, high-quality, southern bluefin tuna, yellowtail kingfish, southern rock lobster, green lip and black lip abalone, Spencer Gulf king prawns, Boston Bay blue mussels, and Pacific and Angasi oysters are exported all over the world.

¹ Reference: City of Port Lincoln Strategic Directions Plan

Festival Background & History

The Tunarama Festival, an iconic celebration in Port Lincoln, South Australia, has a rich history dating back to 1962. The first Tunarama featured a sail past and blessing of the tuna fleet, highlighting the importance of tuna as a valuable contributor to the local economy.

Over the decades, the festival evolved into a major annual event held over the Australia Day weekend on the Tasman Terrace Foreshore Lawns attracting approximately 20,000 people.

It became most famous for the World Championship Tuna Toss, where participants compete to throw a rubber tuna fish the farthest. This has become a highlight for all who visit Tunarama and has attracted worldwide attention and interest.

Started in 1980, the Tuna Toss idea came from the observation that the main method of unloading overflowing fishing boats was a manual and physically demanding task. From the decks of boats, men would haul the huge fish up onto the waiting trucks, testing their strength with every toss. In search of a few hours' work, locals would line up and attempt a simple test; throwing a tuna as far as they could. Those who threw the fish the furthest were awarded a day's work. This soon became less about the day's work and more about the pride and bragging rights that came with being the best thrower on any given day. At Tunarama, attendees have a go at tossing a 10 kg rubber tuna for their chance to win the Tuna Toss World Championship.

The festival also included a variety of activities such as a street parade, fireworks, sideshows, food stalls, rides, and live entertainment. Despite changes in the tuna industry, Tunarama remained a vital part of Port Lincoln's cultural heritage, drawing thousands of visitors each year.

Managed by Port Lincoln Tunarama Incorporated (PLTI), a non-profit organisation established in 1962, the festival relied heavily on community involvement and volunteer support.

The last festival was held in 2023. Tunarama ceased primarily due to financial difficulties and organisational challenges. The increasing complexity of the event, rising costs, and reliance on volunteer support strained resources. The COVID-19 pandemic exacerbated these issues by causing event cancellations and reduced revenue.

In 2023, PLTI wound up operations. The City of Port Lincoln Council acquired the festival's trademarks and equipment, aiming to reassess and potentially reimagine its future. This effort seeks to align the festival with modern practices, ensure financial viability, and maintain its reflection of Port Lincoln's character and community spirit.



Forces Shaping Events

The following provides an overview of macro trends influencing consumer behaviour, presenting opportunities for events such as Tunarama.

Trends	What they mean	Implications for Tunarama
Building pressures on event viability	<p>Events are risky, increasingly competitive, and resource-intensive. Costs to deliver events have skyrocketed in recent years, while grant and sponsorship opportunities have reduced; and many events are dependent on annual grants to cover operational costs.</p> <p>Attendee behaviour is changing, such as purchasing tickets last minute.</p> <p>More Australians are interested in 'casual' volunteering within a defined (short) timeframe, rather than being willing to support the perpetuity of an annual event.</p>	Having a strong business plan that is followed, and a leader who is aware of the pressures and how to navigate them, will support the future of Tunarama.
Conscious travellers, and sustainable and regenerative tourism	Consumers and travellers are seeking out responsible businesses. They expect events to respect the environment and proactively preserve their social license. Businesses and events in their turn are committing to more sustainable practices. This is influencing a shift towards carbon-neutral events that work within a circular economy, sourcing responsibly, achieving social value, and significantly reducing any negative environmental and cultural impacts.	Tunarama should be environmentally and socially aware, promote sustainable fishing, and its positive outcomes each year.
Quality, and yield over volume	In a move towards a focus on quality and yield, boutique events are niche and tailored, with a focus on high quality and exclusivity rather than attracting mass numbers of attendees. Examples include the use of 'hidden' or otherwise inaccessible locations, VIP experiences, and 'live like a local' experiences.	In revitalising the event experience, consider events that are unique and offer a high-quality experience rather than free events that attract large volumes.
Personalised & authentically local	Today's travellers expect personalised experiences tailored to their individual preferences and interests. They want cultural immersion and authentic experiences, and to connect with local communities, traditions, and produce.	Tunarama should enable visitors to connect with the community and the community's interests and products through immersive and hands-on experiences.
Transformation economy & meaningful experiences	<p>Further to the concept of the experience economy defined by Pine and Gilmore in 1998, the latest decades of market dynamics, economic growth, technological development, and globalisation have led to the surge of the transformation economy as the next level after the experience economy.</p> <p>In this next economy, consumers are looking for customised experiences suitable for their most personal needs. They are looking for experiences that are meaningful to them.</p>	Identify ways to enable attendees to participate in experiences that offer meaning, such as events that educate on sustainable seafood, First Nations culture and storytelling, and local history. Offering smaller personalised experiences enables a richer experience for attendees.

Inclusive and accessible	<p>Hosting events and delivering visitor experiences and services that are inclusive is not a passing trend, and nor is it optional.</p> <p>One in six (18%) people in Australia have disability (about 4.4 million people) and almost half (45%) of Australians with disability are aged 65 and over². With our aging population, an already large market is set to grow further.</p> <p>Events and visitor experiences should reflect the diversity of the community – on the organising committee, on stage, and amongst attendees – to cater to a broad, inclusive community with diverse needs rather than creating events and tourism products that target a particular market segment.</p>	<p>Develop an access and inclusion plan for the event and work to make Tunarama an accessible and inclusive event.</p>
Technology	<p>Digital technology is changing the way event attendees plan, make bookings, interact with others, and share their experiences. Advancements in artificial intelligence, augmented reality, and virtual reality are transforming how people engage with destinations and events. Event organisers need to make it easy for attendees to find information, collate a personal program, and book tickets, via mobile-friendly and user-friendly websites.</p>	<p>Engage a digital marketing agency to ensure the event is maximising the attendee experience through its website, social media, and other digital channels.</p>
Increased sameness	<p>Event offerings across Australia tend to be quite formulaic in their programming (for example, including a market, live music, and demonstrations).</p>	<p>Maintain points of difference such as the Tuna Toss. Regularly refresh programming to sustain appeal to target audiences.</p>

² The Accessible and Inclusive Host Handbook, Australian Tourism Export Council and Tourism Australia



Strategic Alignment

Events like Tunarama are proven to increase visitation, stimulate expenditure, and enhance resilience in the visitor economy. Furthermore, they play a crucial role in fostering community cohesion.

This Strategic Plan for a revitalised Tunarama has been developed to align with local, regional, and state strategies to provide a long-term coordinated approach.

South Australia

- The South Australian Visitor Economy Sector Plan 2030
- South Australian Regional Visitor Strategy 2025
- Seafood Growth Strategy for South Australia 2021–2031

Eyre Peninsula

- Eyre Peninsula Destination Management Plan 2025

City of Port Lincoln

- City of Port Lincoln Strategic Directions Plan 2021–2030
- Port Lincoln & Southern Eyre Peninsula Tourism Strategy 2018–2028
- Economic Development Strategy 2023–2026
- Disability Access & Inclusion Plan 2021–2025



Benchmarking Analysis

There are many seafood and culinary festivals across regional Australia from which Tunarama can gain inspiration and learnings. A benchmarking analysis of similar successful festivals, including Mandurah Crab Fest, Narooma Oyster Festival, Ceduna Oysterfest, Wild Harvest Seafood Festival, and Scenic Rim Eat Local Week, identified the following insights regarding governance models and event experience.

Apart from the Wild Harvest Seafood Festival, which is five years old, these festivals have all been operating for decades, each attracting more than 5,000 attendees over multiple days, with Mandurah Crab Fest attracting 150,000 attendees. All of these events are designed as signature destination events with a primary purpose of attracting visitors to their region.

Four of the five festivals have heavy involvement from, or are run by, the local Council, with Narooma Oyster Festival being run by a not-for-profit company that is operated by a skills-based board with a strong partnership with the state government and the seafood industry council.

All the events are funded by the Council to varying levels, ranging from \$30,000 to \$570,000 per year in sponsorship. State government support is provided to three of these events, with Narooma Oyster Festival having a current partnership with the state of approximately \$600,000 over three years.

All of the events have paid staff involved in planning and delivery, ranging from outsourced contractors to support in various roles to an internal Council team of five staff. Eat Local Week in Scenic Rim has a model that involves the Council coordinating the program and local businesses delivering the events.

Many great inspirations can be drawn from these successful events regarding the event experience, with all of them offering a mix of free and paid events and having a clear focus on their unique selling point and event themes. Events such as Wild Harvest Seafood Festival and Eat Local Week are on trend with their offerings around authentic and meaningful experiences, and opportunities for attendees to get their hands dirty and connect with locals.

In summary, the key success factors for these events are a strong financial and governance model that is well-supported by government, and an event experience of a variety of free and paid events designed to be on trend and appealing to the ideal attendees.



Situational Analysis

To build on the strong foundation and achievements of previous Tunarama events, the community's views, aspirations and priorities were sought in 2024 through a variety of engagement activities.

This engagement process identified a range of themes and ideas that were common across the various stakeholder groups, reflecting a vision for Tunarama that is shared by most.

The key messaging from the engagement is recognised in the table below.

Strengths	Opportunities
<ul style="list-style-type: none"> Tunarama is an event that is much-loved and valued by the Port Lincoln community. Many in the community have positive childhood memories of Tunarama. Tunarama is a source of pride for the community, who would support its revitalisation to build the Port Lincoln brand. The Tuna Toss is a unique event experience 'owned' by Tunarama. The event is a destination attraction for the region, and a valued component of the visitor economy. Tunarama has a long history of being supported by the State Government as a key destination event for regional South Australia. 	<ul style="list-style-type: none"> Tunarama has the potential to reinforce a positive Port Lincoln destination brand and increase awareness and appeal of the destination among visitor markets. Reignite the Tunarama brand and image to enhance its reputation. Port Lincoln is home to the largest fishing fleet in the Southern Hemisphere. Tunarama provides an ideal opportunity for the seafood industry to showcase their seafood. Tunarama can align with the fishing and aquaculture industry that employs hundreds of locals and contributes millions to South Australia's economy. The event theme can be extended around more than just tuna, with a focus on seafood and Port Lincoln broadening the appeal. The event can showcase the region's culture, varied industries, local talents, and businesses – it is a celebration of the region's DNA. Unique and quirky factors such as the tuna toss have the potential to attract interstate and international visitors and generate revenue. Extend the event into more venues and across the city. Alter the date held to increase attendance.
Limitations & Gaps	Critical Success Factors
<ul style="list-style-type: none"> The connection to the original reason for holding the event has been lost and needs to be re-established. The event requires increased resourcing support and revitalisation to realise its full potential. The event had not evolved to meet changing consumer trends. Event timing in connection with Australia Day has produced challenges in programming and growing attendance. The fishing industry is facing resourcing and market challenges. 	<ul style="list-style-type: none"> Strong leadership. Good governance and financial model and ongoing management. Multiyear strategic partnerships between government, industry, and community. Adequate financial and human resourcing. Points of difference linked to the essence of Port Lincoln are required to ensure the event's marketability, and promotion of the city's brand. Meaningful and vibrant event experiences with a combination of free and ticketed elements.

