NOTICE OF MEETING

TO: Chairperson: Cr W Dibben
   Deputy Chairperson: Cr P Dent
   Members: Mayor B Sambell
            Deputy Mayor Cr B Thom, Cr D Strauss,
            Cr G Morris, Cr A Shackley

NOTICE is hereby given pursuant to the provision of Section 87 (4) of the Local Government Act, 1999, that the next meeting of the Corporate and Community Services Portfolio Committee will be held in the Council Chamber, Town Hall, 89 Murray Street, Gawler on Tuesday, 13 July 2010 commencing at 6.30 pm.

A copy of the Agenda for the above meeting is supplied as prescribed by Section 87(8) of the said Act.

Vic Izzo
Director Corporate and Community Services
8 July 2010
TOWN OF GAWLER
Meeting of the Corporate & Community Services Portfolio Committee to be held on Tuesday, 13 July 2010 at 6.30 pm in the Council Chamber, Town Hall, 89 Murray Street, Gawler.

(Note: Corporate & Community Services Portfolio Committee meetings are subject to a three-hour time limit; with one extension of up to a further 30 minutes).

AGENDA

1. Statement of Acknowledgement

   Chair We would like to acknowledge this land that we meet on today is the traditional lands for the Kaurna people and that we respect their spiritual relationship with their country. We also acknowledge the Kaurna people as the custodians of the greater Adelaide region and that their cultural and heritage beliefs are still as important to the living Kaurna people today.

2. Attendance Record

   2.1 Roll Call
   2.2 Apologies
   2.3 Motions to Grant Leave of Absence
   2.4 Leave of Absence

3. Confirmation of Minutes
   • Committee Meeting 11 May 2010 (Folio 5 – 7)

4. Business Arising from Minutes

5. Chairperson’s Communication

6. Deputations

7. Notices of Motion

8. Questions on Notice

9. Petitions

10. Reports

   10.1 Gawler Home and Community Care Relocation 5 - 7
   10.2 Link Regional Library Project, Legal Document Execution 8 - 38
   10.3 Donation of Integrated Sound System / Overhead Digital Projector 39 - 42
   10.4 Tour Down Under 43 - 57
   10.5 Gawler Christmas Street Festival 58 - 68

11. Correspondence

12. Elected Members’ Reports (Delegates or Representatives)
13. Questions Without Notice

14. Motions Without Notice

15. Confidential Reports

16. Closure

17. Next Committee Meeting  Tuesday, 14 September 2010 commencing at 6.30 pm.
Background
The Gawler Home and Community Care program (HACC) has been delivered by the Town of Gawler for in excess of 15 years and grown dramatically over this period, recognising the limited agencies within our region that deliver such services.

The aim of the Gawler Home Assist and Community Care Program is to provide support and services that are flexible, timely and responsive to people’s needs and enable them to remain living in their own home, maintain independence in the community and to enhance their quality of life.

Services include information provision, domestic assistance, social support such as social visiting, shopping and household management, short term personal care and minor home maintenance and modifications. The Town of Gawler has an arrangement with the Gawler Health Service to deliver the majority of the social support services detailed above.

Eligibility requirements are in place with the program predominately servicing older people, younger people with a disability and their carers.

The program is primarily funded by the State and Federal Government.

The Town of Gawler contributes minimal funding to the program, historically within the order of $24,000 annually.

Attachment(s)
Nil

Comments/Discussion
The amalgamation of Economic Development and Community Development departments stimulated discussions of the possible relocation of HACC to the Gawler Sport and Community Centre.

The basis of the proposal was that by amalgamating the Economic Development and Community Development departments it created a better business model and also presented an ideal opportunity for cost savings (e.g. communications, travelling) and efficiency gains by having all staff based at the one location. There was also an opportunity for improved customer service by establishing a one stop shop and better back up for when staff are on leave.
After attending a number of meetings and receiving strong feedback, especially from the users of the Elderly Centre further consideration of the matter was undertaken by Council management and staff. Analysis of the relocation involved the measuring of the potential impact on not only the delivery of the services but the process involved in delivering the services and corporate efficiencies.

