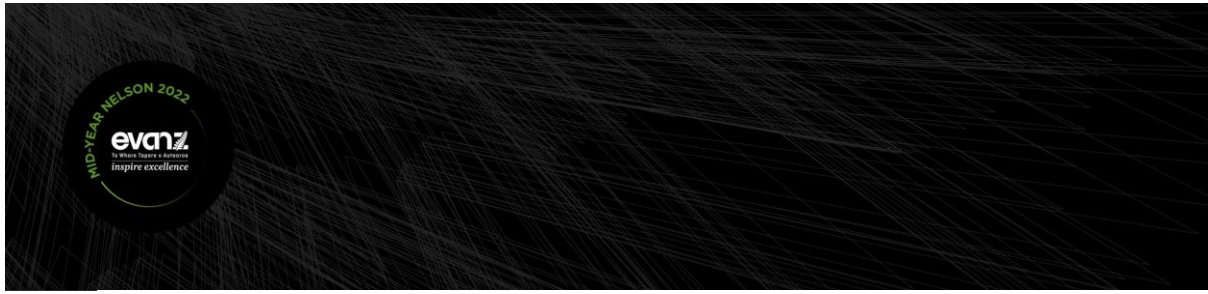


Knowledge Café – Mid Year – Nelson 2022

1. Retaining and recruiting staff both casual and FTE – Moderator: Ash Quensell

- **Covid Hangover**
 - Technical teams, security teams etc.
 - Training sessions in empty venues
 - Upskilling/ cross training existing staff (Retention)
- **Competitive market**
 - Points of difference needed!
 - Extra annual leave
 - Course credits offered
 - Introduction bonus, staff vouchers
 - Social media-based adverts/remove barriers to applying (more personable, understand their story)
 - Technology innovation vs. people
 - Staff meals, transport, parking
 - Unsociable hours = 15% increase (St John)
 - Salary staff into casual work
 - Be kind – career opportunities pathway
- **Need to share resources**
 - Workforce experience within your region and other regions
 - Casual work = lots
 - Permanent work = less
 - Reduce/lower expectations of staff quality (temp)
- **Casual to FTE ratio**
 - Ask David Bavage (Auckland Live!)
 - Conversion of hours at events
- **Secondment positions – during peak events window**
- **Agencies engaged to address shortfall**
- **Sub-contractors engaged**
- **Prioritise where people are needed**
- **Fundraising groups (Church, scouts, volunteers, N.F.P's)**
- **Casuals into full or part-time**
- **Share resources somehow where possible (collaboration)**



2. Sustainability - zero waste initiatives – Moderator: Nelita Byrne

- Good news stories: another story to showcase venue and activity
- Convert glass bottles into sand – used by Parks and Recreation
- Rainwater to flushable water, hand washing water
- Decant into reuseable
- Proper cutlery – leads to washing dishes – leads to job creation
- Little tweaks can make a big difference (easier in small venues)
- Netflix –A Plastic Ocean
- Las Vegas – berms that needed watering replaced with desert grasses
- Education of the community – consistency between City waste and venue waste
- Call on your Council’s Zero Waste Team
- Bag check at Spark Arena – identifying ‘contraband’ (plastics and anything else non-compostable – think about this particularly at children’s shows (packed lunches)
- Aim to control the waste stream – commercial decisions around your suppliers. Can they supply compostable items? Are they recycling?
- Challenge hirers with bringing in sponsor product – aim to have everything compostable
- Signage - Infographics showing what is compostable – must have pictures
- If you don’t put bins out, no landfill
- Communication to attendees. Educate, educate, educate.
- Bin Director/ Director of Refuse
- Talk Trash
- Bees at Spark arena produce honey that’s put in performer’s dressing rooms
- Eden Park – have sorters at the end of events. Composting on-site. Grow space – local community groups grow produce that goes to local outlets
- Can you get people to take away their own rubbish?
- Trade shows are the hardest to manage
- Every single event has a waste minimisation plan. Must be reviewed by Zero Waste Team/person. Be part of event by-laws. Provide bins and other collateral to hire
- How do you get clients to buy in/adhere to the plan? On-charge for venue taking waste away
- Local school involvement
- Food scraps for pigs
- Green building
 - Options for Govt funding
 - Switch to LEDs when things come to end of life
 - Rain water (need space to capture)
 - Solar Panels (Trusts Arena achieved 40% of their power)



- Colour of building – light colours to reduce temp
- Planting of trees outside
- Swap from water coolers to water fountains (bring own bottle for refills)
- COVID encouraged the use of own water bottle
- Rain water for irrigation of fields
- Cleaning plan – waste sorting
- Measure your diversion and report publicly (Trusts reported 70%, Trafalgar Centre said 92% at events)
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- Sustainability is coming back in – stopped with COVID
- Perception of reuseable coffee cups/globelets. Have some in staff spaces
- Hand towels vs hand dryers (upgrade)
- Masks....
- Sustainable events
 - Success stories decrease waste
 - Build int contracts – work with promoters/clients
- Carbon Neutral Events
 - How to reduce carbon emissions?
 - Carbon credits – buying NZ ones
 - Local performers = reduced travel
- Do you allow glass in theatres? Plastic, reuseable glasses. Evac issue.
- Increased cost but for Councils this is a key outcome/focus
- Removal of bins
- Consistency across venues
- Important to share the story, what the process is, circular process, where it ends up
- Together – collectively put pressure Bluebird, Tip Top (scoop vs. cardboard)
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3. Building a programme with your local community- working with your local performing arts sector and community groups – Moderator James Wilson