A SUSTAIN ABLE FUTURE



Vision, Purpose & Objectives

Our Vision:

Tunarama is an iconic festival that honours Port Lincoln's rich seafood heritage, strengthens community spirit, and attracts visitors from near and far with its vibrant atmosphere and meaningful experiences.

Our Purpose:

To celebrate the unique spirit of Port Lincoln, catalyse growth in the visitor economy, and champion the excellence of local seafood.

Our Objectives:

- 1. To create an unforgettable, modern event experience for attendees:**
Elevate the event to provide a cutting-edge and enjoyable experience that captivates and delights all participants.
- 2. To amplify the economic impact on Port Lincoln and the Eyre Peninsula:**
Drive significant economic growth and prosperity for Port Lincoln and the Eyre Peninsula through increased tourism, business opportunities, and local engagement.
- 3. To position Port Lincoln as a premier destination for visiting and living:**
Enhance the awareness and appeal of Port Lincoln, showcasing it as an attractive location for both tourists and potential residents:
- 4. To deliver a sustainable event with exemplary governance and robust resourcing:**
Ensure the event is environmentally responsible, well-managed, and sufficiently funded to achieve long-term success and community benefit.
- 5. To elevate awareness of the Port Lincoln seafood industry and champion sustainable fishing:**
Promote the excellence of Port Lincoln's seafood industry and advocate for sustainable fishing practices, highlighting the region's commitment to environmental stewardship.



Values

The following values are the cornerstone of Tunarama's culture and the event experience. They are the guiding principles for decision making, and the interactions of the committee, industry stakeholders, community, and attendees.

Authentically local	<p>The event is authentically Port Lincoln, loved and supported by the community. We seek to reflect the essence of the city through our event, and encourage active participation from the community.</p> <p>We strive to create, expand, and enhance the economic strength of local businesses, producers, and the seafood industry through our event design, procurement decisions, destination marketing, and contribution to the visitor economy.</p>
Responsive and Progressive	<p>We will be aware and responsive to emerging issues, trends, ideas and innovation. We will honour the history of the event but embrace change, and cultivate an environment of continuous improvement.</p>
Friendly and Inclusive	<p>We strive to keep the festival fun, affordable and accessible. We will provide a welcoming, safe place for all.</p>
Supports Diversity	<p>We recognise and celebrate the diversity of the Port Lincoln community. We acknowledge the long history and deep connections of the Barngarla people, the Traditional Custodians of the land, and celebrate the many diverse cultural backgrounds that now call Port Lincoln home.</p>
Inspire connections and collaboration	<p>We will inspire connections between community, local business, government, and industry, working together to support and empower each other to achieve our objectives.</p>
Environmentally aware	<p>We apply environmentally sustainable principles to the festival. We are advocates for sustainable fishing and the marine environment, and will work with key stakeholders to educate and change the perceptions of consumers, encouraging them to change behaviours and act sustainably.</p>



Themes

The various themes that make up the identity and experience that is Tunarama are outlined below. They form the foundation for event marketing and event experience design and will ensure that the event remains on brand and distinctively Tunarama.



Celebrating seafood

Showcasing the array of fresh seafood sourced from the 'Seafood Capital of Australia'.

Experience and taste the seafood and promote the quality of South Australian seafood.

Celebrate the history and future of fishing in Port Lincoln.

Educate visitors on the Australian seafood industry and its sustainable fishing practices.

Inspire and empower younger generations on responsible fishing.



Uniquely Port Lincoln

Celebrating and showcasing the identity of the city.

Fostering local talent, empowering community participation, and supporting local businesses.

Storytelling by local characters, connecting visitors with the friendliest town in Australia.



Community

Bringing the community together, creating community cohesion and fostering a sense of pride.

Showcasing Port Lincoln as a great place to live.

Providing a welcoming, safe environment for our community to celebrate.



Fun and family

Happy, colourful, fun, and inviting.

The opportunity for families, and young and old, to socialise, celebrate and participate together in a lively and welcoming setting.



Local produce / Local provenance

Celebrate the abundance of regional produce available from Port Lincoln and the Eyre Peninsula.

Promoting the diversity and quality of local produce from both land and sea.

Visitors can enjoy fresh local produce in a picturesque location.



Heritage

Honouring the history of Port Lincoln, the seafood industry, and the festival.

Ideal Event Attendees

Although Tunarama is a family-friendly event that appeals to a wide cross-section of attendees, to effectively revitalise the event and generate economic outcomes, ideal event attendees need to be identified. Understanding these markets will determine the direction for tailoring the experience development and provide a focus for the brand and marketing.

The following ideal event attendees have been identified.



Families with School Aged Children

Demographics: Parents aged 30-45, children aged 5-12, mixed income levels.

Psychographics: Seek family-friendly activities, and educational and entertaining experiences for children, and value spending quality time together. Want to create memories.

Behaviour: Attend family-oriented events, participate in outdoor activities, follow family and parenting blogs and influencers.

Look for value in experiences.

View travel as a chance to connect with the kids and share amazing experiences. Aim to learn more about the region and its products. Use travel as a break from school and work routines.

Includes South Australian families on a school holiday road trip.

A small percentage may also be undertaking the 'Big Lap of Australia', homeschooling their children on the road.



Visiting Friends and Relatives (VFR)

Demographics: Visiting friends and family of locals as well as former residents of Port Lincoln.

Psychographics: Want to reconnect and reminisce.

Behaviour: Love spending time with family and friends.

Enjoy reconnecting in a friendly and relaxed environment.

Enjoy reliving memories and creating new ones in locations linked to their past.

Use Tunarama as an annual time to catch up.

Locals are the catalyst for inviting, welcoming, and hosting family and friends visits to the Eyre Peninsula.

Aligns with:

Currently 68% of domestic visitors to Port Lincoln³

³ Source: Port Lincoln & Southern Eyre Peninsula Tourism Strategy 2018 – 2028



Local Community

Demographics: Diverse types of locals in age, socio-economic and cultural backgrounds, political persuasions, life experiences, and education.

Psychographics: Proud of their hometown. Interested in music.

Proud to call Port Lincoln home and want to share with visiting family and friends.



Food Enthusiasts and Culinary Adventurers

Demographics: Adults aged 25-50, mixed genders, middle income.

Psychographics: Passionate about food, appreciate fresh and locally grown produce, interested in food experiences and culinary trends.

Frequently dine out, follow food blogs and influencers. Attend food festivals and cooking classes.

Typically, overnight visitors and higher yield.

The most popular activities when coming to the Eyre Peninsula are by far the gastronomic experience with 59% of domestic visitors eating out⁴.



Tourists and Travellers

Demographics: Adults aged 25-60, mixed genders, varying income levels, visiting from out of town.

Psychographics: Interested in experiencing local culture and cuisine. Seek memorable activities while traveling.

Use travel websites and apps, visit local attractions, attend cultural and food festivals.

These visitors come from across the state of South Australia and interstate and overseas based on the key geographic data from Eyre Peninsula.

⁴ Source: Port Lincoln & Southern Eyre Peninsula Tourism Strategy 2018 – 2028

Strategic Priorities

Based on the strategic analysis of Tunarama, the priorities to drive action and achieve the event's objectives over the next three years are:

1. **ESTABLISH** a robust and trusted governance structure
2. **SUPPORT** ongoing viability with a structured financial model
3. **BUILD** strong strategic partnerships
4. **CULTIVATE** a destination event experience
5. **PROMOTE** a reinvigorated Tunarama brand
6. **MAXIMISE** the festival's positive impact



PRIORITY 1

Establish a robust and trusted governance structure

Objectives supported:



To deliver a sustainable event with exemplary governance and robust resourcing

A robust governance structure for Tunarama is integral to its success and longevity. It will provide a clear framework that guides the event's management and drives the sustainability of the event into the future.

Due to the growth of the event and increasing complexity, rising costs, and reliance on volunteers, the past governance model of Port Lincoln Tunarama Incorporated (PLTI), a non-profit organisation, became unsustainable.

The festival requires a skilled and dedicated governance body, supported by professional human resources to provide strategic and operational support, driving sustainable growth and development. This team will work alongside passionate volunteers to realise the festival's full potential.

The governance structure requires detailed roles and responsibilities that support efficiency and transparency, as well as systems and policies that ensure everyone is equipped with the knowledge and resources to be able to deliver on their role and hand over the role when the time comes.

Transparent decision-making processes, clear roles and responsibilities, and regular stakeholder engagement will be pivotal in building trust and accountability.

The event needs to avoid being reliant on one or two individuals, to avoid human capital risk, and threats to effective succession planning.

A resilient governance model for Tunarama will establish a strong foundation for sustained success, ensuring strategic priorities are effectively implemented and future-proofed against risks.

Event Owner

The City of Port Lincoln will own the event and its intellectual property (IP). The IP can be leased by the City of Port Lincoln to third-party organisations.

Strategic Oversight

Successful events are governed by a skills-based group. A Tunarama Strategic Steering Committee will be established and selected via a targeted recruitment strategy with skills-based roles to ensure diversity.

Skills required:

- Governance and compliance
- Marketing
- Tourism
- Knowledge of, and connection to, the seafood industry
- Community engagement

City of Port Lincoln Council staff representatives will also sit on this committee.

Operational Resourcing

It is recognised that volunteers can only take an event so far, with energy, enthusiasm and dedication constantly shifting.

Tunarama requires a skilled and dedicated paid Event Director to realise its full potential. It also requires part-time paid resources in specialist areas supporting in short-term positions.

Key tasks:

- ✓ Establish the legal structure.
- ✓ Distribute an expression of interest to determine interest from third-party organisations to manage the event.
- ✓ Determine which organisation will manage a paid Festival Director (Council or a third-party)
- ✓ Recruit a paid Festival Director.
- ✓ Establish a Strategic Steering Committee.
- ✓ Develop detailed job descriptions for key roles.
- ✓ Explore opportunities to leverage grants to support the paid specialist positions.
- ✓ Develop volunteer management policies.
- ✓ Explore partnerships with community groups to run components of the event.