Many groups and individuals acknowledged that as a consequence of the growing and ageing population the current site would at some point become insufficient to maintain the service and relocation would be required. Community feedback was primarily concerned about the difficulty in travelling to the Gawler Sport & Community Centre. Amongst others the HACC Reference Group indicated that the Council needed to address this issue prior to further consideration of relocation.

Council Management continues to recognise the efficiencies and financial cost savings to the organisation, and ultimately the community that would be gained by this working site consolidation. However, as a result of community feedback HACC staff will be retained at the Elderly Centre for at least the next 12 months.

To further improve the service to users of the Centre, HACC staff have assumed responsibility for the hiring of the facility (currently administered by the Customer Service staff at the Town Hall) and the reporting of all maintenance requirements of the facility to the Property Officer.

These arrangements are presently being transitioned.

Funding agreements for this program are due to expire 30 June 2011 and reapplication is required for Council to continue to deliver the service. Over the course of this period ongoing operational reviews will be undertaken with the primary purpose of improving process, service delivery and exploring alternative structures for delivery of the program.

**Communication**
Advice of the decision has already been conveyed to the Elderly Centre Management Committee and HACC Reference Group.

**Consultation**
Elderly Centre Management Committee
HACC Reference Group
HACC staff
Chief Executive Officer
Director Corporate & Community Services

**Policy Implications**
Nil

**Statutory Requirements**
Nil

**Financial/Budget Implications**
As a result of this decision recurrent cost savings identified within the order of $6,000 per annum and department efficiencies will not be realised.
Strategic Implications
Strategic Objective 1 – A strong, healthy, safe, learning and tolerant community.

Town of Gawler Community Development Plan – Support a healthy community through the provision of appropriate services and activities

OFFICER’S RECOMMENDATION

Item 10.1– Gawler Home and Community Care Relocation (CC10/1739)

That the Gawler Home and Community Care Relocation report be received.
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<tr>
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<tr>
<td>Author(s)</td>
<td>Manager Library &amp; Community Information Services (Helen Hennessy)</td>
</tr>
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<td>File</td>
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**Background**

In April 2005 representatives from our neighbouring Councils - Light Regional, The Barossa and Clare & Gilbert Valleys formed a Project Control Group to create a successful, efficient and effective Regional Library Management network. The Town of Gawler had earlier declined the opportunity to join this project group.

Funding was gained from the Local Government Research & Development Fund to develop a framework that could then be used as a template for other regional cooperative ventures. Norman Waterhouse Lawyers were engaged to prepare the necessary legal documentation to formalise the formation of the LINK network, which was signed by all three original member Councils in August 2006. The LINK network was developed in such a way that The Barossa Council became the ‘Host Council’ as the software company, Civica Pty Ltd, could only issue licenses to one legal body, and The Barossa Council sub-licences the library software to the rest of the LINK network.

During the first half of 2006 the Town of Gawler sought and gained approval from the member Councils to join the LINK network consortia. As both the original LINK member Councils and the Town of Gawler were involved in system changes to transfer to the Civica/Spydus library management system an agreed timeline of 1 July 2007 was agreed upon. Norman Waterhouse Lawyers amended the legal documentation as necessary to include the Town of Gawler as the fourth member of the LINK network.

In 2009 a fifth Council, Adelaide Hills Council applied for and gained approval from the LINK Project Control Group to join the LINK network. The timing for this merger was 1 May 2010.

**Attachment(s)**

Attachment A – Amended LINK Agreement
Attachment B – Deed of Adoption of Operational Guidelines

**Comments/Discussion**

Norman Waterhouse Lawyers have amended the legal documentation as necessary to include the Adelaide Hills Council as a member of the LINK Network from 1 May 2010. The documentation has been reviewed and in some instances changed to reflect both operational and governance changes that have been required with the expansion of the network.
To formalise the acceptance of the Adelaide Hills Council into the LINK library network all five member Councils need to ratify the following two documents.