- What can arts venues learn from sports?
 - Fan experience
 - Build loyalty
 - Build brand
- How can visiting hirers bring something specific/special for our community?
- MOUs with key users/stakeholders.
 - “You always have a place here”
 - Including pricing
 - Building a long-term relationship beyond one hire
- Balance of regular hirers vs touring shows. Discussion is easier if you’ve built the relationship
- Subsidy or investment as opposed to “discount”
- We are community facilities first and foremost
- The challenges of working in an environment where revenue and commercial use is a priority
- Fourth Generation Venues (PACA) Steven A. Wolf
- Is audience development an outdated term?
- After school programmes – giving the next generation access and agency in your venue
- Identifying ambassadors in the community to share your communications
- Value FOH staff and what they hear – they are the eyes and ears of the venue
- Community:
 - The value that comes from shared information
 - The story behind it is important
- What is community? Who qualifies for community subsidy/discount? E.g. a dance school with young kids – but its run as a business.....
- Subsidy
 - Investment as opposed to discount
 - Two sides to the coin, value perception
- How to utilise un-used space – COVID has enabled us to try new things
- A community grows and changes over time. There is a constant need to stay relevant and in tune with your community
- Community = ratepayers. Change the conversation so that local = qualify for subsidy
- Fees – i.e. inside charges. Flexibility for community hirers?
- Changing perceptions of a venue by opening to different user groups, opening doors, inviting the community in
- The challenge of encouraging audience crossover i.e. loyal participants in their own show – but they don’t support others. Need to break this down – venues need to be actively involved in producing
- “Happy Hour” for local sector to encourage collaboration and share planning/scheduling
- How do you create connections between your community and a touring group?



- Building an umbrella brand/programme/festival for touring shows to “slot” in. Audience/family grow trust in the brand, more than the one show
- Risk of “contracting out” the relationship building – venue-led, rather than company-led
- Relationships at the centre
- % balance of community/touring
- Local work becomes the lifeblood of the venue through the Pandemic
- Local programming = ability to create positive, vibrant buzz
- Building relationships/brand recognition. It’s a long-term game
- “Made in...” programmes – giving local groups access and ownership of space. “Take the Stage” (Auckland Live)



4. Media relations and publicity – making sure your venue is on the front page *for the right reasons* – Moderator Adam Lynch

- Only CEOs and GMs should speak to the media – needs to be policy, backed up by employment agreements and reminder emails to staff.
- The 1am issue....what do you do if there's no GM. ✓ CEO onsite?
- Proactive engagement with media – venues, local 'rags' and bi-monthlys
- Lack of interest – Negative news stories, hard to engage
- Eden Park – manages to be in the news a lot
- Face to face or phone calls – deal with issues directly. Avoid misinformation
- Sitrep – VOC needs incident info, recorded by the Event Manager - Have a template ready – Who involved? Why? Actions
- CDC Six Principals of Crisis Management
- Develop key relationships
- Direct message – control live
- Media training for staff
- Consider written response only to ensure context
- Have a process – engage with Council comms team. Delay at first, plan response
- Social media Policies– beware keyboard warriors! Balance personal views
- Marketing to Media relationships
- Comms with crisis management
- Procedures to elevate critical messages
- Positive Publicity – Concerts 9LAB), Pocket Park Nelson
- Do we need an industry voice like Live Performance Australia?
- Media Plan – how do you proactively deal with media? Plan vs policy (outlining what you can't do, who can speak on behalf of the venue, escalation processes)
- Baycourt example of prepping PR response in case (Pride Flag example)
- Social media – how do you manage staff interactions? Should you? Freedom of speech. Reminders to staff about expected behaviours as a Council staff member. Election example.
- 'Conflict of interest' policy also important for staff
- Recent incidents focussing on security responses on the field. Contractors take their lead from the client



5. Consumer behaviour post Covid – food and beverage, behaviour within venues, spending habits....will consumer behaviour be different from pre Covid to post Covid? Moderator - Chris Mintern

- Venues – how can we reassure our patrons?
 - Mask wearing
 - COVID protocols – provide clarity
 - Cautious staff
 - Hand sanitiser etc in place
 - HVAC systems
 - Certification – WellHealth
 - Cleaning
 - Behaviour changes per event (Festivals/concerts)
- Consumer behaviour – what has changed?
 - Late ticket purchasing
 - Events postponing
 - Last 10 days
- Inc SHP – premium experience
- Aggression – tolerance levels, stress levels, anxiety
- COVID fatigue



6. Harassment/inclusivity in the workplace – Moderator Mark Gosling

- H & S policy that covers harassment
- Should there be an external relationship for staff to talk to
- Management need to own the policies
- Needs defining by managers
- Staff training – EAP available
- After hours and WFH
- Are the policies on inclusivity less visible?
- Venues visibly displaying inclusivity policies
- Equitable experience
- Hiring policies need to be inclusive
- Some training can be challenging
- More work needs to be done
- Can be age related
- Harassment for front line security staff
- Support from the venue for all staff and contractors
- Worse when female or coloured
- Lack of reporting
- Staff need confidence in management to report and be supported
- Recruitment needs to be positive towards diversity