PRIORITY 2

Support ongoing festival viability with a structured financial model

Objectives supported:

- ✓ To amplify the economic impact on Port Lincoln and the Eyre Peninsula.
- ✓ To deliver a sustainable event with exemplary governance and robust resourcing.
- ✓ To elevate awareness of the Port Lincoln seafood industry and champion sustainable fishing.

To ensure the ongoing viability of Tunarama, it is essential to develop a structured financial model that supports sustainable growth.

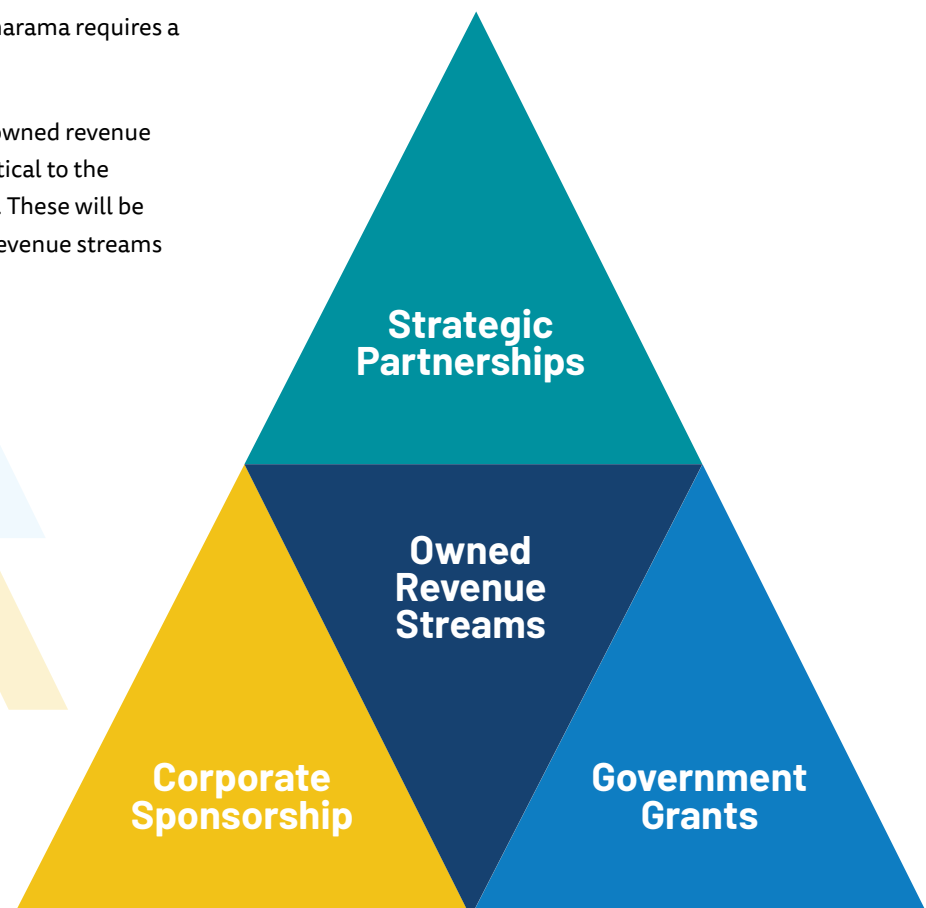
This includes diversifying revenue streams through exploring innovative owned revenue streams as well as sponsorships, grants, and partnerships.

Implementing rigorous financial planning and budgeting processes will help monitor expenditures and optimise resource allocation. By maintaining a healthy financial reserve and regularly reviewing financial performance, the festival can remain resilient in the face of economic fluctuations, and deliver a high-quality experience for attendees.

Financial Model

To support its long-term viability, Tunarama requires a diversified funding model.

Under a diversified financial model, owned revenue streams sit at the core and will be critical to the festival's long-term financial viability. These will be supported by necessary third-party revenue streams as outlined below.



Owned Revenue Streams

This includes generating income from ticket sales, merchandise, food and beverage sales, and exclusive festival experiences such as VIP packages and interactive workshops.

By offering a selection of high-quality products and unique experiences that attract attendees, Tunarama can build a stable income base to support its operations and growth. Exploring innovative revenue opportunities, such as interactive or immersive experiences, can further expand the festival's reach and financial stability.

Balancing these revenue streams with community affordability will ensure that Tunarama remains accessible and inclusive.

Corporate Sponsorship

By partnering with brands and businesses that align with the festival's values and audience, Tunarama can access crucial funding, resources, and enhanced marketing capabilities.

Corporate sponsors provide essential financial support, in-kind donations, and promotional assistance, which help to reduce operational costs and enhance the overall festival experience.

There must be a mix of sponsors sourced from local, state, and national organisations.

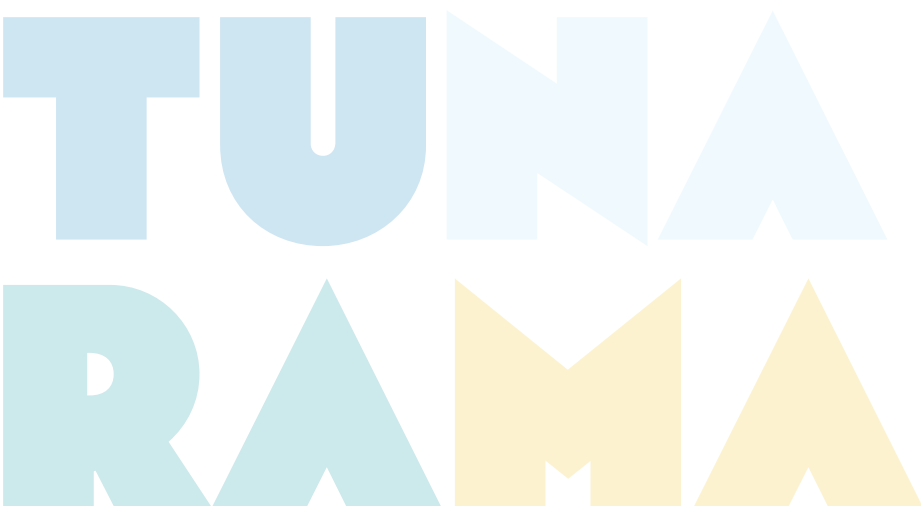
Grants

By engaging with local, state, and federal government bodies, the festival can obtain funding for various projects, ranging from infrastructure upgrades to community programs. Grants can enable the festival to introduce new initiatives, such as cultural displays or sustainability efforts, which will enhance its appeal and impact. Demonstrating the festival's economic, social, and cultural contributions through thorough reporting and strategic alignment with government priorities will be essential in securing ongoing support and funding.

Strategic Partnerships

Multi-year strategic partnerships will be developed with the South Australian Tourism Commission (SATC) and potentially the Seafood Industry South Australia (SISA). These partnerships will consist of cash, in kind, industry connections and/or marketing support.

The alignment of both of these organisations' objectives with Tunarama will provide benefits for all involved.



Key tasks:

- ✓ Meet with SATC to form a strategic partnership.
- ✓ Meet with the Seafood Industry South Australia Incorporated to form a strategic partnership.
- ✓ Introduce ticketed events to generate owned income streams.
- ✓ Create detailed budgets for all owned revenue streams to evaluate return on investment (including measuring return on effort).
- ✓ Explore grant opportunities to supplement other income.
- ✓ Develop a sponsorship policy.
- ✓ Hire a professional sponsorship coordinator to identify opportunities, develop a prospectus, and manage sponsorship.
- ✓ Develop a merchandise strategy.
- ✓ Develop a stall holder/vendor policy.
- ✓ Develop an advertising prospectus.



PRIORITY 3

Build strong strategic partnerships

Objectives supported:

- ✓ To create an unforgettable, modern event experience for attendees.
- ✓ To amplify the economic impact on Port Lincoln and the Eyre Peninsula.
- ✓ To position Port Lincoln as a premier destination for visiting and living.
- ✓ To deliver a sustainable event with exemplary governance and robust resourcing.
- ✓ To elevate awareness of the Port Lincoln seafood industry and champion sustainable fishing.

Building strong strategic partnerships is vital for enhancing Tunarama's profile and reach. Collaborating with government bodies, industry, the Chamber of Commerce, and community organisations can provide valuable resources, expertise, and promotional support.

These partnerships can also foster a sense of community ownership and pride in the festival.

Engaging with tourism and industry bodies will amplify Tunarama's visibility, attracting a broader audience. By nurturing these relationships and seeking mutually beneficial collaborations, the festival can leverage additional opportunities for growth and development.

The following organisations have been identified as key strategic partners for a revitalised Tunarama:

1. Seafood Industry South Australia Incorporated
2. South Australian Tourism Commission
3. Tourism Industry Council of South Australia
4. Regional Development Australia Eyre Peninsula
5. Eyre Peninsula Local Government Association (Lower Eyre Peninsula Council and Tumby Bay Council)

Key tasks:

- ✓ Develop a partnership proposal that results in mutual benefits.
- ✓ Offer value-added opportunities for partners to help them achieve their objectives, and enhance their visibility and reputation within the community.
- ✓ Establish a point of contact and clear communication channels with potential partners.
- ✓ Design joint marketing and promotional campaigns for strategic partners.

PRIORITY 4

Cultivate a destination event experience

Objectives supported:

- ✓ To create an unforgettable, modern event experience for attendees.
- ✓ To amplify the economic impact on Port Lincoln and the Eyre Peninsula.
- ✓ To position Port Lincoln as a premier destination for visiting and living.
- ✓ To deliver a sustainable event with exemplary governance and robust resourcing.
- ✓ To elevate awareness of the Port Lincoln seafood industry and champion sustainable fishing.

Cultivating a destination event experience involves creating a vibrant and memorable festival that draws visitors from near and far. The program will be revitalised to deliver a transformative experience for locals and visitors.

The event date will be separated from association with the Australia Day public holiday and moved forward to always fall on the second-to-last weekend of January. This date is more appropriate for the target ideal attendees and increases opportunities for marketing to family holidaymakers before they return to school. The program will be condensed into a 2.5-day program, commencing on Friday night and concluding on Sunday evening.

A destination event experience can be achieved by curating a diverse and engaging program of activities that celebrate Port Lincoln's unique seafood culture, heritage, and natural beauty. A focus will be on producing a more simplified program of events than in previous years, with an added focus on seafood education, and more closely aligned with the event's themes.

Enhancing existing entertainment is crucial to maintaining the charm and tradition of Tunarama while elevating the overall experience. By refining the beloved aspects, while introducing fresh content, Tunarama can honour its history while enhancing the quality of its offerings.

The centre of the event will continue to be held in the natural setting of Boston Bay, a defining feature of Port Lincoln, with the Tasman Terrace foreshore lawns a highly valued event space and visitor experience. The Port Lincoln Marina will be incorporated to align with the theme and purpose of Tunarama.