- Amended LINK Agreement (Appendix A)
- Deed of Adoption of Operational Guidelines (Appendix B)

Copies of the following documents developed for the LINK network have been distributed but do not need ratification by Council.

- The original LINK Agreement
- Deed Varying Sub-Licenses
- The Service Level Agreement between The Barossa Council and the LINK library network

Communication
Communication to stakeholders including our suppliers will occur once all participating Councils have ratified the documentation.

Consultation
LINK Project Group
LINK Library Managers
Library staff

Policy Implications
Council's Policy - 1.9 Resource sharing (with other Councils)

Statutory Requirements
Sections 38 (Common Seal) and 44 (Delegations) of the Local Government Act 1999
Libraries Board Act 1982

Financial/Budget Implications
The costs associated with membership of the LINK network and the sharing of software licenses are within budget.

Strategic Implications
Objective 1 - A strong, healthy, safe, learning and tolerant community

C15 - Investigate opportunities for cooperation with neighbouring Councils for the provision of library and community information services across the region

O2 - Influence positive change to regional governance arrangements

OFFICER’S RECOMMENDATION

Item 10.2 – Link Regional Library Project, Legal Document Execution (CC10/2588)

1. That the Link Regional Library Project, Legal Document Execution report to adopt the updated LINK documentation to include the Adelaide Hills Council be received.

2. That upon ratification by the Adelaide Hills Council of both the Amended LINK Agreement and Deed of Adoption of Operational Guidelines, pursuant to Section 38 and 44 of the Local Government Act 1999 Council authorises
the Mayor and the Chief Executive Officer to execute under common seal of the Council the aforesaid Amended LINK Agreement and Deed of Adoption of Operational Guidelines.
AMENDED LINK AGREEMENT

THE BAROSSA COUNCIL, CLARE & GILBERT VALLEYS COUNCIL, LIGHT REGIONAL COUNCIL
and TOWN OF GAWLER

AND

ADELAIDE HILLS COUNCIL
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CORPORATE AND COMMUNITY SERVICES
PORTFOLIO COMMITTEE
13 JULY 2010

DATE
2010

PARTIES

THE BAROSSA COUNCIL of 43-51 Tanunda Road, Nuriootpa, South Australia 5355; and

CLARE & GILBERT VALLEYS COUNCIL of 4 Gleeson Street, Clare, South Australia, 5453; and

LIGHT REGIONAL COUNCIL of 93 Main Street, Kapunda, South Australia, 5373; and

TOWN OF GAWLER of 89 Murray Street, Gawler, South Australia, 5118 of the first part ("the four Councils")

AND:

ADELAIDE HILLS COUNCIL of 63 Mt Barker Road, Stirling, South Australia, 5152 of the second part.

BACKGROUND

A. By an agreement dated 21 August 2006 The Barossa Council, Clare & Gilbert Valleys Council and Light Regional Council entered into an agreement in relation to the "LINK" Library and Information Network a copy of which agreement is attached as Annexure 1 to this Agreement.

B. By an agreement dated 15 May 2008 Town of Gawler entered into an agreement with The Barossa Council, Clare & Gilbert Valleys Council and Light Regional Council upon the same terms and conditions as are contained in the agreement of 21 August 2006 referred to in recital A (but varying the Cost Schedule) to the intent that Town of Gawler become a party to the agreement of 21 August 2006 for the remainder of the Term of that agreement. A copy of the agreement of 15 May 2008 is attached as Annexure 2 to this Agreement.

C. The four Councils have agreed to alter the terms of the agreement dated 21 August 2006 as varied by the agreement dated 15 May 2008 by:

(a) altering the address for The Barossa Council;

(b) altering the expiration date in clause 2.1;

(c) altering the provisions of clause 6; and

(d) by replacing the Cost Schedule.