Local businesses and organisations will be encouraged to organise themed fringe events that add to the overall Tunarama program.

By promoting local attractions and experiences, Tunarama can position itself as a must-visit event during the January school holiday period, encouraging longer stays and repeat visitation.

New elements should be implemented annually that are aligned with the themes, such as contemporary music acts, innovative performance arts, and interactive installations that engage attendees in novel ways. These will encourage repeat visitation and keep the event fresh and relevant.

Key tasks:

- ✓ Remodel the festival program.
- ✓ Work with partners to deliver immersive and hands-on experiences.
- ✓ Grow the seafood industry and education element of the festival in partnership with the Seafood Industry South Australia Incorporated.
- ✓ Activate the Port Lincoln Marina in the event programming, and investigate linking to historical activations, such as a reenactment of a Blessing of the Fleet to open the event, and incorporation of the historical vessel, the Tacoma.
- ✓ Provide opportunities for attendees to purchase seafood and local produce to take home.
- ✓ Facilitate events that encourage the supply chain to come together to learn and network.
- ✓ Further develop the Eyre Square concept to include more of a focus on seafood and local produce, and a dedicated space for cooking and seafood handling demonstrations.
- ✓ Develop a policy and criteria around stallholders to ensure that stalls align with the festival's values.
- ✓ Prioritise the use of local artists and products.
- ✓ Include VIP and behind-the-scenes experiences at a premium price for food enthusiast and culinary adventurers target market.
- ✓ Engage local businesses and community groups to create a program of fringe events that support the festival themes.
- ✓ Enhance the Tuna Toss as the unique point of difference for Tunarama.
- ✓ Incorporate more of a focus on water-based entertainment and competitions.
- ✓ Incorporate sustainability in all event design.

TUNARAMA

PRIORITY 5

Promote a reinvigorated Tunarama brand

Objectives supported:

- ✓ To position Port Lincoln as a premier destination for visiting and living.
- ✓ To elevate awareness of the Port Lincoln seafood industry and champion sustainable fishing.

Refreshing the Tunarama brand is crucial to align with the revitalisation plan and foster deeper connections with audiences. A rejuvenated brand and story not only breathe new life into the event but also reflect a commitment to innovation, community engagement, and sustainable practices. This transformation will enable the event to highlight the unique essence of Port Lincoln, amplify the economic impact on the region, and promote the local seafood industry with renewed vigour.

Promoting a reinvigorated Tunarama brand requires a strategic marketing and communication approach that highlights the festival's unique selling points and historical significance. Developing a cohesive brand identity, including a modern logo and tagline, will refresh the festival's image. Utilising various marketing channels, such as social media, digital advertising, and public relations, will increase visibility and engagement.

Understanding their ideal event attendees and how they consume information enables event organisers to determine marketing tactics and channels that will offer the greatest return on investment.

Therefore, to support the new brand, a corresponding strategic marketing activation plan must be developed to reach and engage the ideal event attendees. Seamlessly integrating the refreshed brand with a strategic marketing approach, will elevate the event's profile, enhance attendee satisfaction, and ensure the long-term success and community benefit of Tunarama.

Key tasks:

- ✓ Invest in a refreshed brand and brand story that reflects the revitalised Tunarama values and themes.
- ✓ Develop a strategic marketing plan that successfully reaches the ideal event attendees, and commences promotion a minimum of six months prior to the event.
- ✓ Develop a new Tunarama website to be the hub of all festival marketing activity and conversion, that connects the event, seafood industry, and the Eyre Peninsula as a destination.
- ✓ Secure grant funding to engage a paid PR and marketing coordinator.
- ✓ Optimise all digital assets and undertake digital marketing campaigns.
- ✓ Establish a social media content calendar, and use the festival themes and sales activity to schedule consistent messaging and content.
- ✓ Develop a marketing kit and share with stakeholders and partners to encourage amplification of event marketing.
- ✓ Undertake a local VFR campaign to encourage and empower residents to invite family and friends to visit for the event.

PRIORITY 6

Maximise the festival's positive impact

Objectives supported:

- ✓ To amplify the economic impact on Port Lincoln and the Eyre Peninsula.
- ✓ To position Port Lincoln as a premier destination for visiting and living.
- ✓ To elevate awareness of the Port Lincoln seafood industry and champion sustainable fishing.

Maximising Tunarama's impact involves leveraging the festival as a catalyst for local economic growth and development, as well as providing social benefits for the community. It also provides a platform for community education around sustainability and environmental best practice for the seafood sector.

Encouraging local businesses to participate and benefit through vendor opportunities and collaborations will stimulate the economy while promoting community engagement. Strategic partnerships with local businesses ensure that the influx of visitors directly benefits the region's economy.

By showcasing Port Lincoln's renowned seafood industry and vibrant community, Tunarama draws visitors from near and far, increasing tourism and local spending. A comprehensive marketing plan will highlight Port Lincoln as a premier destination, promote the seafood sourced from the region, and encourage extended stays and repeat visits.

Additionally, a procurement policy will prioritise the use of local suppliers to support and strengthen the regional economy, ensuring high-quality offerings and maximising economic benefits for businesses within Port Lincoln and the Eyre Peninsula. This commitment underscores Tunarama's dedication to fostering sustainable economic growth and prosperity throughout the community.

Tunarama will ensure its positive impact is felt throughout not only Port Lincoln, but the Eyre Peninsula and beyond.



Key tasks:

- ✓ Secure grant funding to recruit a Seafood Liaison Officer to enable maximum outcomes from the festival for the industry.
- ✓ Create a 'buy local' procurement policy.
- ✓ Work with local businesses to create event packages that extend visitor length of stay and spend.
- ✓ Increase revenue generation from outside the region (e.g. grants and sponsorship from businesses outside the region).
- ✓ Work with the business chamber to educate local businesses on how they can leverage the event to maximise their benefit.
- ✓ Create a marketing strategy for the event that highlights Port Lincoln tourism operators and businesses.
- ✓ Develop and promote itineraries that include the region's best attractions and experiences that are aligned to the themes and target audiences.
- ✓ Motivate locals to invite their friends and family to visit and stay for the festival.
- ✓ Create a campaign to showcase local eateries featuring a Tunarama menu item and local produce.
- ✓ Consider work experience opportunities to benefit the local community.
- ✓ Develop an accessibility plan, ensuring that the festival offers opportunities for a diverse audience to be included.
- ✓ Develop an emissions and environmental impact reduction plan with SMART goals⁵ and key performance indicators (KPIs).

⁵ Specific, Measurable, Achievable, Relevant and Timebound goals



MEASURES OF SUCCESS

This Strategic Plan will be reviewed annually. The performance in delivering its objectives will be monitored, measured, and reported on as part of the annual review.

Performance will be measured against the actions outlined in this Plan's Activation Plan, provided to the City of Port Lincoln in conjunction with this report, and the following KPIs in relation to the event's objectives.

Objective	Outcome	KPI	Means of Measurement
To create an unforgettable, modern event experience for attendees.	Attendee satisfaction	Net Promoter Score (NPS) of 50+ (Baseline required in 2025)	Visitor survey
To amplify the economic impact on Port Lincoln and the Eyre Peninsula.	Increased total economic impact	Minimum of 10% year-on-year (Baseline required in 2025)	Event economic impact report with inputs from attendee survey
	Total and average visitor expenditure	Increase by 15% year-on-year (Baseline required in 2025)	Attendee survey + estimated number of attendees
	Increase in number of out of region attendees	Increase by 15% year on year (Baseline required in 2025)	Attendee survey + estimated number of attendees
	Increase in number of overnight visitors	Increase by 10% year-on-year (Baseline required in 2025)	Attendee survey + estimated number of attendees Accommodation provider survey
	Increase in average length of stay	Increase by 15% year-on-year	Attendee survey + estimated number of attendees Accommodation provider survey
	Event organiser total expenditure with local suppliers	Increase by 20% year-on-year (Baseline required in 2025)	Event budget
To position Port Lincoln as a premier destination for visiting and living	Community support and pride	Locals' Net Promoter Score (NPS) of 50+ (Baseline required in 2025) Number of community organisations involved Number of local businesses activated	Attendee survey + regional visitor data Event report
	Increase in visitors	Increase by 10% year-on-year (Baseline required in 2025)	Attendee survey + regional visitor data

To deliver a sustainable event with exemplary governance and robust resourcing	New governance model in place	Third party organisation contracted Steering committee established Festival Director employed	Internal report
	Build owned revenue streams	Income from owned revenue streams as percentage of all income. Year 1: 10% Year 2: 20% Year 3: 40%	Financial statements
	Profit	Year 1: Breakeven Year 2: 5% of expenses Year 3: 10% of expenses	Financial statements
	Reserve fund established	Year 1: Nil Year 2: Minimum \$25,000 Year 3: Minimum \$50,000 <i>Aim is to build a reserve in 5 years equal to the cost of an event delivery.</i>	Financial statements
To elevate awareness of the Port Lincoln seafood industry and champion sustainable fishing	Visits to the seafood industry page on the festival's website	Baseline required in 2025 Increase by 20% year-on-year	Website analytics
	Interest in the demonstrations	<ul style="list-style-type: none"> Rating of the demonstrations Number of attendees at the demonstrations 	<ul style="list-style-type: none"> Attendee survey Headcount at the demonstrations
	Engagement on educational social media posts	Increase by 20% year-on-year	Social media analytics

TUNARA

TUNARAMA



AUSTRALIAN CENTRE FOR
REGIONAL
EVENTS

Tunarama Strategic Plan Activation

Acknowledgement of Country

We acknowledge the Barngarla People, the Traditional Owners of the land on which the City Port Lincoln rests and their continuing connection to land, sea, culture and community. We pay our respects to Elders past, present and emerging, and we extend that respect to other Aboriginal and Torres Strait Islander people in our community.



www.australianregionalevents.com.au
admin@australianregionalevents.com.au

DISCLAIMER Any representation, statement, opinion or advice, expressed or implied in this document is made in good faith but on the basis that Australian Centre for Regional Events are not liable (whether by reason of negligence, lack of care or otherwise) to any person for any damage or loss whatsoever which has occurred or may occur in relation to that person taking or not taking (as the case may be) action in respect of any representation, statement or advice referred to in this document.

TABLE OF CONTENTS

INTRODUCTION.....	4
PRIORITY 1: Establish a robust and trusted governance structure	4
Action Plan	10
PRIORITY 2: Support ongoing festival viability with a structured financial model	11
Action Plan	16
PRIORITY 3: Build strong strategic partnerships.....	17
Action Plan	18
PRIORITY 4: Cultivate a destination event experience	19
Action Plan	24
PRIORITY 5: Promote a reinvigorated Tunarama brand	26
Action Plan	26
PRIORITY 6: Maximise the festival's positive impact	27
Action Plan	27

INTRODUCTION

The information within this document is for internal use by the City of Port Lincoln Council only and not designed for public information. It is designed to support the implementation of the Tunarama Strategic Plan and provide operational advice for future management of the event.

The following information will support the implementation of the priorities in the Strategic Plan.

PRIORITY 1: **Establish** a robust and trusted governance structure

The festival requires a skilled and dedicated governance body, supported by professional human resources to provide strategic and operational support, driving sustainable growth and development. This team will work alongside passionate volunteers to realise the festival's full potential.

In line with the strategy, the City of Port Lincoln Council will remain the event owner, but have the option to license the management of the event. Therefore there are two management options presented in this document: Option 1 – Council Owned and Operated and Option 2 – Licensed to a Third Party.

For both options, a Tunarama Strategic Steering Committee will be established and selected via a targeted recruitment strategy with skills-based roles to ensure diversity.

Provided below are the two management options recommended with advantages and disadvantages of each.

Management Options

Option 1: Council-Owned and Operated

Under this governance structure, the City of Port Lincoln Council would own and run the Tunarama Festival. The Council would be responsible for all aspects of the festival, including planning, management, and execution. This model would involve hiring dedicated staff to manage the festival, coordinating with various internal departments, and ensuring compliance with regulatory requirements. The Council would also manage marketing, sponsorship negotiations, and community engagement.

Advantages:

- **Consistency and Stability:** A Council-run festival can provide long-term stability and ensure the festival aligns with broader community goals and values.
- **Resource Access:** Council can leverage its resources, such as infrastructure, administrative support, and access to funding, to support the festival.
- **Community Engagement:** Council delivering an event in collaboration with volunteers could build improved relationships between council and community.

Disadvantages:

- **Higher Costs:** A Council-run event may incur higher costs due to the need for paid staff, adherence to public sector procurement policies, and higher overheads. This can make the festival more expensive compared to a volunteer-run event.
- **Higher Risk:** Council will have full reputational and financial risk for the event.
- **Potential Backlash from Ratepayers:** Reputationally, there may be issues with amount of investment required for one event, as well as questions on why this level of investment was not committed to previous organisers.

Option 2: Licensed to a Third Party

In this governance structure, the City of Port Lincoln Council would license the intellectual property (IP) of the Tunarama Festival to a third-party organisation. This organisation, which could be a non-profit entity, a community group, or a private company, would take on the responsibility of organising and running the festival. The Council would retain ownership of the Tunarama brand and provide oversight to ensure the festival meets standards and community objectives. Council would have to support the organisation with funding of approximately \$100,000 to establish a viable financial model.

Advantages:

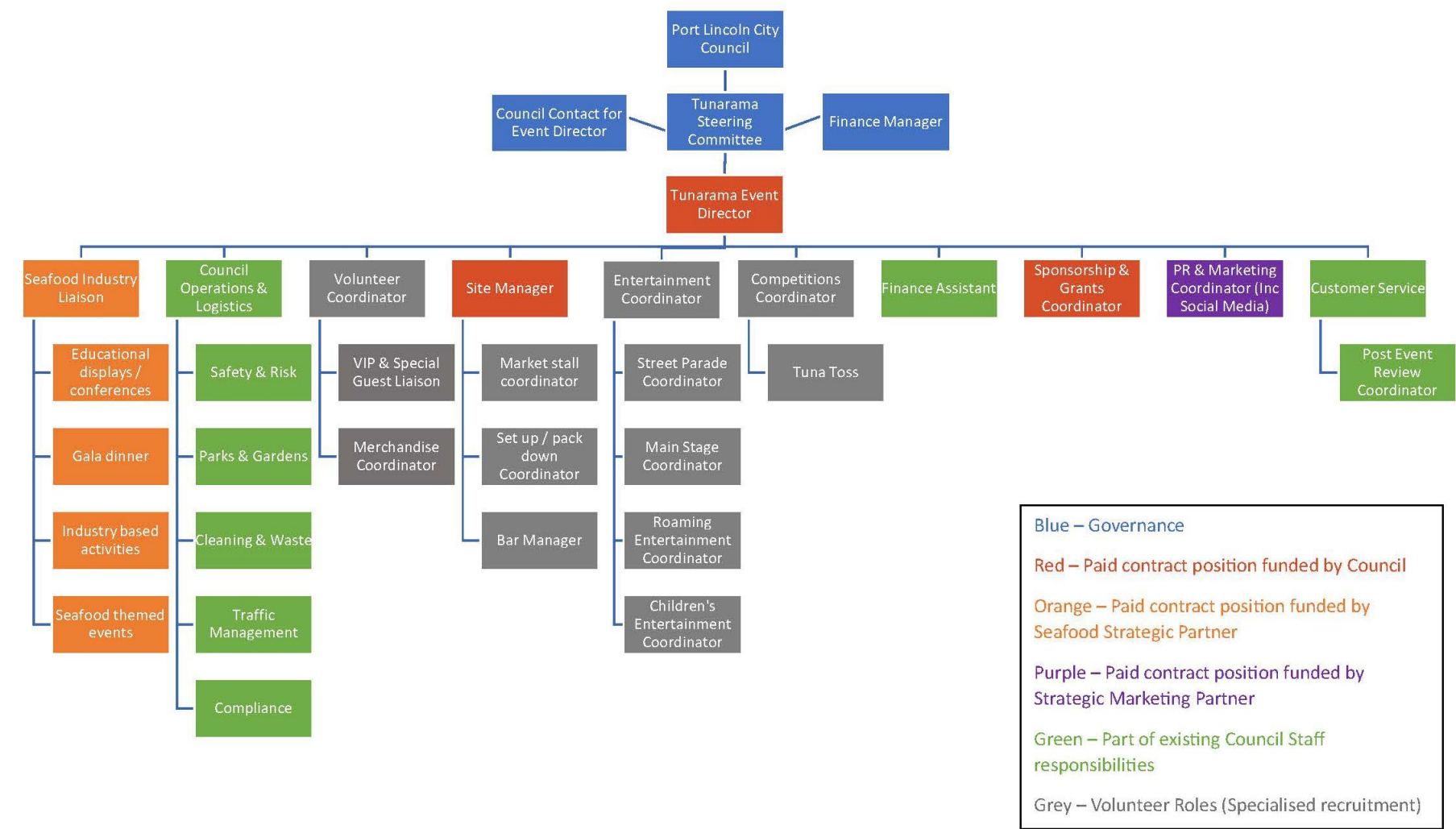
- **Cost Efficiency:** A third-party organisation, especially if volunteer-driven, can often operate more cost-effectively than a Council-run event. Volunteer involvement can reduce staffing costs and foster a sense of community ownership.
- **Innovation and Flexibility:** A third-party organisation may be more agile and innovative in its approach, able to quickly implement new ideas and respond to changing circumstances.
- **Reduction of Financial Risk:** Council can dedicate a set amount of funding per year to the third-party, setting parameters around financial risk.

Disadvantages:

- **Potential for Inconsistency:** Depending on the third-party organisation's management, there could be variations in the quality and execution of the festival year-to-year, or the absence of long-term commitment.
- **Oversight and Control:** The Council would need to establish clear licensing agreements and oversight mechanisms to ensure the festival aligns with community values and goals.
- **Implied Reputational Risk:** Although the third-party organisation will be responsible for the event, the public assumption might be that it is still a Council-run event.
- **Reduction of Free Activities:** To ensure event financial viability, more paid and less free community events are likely to be provided through the event.
- **Potential Backlash from the Past Committee:** Reputationally, the past committee may question why this level of support was not committed to them previously.

Organisational Structure: Council Owned and Managed (Option 1)

The chart below indicates the positions recommended to run a reimagined Tunarama should it be Council managed. The table below indicates a mix of paid contract roles, Council staff involvement and volunteer-managed roles. The two paid resources that have a strong case for grant funding are indicated.



Key Roles and Responsibilities

Outlined below are details regarding the key roles in the organisational chart.

GOVERNANCE		
Strategic Steering Committee <i>Required under both management options.</i>	<ul style="list-style-type: none"> Oversee the festival's strategic development and growth. Develop and manage the festival's financial strategy. Work closely together and meet throughout the year. 	<ul style="list-style-type: none"> Volunteer positions, possible honorarium payments. Members can serve on the board for a recommended length of three years and maximum of five years. Policies introduced to have staggered recruitment to minimise all roles being renewed at the same time.
KEY POSITIONS		
Event Director	<ul style="list-style-type: none"> Oversee overall festival planning and execution. Support the activation of the strategic plan. Design new and reimagine old experiences to align with the ideal attendee markets and festival brand. Manage the operations team, budget, and overarching planning schedule to ensure the festival is delivered on time and budget, and according to its values and standards. 	<ul style="list-style-type: none"> Requires strong leadership and strategic planning skills. Acts as the primary decision-maker for the festival.
Sponsorship and Grants Coordinator	<ul style="list-style-type: none"> Identify and secure sponsorship opportunities. Develop sponsorship packages and agreements. Cultivate and maintain relationships with sponsors. Research and apply for grants to support the festival. Ensure sponsor and grant provider obligations are fulfilled. 	<ul style="list-style-type: none"> Strong negotiation and communication skills are crucial. Requires a proactive approach to fundraising and partnership development. It is recommended that this is a paid, commission based role.
Site Manager	<ul style="list-style-type: none"> Manage festival site layout and infrastructure. Coordinate with vendors, contractors, and suppliers. Ensure site safety, cleanliness, and accessibility. Oversee setup and breakdown of festival areas. Address site-related issues during the event. 	<ul style="list-style-type: none"> Attention to detail and problem-solving skills are essential. Requires effective coordination and management of logistics. It is recommended that this is a paid, short-term role around the event delivery date.

Seafood Industry Liaison	<ul style="list-style-type: none"> • Facilitate relationships with local seafood industry stakeholders. • Coordinate seafood-related activities and promotions. • Ensure integration of seafood themes throughout the festival. • Provide expertise on seafood-related content and messaging. 	<ul style="list-style-type: none"> • Knowledge of the local seafood industry is beneficial. • Enhances the festival's authenticity and local cultural integration. • Funding-dependent paid role.
PR & Marketing Coordinator	<ul style="list-style-type: none"> • Enhance public awareness and attendance through effective communication. • Develop and implement strategic marketing plan and campaigns. • Manage media relations and press releases. • Coordinate advertising and promotional materials. • Oversee digital marketing and social media. 	<ul style="list-style-type: none"> • Funding-dependent paid role • Creativity and proficiency in digital marketing are critical. • Plays a crucial role in shaping the festival's public image and reach. •
Operations and Logistics	<ul style="list-style-type: none"> • Oversee logistical aspects of the festival. • Coordinate transportation, equipment, and supplies. • Manage vendor and exhibitor logistics. • Ensure efficient operations and resource allocation. • Address operational challenges during the event. 	<ul style="list-style-type: none"> • Works closely with the Event Director to deliver elements of the event experience. • Requires strong organisational and problem-solving skills. • Ensures smooth execution of all operational aspects of the festival. • Coordinates team members to assist: <ul style="list-style-type: none"> ○ Safety & Risk ○ Parks & Gardens ○ Cleaning & Waste ○ Traffic Management ○ Compliance • Ideally a paid role; an existing position within Council if the event is Council-run.
Finance Manager	<ul style="list-style-type: none"> • Manage festival budget and financial planning. • Oversee financial reporting and analysis. • Coordinate payroll and accounts payable/receivable. • Ensure compliance with accounting standards and regulations. 	<ul style="list-style-type: none"> • Requires strong financial management skills and attention to detail. • Provides financial oversight and strategic planning for the festival. • Coordinates teams members to assist: <ul style="list-style-type: none"> ○ Finance Assistant • Ideally a paid role; an existing position within Council if the event is Council-run.

Customer Service Coordinator	<ul style="list-style-type: none"> • Manage customer service throughout the year and during the festival. • Coordinate information booths. • Address attendee inquiries, feedback, and complaints. • Ensure positive attendee experiences and satisfaction. 	<ul style="list-style-type: none"> • Strong interpersonal and communication skills are essential. • Enhances attendee satisfaction and manages guest relations. • Existing position within Council if the event is Council-run
Volunteer Coordinator	<ul style="list-style-type: none"> • Recruit, train, and schedule volunteers. • Assign roles and responsibilities to volunteers. • Coordinate volunteer orientation and supervision. • Recognize and appreciate volunteer contributions. 	<ul style="list-style-type: none"> • Volunteers are crucial for reducing staffing costs and fostering community involvement. • Requires strong organisational and leadership skills.
Entertainment Coordinator	<ul style="list-style-type: none"> • Plan and coordinate entertainment programs and performances. • Liaise with artists, performers, and entertainment agencies. • Develop schedules and stage logistics. • Ensure diversity and quality of entertainment offerings. 	<ul style="list-style-type: none"> • Requires creativity and knowledge of entertainment trends. • Enhances the festival experience through engaging entertainment.
Competitions Coordinator	<ul style="list-style-type: none"> • Organise and manage festival competitions and contests. • Coordinate registration, judging, and prize distribution. • Develop competition rules and guidelines. • Ensure fairness and integrity in competition processes. 	<ul style="list-style-type: none"> • Knowledge of event competitions and sports management is beneficial. • Organises engaging competitions that attract participants and spectators. • This component could be structured to be a fundraiser and outsourced to a community group • Coordinates teams members to assist: <ul style="list-style-type: none"> ○ Tuna Toss

Action Plan

#	ACTION	PRIORITY	RESPONSIBILITY
PRIORITY 1: ESTABLISH: a robust and trusted governance structure			
1.1	Distribute an expression of interest to determine interest in third-party management	High	Council
1.2	Evaluate EOIs – make decision on third-party management vs Council management	High	Council
1.3	Seek legal and financial advice as to appropriate legal structure	High	Dependent on result of Action 1.2
1.4	Establish the legal structure	High	Dependent on result of Action 1.2
1.5	Establish a Strategic Steering Committee	High	Council
1.6	Explore opportunities to leverage grants to support the paid specialist positions	High	Dependent on result of Action 1.2
1.7	Produce detailed job descriptions for key roles	High	Dependent on result of Action 1.2
1.8	Recruit a paid Festival Director	High	Dependent on result of Action 1.2
1.9	Develop volunteer management strategies	Medium	Dependent on result of Action 1.2
1.10	Explore partnerships with community groups to run components of the event	Medium	Dependent on result of Action 1.2

PRIORITY 2: **Support** ongoing festival viability with a structured financial model

Financial Model

To support its long-term viability, Tunarama requires a diversified funding model. Detail on the sources of funding and budgetary requirements is outlined below.

Owned revenue streams

The following owned revenue streams could be developed by the festival.

Source of owned revenue	Description
Displays and Demonstrations	Moving these components to a separate venue with a dedicated program of local and visiting chefs and presenters who showcase the preparation and cooking of South Australian seafood would enable these to become a ticketed element of the program.
Workshops and Master Classes	Hosting workshops and master classes led by experts in various fields can attract attendees looking to learn new skills or gain insider knowledge. These could range from cooking classes featuring local seafood to art and craft workshops. Charging a participation fee for these interactive sessions can provide additional income while adding value to the festival.
Exclusive Experiences	Provide unique experiences themed around seafood throughout the event. These will be at a higher price point to raise funds for the event. Organising exclusive tours and excursions that showcase the natural beauty and attractions of Port Lincoln would enhance the festival experience while generating revenue. These could include guided tours of local landmarks, boat trips, and eco-adventures. Partnering with local tour operators and charging a premium for these curated experiences would boost income.
Gala Seafood Dinner	Ticketing a gala event that is designed to be revenue-generating will generate income for the event. This event should be sold as an exclusive, fundraising event to raise money to fund the free components of Tunarama.
Carnival Site Fees	Fees should be negotiated with carnival operators to ensure the maximum return to the festival while setting parameters regarding the size of space, quality of rides, and ticket prices. This will help ensure that the event experience and local businesses are not negatively impacted and that ride pricing is not prohibitive to wider community usage.

Stallholder fees	<p>Charging a percentage-based fee (percentage of total sales) for food stalls and information stalls with or without power across the two days will provide a revenue stream. The focus here must remain on quality and alignment to values and themes, over volume of stalls.</p> <p>By making the fee initially percentage-based, Tunarama can remove the barrier of local vendors losing money and show support by sharing financial risk. As the event grows, this method could generate more income with a curated vendor mix. Initiatives should be introduced to see representation of vendors from local seafood providers, restaurants, cafes, and community groups.</p> <p>Tunarama could also run a selected component on the offering (e.g. a VIP bar) in partnership with a local licensee and/or community group (e.g. sporting club) with the potential to generate significant income for the event.</p>
Competition entry fees	Community participation competitions should be free, however, a selection of specific competitions with significant sponsored prizes would generate funds for the event (such as a fishing competition or seafood cook-off).
Festival merchandise	Developing a small range of exclusive Tunarama-branded merchandise can provide a revenue stream. This could include apparel, accessories, and souvenirs that celebrate the festival and Port Lincoln's unique heritage. Products should be uniquely Tunarama, limited-edition, eco-friendly, and themed.
Fringe events	Fringe events run by local businesses or community organisations could be marketed through Tunarama activities for a fee and included as part of the event experience, while delineated from official Tunarama-run events. Space should be limited, with final event inclusions at the discretion of Tunarama organisers. Priority should be given to seafood-themed events.
Advertising	Advertising opportunities, such as event program ads, banner placements, and digital promotions, can serve as an income stream for the event.

Corporate Sponsorship

By partnering with brands and businesses that align with the festival's values and audience, Tunarama can access crucial funding, resources, and enhanced marketing capabilities.

The event should aim to secure a mix of sponsors sourced from local, state, and national organisations. Engaging with a mix of sponsors helps promote local businesses, but then also brings money from externally based sponsors into the region and leverages their state or national brand recognition to enhance the festival's reach and impact.

Naming rights are not recommended for Tunarama, and presenting rights should be offered to various components, such as:

- Tuna Toss champion sponsor
- Gala Dinner presenting partner
- Cooking demonstrations presenting partner

Levels can be themed to match the event, or around seafood or tuna, for example, such as the Platinum Anchor Sponsor, Bluefin Platinum Sponsor, Yellowfin Gold Sponsor, Silver Tide Sponsor, and Crustacean Contributor.

Sponsorship levels should range from approximately \$1,000 to \$40,000.

Grants & Strategic Partnerships

Grant funding should be initially targeted for three main components from government and strategic partnerships:

- Seed funding and marketing support: SATC
- Funding for professional, part-time PR and Marketing Coordinator: SATC
- Funding for expertise and connection with the seafood industry via a part-time Seafood Industry Liaison: Seafood Industry South Australia Incorporated

Other avenues of project funding exist, such as grants from Festivals Australia, Arts South Australia, Country Arts SA, and Department of the Premier and Cabinet.

Budget

Solid financial processes need to be developed. Below is an indication of a draft budget, and it is recommended that individual budgets are compiled for ticketed events. Please refer to further notes concerning the budget following the table.

INCOME	BUDGETED
SATC Funding (Marketing)	\$ 25,000
SATC Additional Event Funding (Seed Funding)	\$ 60,000
Fishing Industry (via links to Federal, State & Industry Funding)	\$ 150,000
Carnival Rides Site Fees	\$ 18,000
Ticketed Events	\$ 20,000*
Stallholders (Commission based)	\$ 5,000
Merchandise	\$ 10,000
Sponsorship - Cash	\$ 100,000
Sponsorship - In Kind	\$ 15,000
TOTAL INCOME	\$ 403,000

EXPENDITURE	BUDGETED
Venue Costs	
Stage & Infrastructure	\$ 70,000
Production (sound and lighting)	\$ 15,000
Fencing & Barriers	\$ 4,500
Toilet Hire	\$ 7,000
Power & Lighting	\$ 7,500
Equipment Hire (Cool room, tables & chairs)	\$ 3,000
Signage	\$ 4,000
Waste	\$ 5,000
Shuttle Bus / Transport	\$ 2,000
Venue Sub Total	\$ 118,000
Entertainment	
Headline Act	\$ 15,000
Supporting Acts	\$ 10,000
Celebrity Chef	\$ 15,000
MC	\$ 1,000
Roving Entertainers	\$ 3,000
Fishing Industry Displays / Events	\$ 45,000
Competition Expenses	\$ 4,000
Fireworks	\$ 15,000
Entertainment Sub Total	\$ 108,000
Compliance	
Approvals (Traffic, DAs, etc)	\$ 2,500
Licences (Liquor, Music, Food)	\$ 2,000
Insurance	\$ 25,000
Compliance Sub Total	\$ 29,500
Marketing	
PR & Marketing Consultant, including social media management	\$ 25,000
Marketing (advertising, photography, videography, survey, collateral)	\$ 30,000
Development of Brand & Website (<i>one-off expense</i>)	\$ 20,000
Marketing Sub Total	\$ 75,000
Event Crew	
Event Director (Contractor)	\$ 80,000
Sponsorship & Grants Coordinator (Contractor)	\$ 25,000
Site Manager (Contractor)	\$ 3,000

Seafood Liaison Officer (Contractor)	\$ 20,000
Staff & Volunteer Expenses (Uniforms, meals, PPE)	\$ 2,000
Electrician	\$ 1,200
Cleaning	\$ 7,000
First Aid	\$ 2,000
Security	\$ 20,000
Event Crew Sub Total	\$ 160,200
Consumables	
Cleaning Supplies	\$ 500
Catering (including water)	\$ 1,000
Consumables Sub Total	\$ 1,500
Administration	
Stationery	\$ 250
Internal Costs	\$ 2,000
Administration Sub Total	\$ 2,250
Other Expenses	
Merchandise	\$ 4,000
Contingency	\$ 5,000
Other Expenses Sub Total	\$ 9,000
TOTAL EXPENDITURE	\$ 503,450
BALANCE	-\$ 100,450

** Profit from ticketed events only. Individual budgets need to be prepared for new ticketed events. The aim is to grow this budget item substantially and reduce the dependency on third party revenue streams.*

Notes to accompany budget

- Tunarama previously cost between \$215,000 and \$400,000 to run. Considering it was resourced predominantly by volunteers, this figure will be much higher for any organisation wishing to pay staff.
- The \$100,000 shortfall is to be provided by Council as funding to a third-party provider or allocated in the internal budget.
- The funding targets are optimistic. If they are not achieved, corresponding expense items, which were included to benefit the funding body, will be adjusted. For example, fishing industry displays and events will only be activated if funding is made available by the Seafood Industry South Australia Incorporated (SISA).

Action Plan

#	ACTION	PRIORITY	RESPONSIBILITY
PRIORITY 2: SUPPORT ongoing viability with a structured financial model			
2.1	Meet with SATC to form a strategic partnership	High	Council
2.1.1	Commence formal application to SATC regarding seed funding to re-launch the event	High	Council
2.2.1	Apply for SATC's regional event funding	High	Dependent on result of Action 1.2
2.2	Build a strategic partnership with the Seafood Industry South Australia Incorporated	High	Council
2.2.1	Develop a formal request to the Seafood Industry South Australia Incorporated to request opportunity to form a partnership with them for Tunarama.	High	Council
2.3	Develop concepts for ticketed events	Medium	Dependent on result of Action 1.2
2.4	Create detailed budgets for all owned revenue streams to evaluate return on investment (including measuring return on effort)	Medium	Dependent on result of Action 1.2
2.5	Explore grant opportunities to supplement other income	Medium	Dependent on result of Action 1.2
2.6	Develop a sponsorship policy	High	Council
2.7	Hire a professional sponsorship coordinator to identify opportunities, develop a prospectus, and manage sponsorship.	Medium	Dependent on result of Action 1.2
2.8	Develop a merchandise strategy	Medium	Dependent on result of Action 1.2
2.9	Develop a stall holder/vendor policy	Medium	Dependent on result of Action 1.2
2.10	Develop an advertising prospectus	Medium	Dependent on result of Action 1.2

PRIORITY 3: **Build** strong strategic partnerships

The following organisations have been identified as key strategic partners for a revitalised Tunarama, with notes around potential benefits:

Strategic Partners	Joint Benefits
Seafood Industry South Australia Incorporated	<p>Connection to, and promotion of, seafood industry.</p> <p>The partnership will provide:</p> <ul style="list-style-type: none"> • Connection between industry and community • Connection between industry associations (e.g. Southern Bluefin Tuna Industry Association) • Industry insights and advice • Education and engagement of attendees • Marketing support • Funding support
South Australian Tourism Commission (SATC)	<p>South Australia's peak tourism organisation.</p> <p>The partnership will provide:</p> <ul style="list-style-type: none"> • Connection between tourism industry and community • Industry insights and advice • Marketing support • Funding support
Tourism Industry Council of South Australia (TiCSA)	<p>TiCSA is the peak body for SA's tourism industry and has two primary objectives – advocacy and business development.</p> <p>The partnership will provide:</p> <ul style="list-style-type: none"> • Connection between tourism industry and community • Industry insights and advice • Funding support • Capacity building programs
Regional Development Australia Eyre Peninsula	<p>Appointed as the region's tourism organisation.</p> <p>The partnership will provide:</p> <ul style="list-style-type: none"> • Regional conduit for tourism • Marketing support • Industry insights and advice • Strategic advice and support • Connections to other stakeholders
Lower Eyre Peninsula Council and Tumby Bay Council Eyre Peninsula Local Government Association (EPLGA).	<p>Adjoining Local Government Areas (LGAs) and local LGA association.</p> <p>The partnership will provide:</p> <ul style="list-style-type: none"> • Funding support • Increasing business and community engagement to maximise economic and community outcomes for all three LGAs.

Action Plan

#	ACTION	PRIORITY	RESPONSIBILITY
PRIORITY 3: BUILD strong strategic partnerships			
3.1	Develop a partnership proposal with strategic partners (eg SATC and SISA) that results in mutual benefits	High	Council and Licensee, if appointed
3.2	Offer value-added opportunities for partners to assist them achieve their objectives and enhance their visibility and reputation within the community	High	Council and Licensee, if appointed
3.3	Establish a point of contact and clear communication channels with potential partners	High	Dependent on result of Action 1.2
3.4	Design joint marketing and promotional campaigns for strategic partners	Medium	Dependent on result of Action 1.2

PRIORITY 4: **Cultivate** a destination event experience

Streamlined Programming

To ensure a quality experience, Tunarama will focus on presenting fewer but more impactful events, streamlining the overall program. By curating a select number of high-quality, well-organised events, the festival can offer attendees a more cohesive and enjoyable experience. This approach allows for more attention to detail and better resource allocation, ensuring that each event meets high standards of excellence. Streamlined programming also reduces the risk of event fatigue, making it easier for attendees to participate fully and enjoy the festival's highlights. This focused strategy will enhance the overall appeal and satisfaction of the festival experience.

Reimagined Programming

Enhancing existing entertainment is crucial to maintaining the charm and tradition of Tunarama while elevating the overall experience. By refining the beloved aspects, while introducing fresh content, Tunarama can honour its history while enhancing the quality of its offerings.

A summary of strategies for the event experience design that will incorporate elements of past Tunaramas are outlined in the table below.

Event	Comments
Tuna Toss	An integral part of the programming that should be maintained to a high standard. It will include improved safety measures, streamlined flow, and professional hosting.
Boat Building	A popular family event that should be continued.
Eyre Square	The inclusion of local food, wine, craft beer, and entertainment is essential for Tunarama. The Eyre Square concept needs further development to align with the revitalised event, emphasizing seafood and a variety of local produce. It should facilitate community connections by encouraging multicultural groups to showcase their seafood dishes and provide access to fresh, locally sourced food, wine, and craft beer. The space should highlight local seafood from the Port Lincoln area and consider a rebrand to align with Tunarama's new identity. It should also feature cooking demonstrations and competitions and remain open to the public throughout the event, without closing sections for the Gala Dinner.
Street Parade	With the removal of the Ambassador Quest, the street parade will need substantial effort to motivate businesses and community groups to participate. Ideas to rejuvenate the parade include: <ul style="list-style-type: none">• Use initiatives like a waste-to-art seafood theme, promoting the use of eco-friendly materials.

	<ul style="list-style-type: none"> • Build a relationship with organisations such as Adelaide Fringe to facilitate some of their leftover materials to be repurposed by local community organisations into floats. • Hire professional street theatre performers to take part in the parade. • Introduce sponsored significant prizes that can be won by not-for-profits to incentivise participation. • Artist collaborations – work with contemporary artists to design unique floats and installations. • Facilitate workshops at schools and within community groups to create parade elements. • Approach tech companies for sponsorship to produce interactive floats that engage the audience, using interactive elements such as digital screens or augmented reality.
Fireworks	A popular component attracting a cross-section of the community. Over time, transition to more environmentally friendly options like a drone show, laser show, and/or water screen projections.
Gala Dinner / Long Table Dinner	<p>A popular component that needs to showcase local seafood cooked by local chefs. Alternate locations to Eyre Square could be the Marina, the Jetty or the Port Lincoln Yacht Club. An alternative is to extend the event footprint from the Tasman Terrace lawn foreshore onto a selected area of Tasman Terrace to run a long table event (with the support of Del Giorno's) on an area of the main street.</p> <p>This event could evolve into an industry night with seafood and restaurant awards or industry-related guest speakers.</p>
Blessing of the Fleet	It is important to connect the festival to its historical roots. A reenactment of the Blessing of the Fleet should be held at the marina to kick off the event and restore this traditional component to the celebration. Activations that honour the event's heritage should be incorporated, and finding ways to include historical vessels, such as the Tacoma, would reinforce the theme of heritage.
Carnival	The carnival is popular among locals but should not be the focal point of the event. Source a selected number of quality rides, themed around the event if possible, and offer affordable ticket prices for attendees.
Children's Entertainment	Providing a children's area with a small children's stage and free entertainment is a worthwhile community investment. Theme this area, incorporate educational elements around sea life and sustainability, and provide interactive experiences for young children and roving entertainers.
Competitions	Competitions to facilitate community involvement should remain part of Tunarama, such as sand sculptures and the watermelon eating competition, but should be reduced in number and simplified. Remove outdated competitions like 'beach bods.' Arrange sporting competitions like a swim-

	through or triathlon, and encourage sea or water sports competitions, including fishing.
Markets	Curate the market area as a local farmers market. Include space for educational displays on sustainable fishing and the seafood industry, and facilitate connections between the industry and the community.
Ambassador Quest	The quest no longer aligns with contemporary community expectations. The youth skills development component can transform into a mentorship program, offering local youths training, development, event management experience, and ongoing engagement with the event.

Activation of the Marina

The Port Lincoln Marina is situated approximately five kilometres from the town centre and is the hub of the commercial fishing fleet. Here you will find the largest commercial fishing fleet in the Southern Hemisphere, with prawn, tuna, mussel, and lobster boats docked in the Marina.

Due to the connection of Tunarama to industry, the marina should be incorporated into the event and would be an ideal location to activate, such as with a gala dinner, a reenactment of a blessing of the fleet, and 'meet the fisherman' experiences.

Additional Experience Concept Ideas

New elements should be implemented annually that are in theme, such as contemporary music acts, innovative performance arts, and interactive installations that engage attendees in novel ways. These will be dependent on securing budget and resources.

Additionally, implementing sustainability initiatives such as eco-friendly zones and waste reduction programs can improve the event experience and reputation of the event.

The program should only be expanded to a level that is manageable for the resources (financial and event team) available.

Below is a selection of concepts that could be introduced in different years in the future. They are also examples of fringe events that could be run by private businesses and advertised under the Tunarama banner.

Concepts	Detail
VIP Dining Experiences	<p>Chef's Table: Offer an intimate dining experience where a renowned chef prepares a multi-course meal paired with fine wines.</p> <p>Seafood Tastings: Provide exclusive tastings of premium local seafoods, paired with expert explanations.</p> <p>Dinner on the Jetty: Offer a long-table dining experience on the jetty using local seafood prepared by a team of local chefs.</p>

	<p>Sunset Boat Tours: Offer Tunarama-themed sunset cruises, combining storytelling, local seafood and local wines run by local tour operators.</p>
Cooking Demonstrations and Classes	<p>These could be held in a cooking marquee on the foreshore, or in a local restaurant.</p> <p>Celebrity Chef Demos: Host cooking demonstrations by famous chefs, with VIP access including meet-and-greet opportunities.</p> <p>Hands-On Cooking Classes: Host small-group classes where participants can learn to prepare gourmet seafood dishes from chefs.</p>
Behind-the-Scenes Tours	<p>Fishing Boat Tours: Provide guided tours of working fishing boats.</p> <p>Aquaculture Farm Visits: Offer exclusive tours of local aquaculture farms, where attendees can learn about sustainable seafood practices.</p>
Tastings and Pairings	<p>Wine and Seafood Pairing: Offer private sessions where attendees can enjoy expertly paired wines and seafood dishes.</p> <p>Craft Beer and Tuna Pairing: Offer exclusive tastings of craft beers paired with tuna prepared in different ways by a local gourmet chef.</p>
Workshops	<p>Seafood Butchery Classes: Teach participants the art of filleting and preparing different types of seafood.</p> <p>Sustainable Fishing Workshops: Educate attendees about sustainable fishing practices and how to choose sustainable seafood.</p>
Industry events	<p>Industry Symposium: Facilitate opportunities for the industry to connect with Port Lincoln through industry focused events. Encourage those who now own the seafood businesses of Port Lincoln but have moved elsewhere to return and support the local community.</p>
Meet the Fisherman	<p>Storytelling Sessions: Arrange exclusive meet-and-greet sessions with local fishermen who can share their stories and experiences.</p> <p>Fishing Technique Demonstrations: Provide live demonstrations of traditional and modern fishing techniques. Incorporate a demonstration on tuna poling.</p> <p>Indigenous Fishing Demonstrations: Learn about the fishing techniques of the Barngarla people.</p>

Water Based Activities	<p>Watersport Displays: Provide displays of professional water sports, such as kite surfing.</p> <p>Watersport Hires: Provide opportunities to hire equipment for attendees to enjoy the water, such as paddle boats, stand-up paddle boards, kayaks and other non-motorized watercrafts.</p> <p>Water Screen Projections: Project imagery, 3D animations or videos onto a fine mist of water, creating a semi-transparent, ethereal surface near the foreshore in Boston Bay.</p>
Gourmet Picnics	<p>Private Picnic Spots: Set up luxurious picnic spots with gourmet seafood hampers, including fresh local produce and wines.</p> <p>Seaside Dining: Offer a unique dining experience by the sea, with personalised service and a curated menu.</p>
Unique Competitions	<p>Seafood Cook-Offs: Host exclusive cooking competitions where participants can showcase their skills and compete for prizes.</p> <p>Tuna Toss VIP: Provide a special VIP category for the iconic Tuna Toss competition, with added perks like professional coaching and premium seating. This could include local VIPs who are famous for helping in the community and celebrities formally from Port Lincoln as an incentive for them to revisit their hometown, as well as special guests used to gain media exposure.</p>
Exclusive Entertainment	<p>Fireworks Viewing Areas: Reserve premium viewing areas for festival-ending fireworks, complete with refreshments and comfortable seating.</p> <p>Activation of the Yacht Club: The club could be used for workshops or a festival-run outdoor bar area that has a delineated outdoor waterfront area. Alternatively, as it is located next to the Carnival area, a themed youth area could be created for local families on the night of the fireworks (targeted at youth aged 13-17), alcohol-free with DJs, youth bands and other age-appropriate activities.</p>
Wellness Activities	Integrating wellness activities such as yoga sessions or mindfulness workshops can appeal to health-conscious visitors.

Action Plan

#	ACTION	PRIORITY	RESPONSIBILITY
PRIORITY 4: CULTIVATE a destination event experience			
4.1	Remodel the festival program	High	Dependent on result of Action 1.2
4.1.1	Curate entertainment and displays to promote and support local artists and industries	Medium	Dependent on result of Action 1.2
4.1.2	Refocus program to include more seafood and ocean-themed components	High	Dependent on result of Action 1.2
4.1.3	Reduce the number of competitions included in the event while maintaining a selection to ensure community involvement	Low	Dependent on result of Action 1.2
4.1.4	Introduce a new skills-based mentorship program to replace the Ambassador Quest	Low	Dependent on result of Action 1.2
4.1.5	Engage with Barngarla Determination Aboriginal Corporation (BDAC) to request involvement from First Nations groups	Medium	Dependent on result of Action 1.2
4.2	Work with partners to deliver immersive and hands-on experiences	Medium	Dependent on result of Action 1.2
4.2.1	Grow the industry and education element of the festival in partnership with the Seafood Industry South Australia Incorporated.	High	Dependent on result of Action 1.2
4.3	Activate the Port Lincoln Marina in the event programming and investigate linking to historical activations, such as a reenactment of a Blessing of the Fleet to open the event, and incorporation of the historical vessel, the Tacoma.	Medium	Dependent on result of Action 1.2
4.3.1	Provide opportunities for attendees to purchase seafood and local produce to take home.	Low	Dependent on result of Action 1.2

4.4	Facilitate events that encourage the supply chain to come together to learn and network.	Medium	Dependent on result of Action 1.2
4.5	Further develop the Eyre Square concept to include more of a focus on seafood and local produce.	High	Dependent on result of Action 1.2
4.5.1	Create themed food areas with many different seafood options for attendees to sample.	Medium	Dependent on result of Action 1.2
4.5.2	Provide a dedicated space for cooking and filleting demonstrations and build this into a feature element.	Medium	Dependent on result of Action 1.2
4.5.3	Develop a policy and criteria around stallholders to ensure that stalls align with the festival's values.	High	Dependent on result of Action 1.2
4.5.4	Prioritise the use of local artists and products	Medium	Dependent on result of Action 1.2
4.6	Include VIP and behind-the-scenes experiences at a premium price	Low	Dependent on result of Action 1.2
4.7	Create a program of fringe events to support the festival themes that engage local businesses and community groups	Low	Dependent on result of Action 1.2
4.7.1	Develop clear guidelines for the fringe events in order to protect the integrity of the brand	Medium	Dependent on result of Action 1.2
4.8	Enhance the Tuna Toss as the unique point of difference for Tunarama	High	Dependent on result of Action 1.2
4.9	Incorporate more of a focus on water-based entertainment and competitions	Low	Dependent on result of Action 1.2
4.10	Incorporate sustainability in all event design	High	Dependent on result of Action 1.2

PRIORITY 5: **Promote** a reinvigorated Tunarama brand

Refreshing the Tunarama brand is crucial to align with the revitalisation plan and foster deeper connections with audiences.

It is advised that COPL develop the brand in line with their current tourism brand, 'Port Lincoln: The Seafood Capital of Australia'.

This should be completed before licensing the event to ensure that the new brand integrates seamlessly with the city's brand and the image COPL envisions for the event's future.

Action Plan

#	ACTION	PRIORITY	RESPONSIBILITY
PRIORITY 5: PROMOTE a reinvigorated Tunarama brand			
5.1	Invest in a refreshed brand and brand story that reflects the revitalised Tunarama values and themes.	High	Council
5.2	Develop a strategic marketing plan that successfully reaches the ideal event attendees, and commences promotion a minimum of six months prior to the event.	High	Dependent on result of Action 1.2
5.3	Develop a new Tunarama website to be the hub of all festival marketing activity and conversion, that connects the event, seafood industry, and the Eyre Peninsula as a destination.	High	Dependent on result of Action 1.2
5.4	Secure grant funding to engage a paid PR and marketing coordinator.	High	Dependent on result of Action 1.2
5.5	Establish a social media content calendar, and use the festival themes and sales activity to schedule consistent messaging and content.	Medium	Dependent on result of Action 1.2
5.6	Develop a marketing kit and share with stakeholders and partners to encourage amplification of event marketing.	Medium	Dependent on result of Action 1.2
5.7	Undertake a local VFR campaign to encourage and empower residents to invite family and friends to visit for the event.	Low	Council via Visitor Centre

PRIORITY 6: **Maximise** the festival's positive impact

Maximising Tunarama's impact involves leveraging the festival as a catalyst for local economic growth and development, as well as providing social benefits for the community. It also provides a platform for community education around sustainability and environmental best practice.

Due to the recent disengagement of the festival from the community, local businesses, and the seafood industry, communicating these positive impacts and benefits is critical for the event's long-term success.

Action Plan

#	ACTION	PRIORITY	RESPONSIBILITY
PRIORITY 6: MAXIMISE the festival's positive impact			
6.1	Secure grant funding to recruit a Seafood Liaison Officer to enable maximum outcomes from the festival for the industry.	High	Dependent on result of Action 1.2
6.2	Create a 'buy local' procurement policy.	Medium	Council
6.2.1	Promote this policy to any suppliers and encourage them to adopt	Low	Dependent on result of Action 1.2
6.3	Work with local businesses to create event packages that extend visitor length of stay and spend.	Low	Council via Visitor Centre
6.4	Increase revenue generation from outside the region (e.g. grants and sponsorship from businesses outside the region).	High	Dependent on result of Action 1.2
6.5	Work with the business chamber to educate local businesses on how they can leverage the event to maximise their benefit.	Medium	Council via Visitor Centre
6.5.1	Work with local eateries to ensure opening hours are aligned with the Festival program to increase dining options for visitors	Low	Council via Visitor Centre
6.6	Create a marketing strategy for the event that highlights Port Lincoln tourism operators and businesses.	High	Council via Visitor Centre

6.7	Develop and promote itineraries that include the region's best attractions and experiences that are aligned to the themes and target audiences.	Low	Council via Visitor Centre
6.8	Motivate locals to invite their friends and family to visit and stay for the festival.	Low	Council via Visitor Centre
6.9	Create a campaign to showcase local eateries featuring a Tunarama menu item and local produce.	Low	Council via Visitor Centre
6.10	Consider work experience opportunities to benefit the local community	Low	Council via Visitor Centre
6.11	Develop an accessibility plan, ensuring that the festival offers opportunities for a diverse audience to be included.	High	Dependent on result of Action 1.2
6.12	Develop an emissions and environmental impact reduction plan with SMART goals and key performance indicators (KPIs).	Medium	Dependent on result of Action 1.2