A copy of the agreement dated 21 August 2006 as varied by the agreement of 15 May 2008 and incorporating the alterations made by clause 2 of this Agreement is attached as Annexure 2 (and is herein referred to as "the LINK Agreement").
D. Adelaide Hills Council wishes to enter into an agreement with The Barossa Council, the Clare & Gilbert Valleys Council, Light Regional Council and Town of Gawler upon the same terms and conditions as are contained in the LINK Agreement to the intent that Adelaide Hills Council shall become a Party to the LINK Agreement for the remainder of the Term of the LINK Agreement.

AGREED TERMS

1. DEFINITIONS AND INTERPRETATION

1.1 Definitions

In this Agreement unless the contrary intention appears:

Agreement means this agreement between the Parties;

Effective Date means 1 May 2010;

Party means The Barossa Council, Clare & Gilbert Valleys Council, Light Regional Council, Town of Gawler or Adelaide Hills Council as the context demands.

1.2 General

Unless the contrary intention appears:

1.2.1 Words denoting the singular number only shall include the plural number and vice versa.

1.2.2 Reference to any gender shall include every other gender and words denoting individuals shall include corporations and vice versa.

1.2.3 Reference to any Act of Parliament, Statute or Regulation shall include any amendment currently in force at the relevant time and any Act of Parliament, Statute or Regulation enacted or passed in substitution therefore.

1.2.4 Headings are for convenience of reference only and do not affect the interpretation or construction of this Agreement.

1.2.5 A requirement in this Deed for liaison and consultation is a requirement for full and frank exchange and discussion and includes a requirement where necessary and appropriate, for full disclosure of relevant information and material.

1.3 For the purposes of this Agreement terms defined in the LINK Agreement shall have the same meaning when used in this Agreement unless the context otherwise requires or the term is already defined in clause 1.1.
2. ALTERATIONS TO THE LINK AGREEMENT

The four Councils hereby agree to alter the terms of the agreement dated 21 August 2006 referred to in recital A as varied by the agreement of 15 May 2008 referred to in recital B by:

2.1 altering the address of The Barossa Council;

2.2 altering the expiration date in clause 2.1 from 8 March 2011 to 8 March 2012;

2.3 altering the provisions of clause 6 by the inclusion of the provision underlined in clause 6 of the LINK Agreement; and

2.4 the replacement of the Cost Schedule with the Cost Schedule now contained in the LINK Agreement.

3. ADELAIDE HILLS COUNCIL UNDERTAKINGS

Adelaide Hills Council agrees:

3.1 to be bound by the terms of the LINK Agreement (which incorporates the alterations referred to in clause 2) with effect from the Effective Date for the remainder of the Term of the LINK Agreement as a Party to the LINK Agreement;

3.2 to pay Civica the amount of $17,400.00 (plus GST) on or before the Effective Date in respect of work performed by Civica to merge Adelaide Hills Council data with the database of the LINK Network; and

3.3 to provide the services of an employee of Adelaide Hills Council for a period of 12 months to a value equivalent to $12,750 (plus GST) to provide operational support for the LINK Network as specified in clause 5 of the Administrative Procedures annexed to the Operating Guidelines (also referred to as the Operational Guidelines).

4. AGREEMENT OF THE FOUR COUNCILS

In consideration of the undertakings of Adelaide Hills Council contained in this Agreement:

4.1 the four Councils agree with each other and with Adelaide Hills Council that from the Effective Date and for the remainder of the Term of the LINK Agreement, Adelaide Hills Council will be a party to the LINK Agreement and thereafter:

4.1.1 the term “Party” defined in the LINK Agreement shall mean The Barossa Council, Clare & Gilbert Valleys Council, Light Regional Council, Town of Gawler and Adelaide Hills Council; and

4.1.2 the term “Other Member Councils” defined in the LINK Agreement shall mean Clare & Gilbert Valleys Council, Light Regional Council, Town of Gawler and Adelaide Hills Council.
4.2 the four Councils each agree to be bound by the terms of the LINK Agreement; and

4.3 The Barossa Council agrees to grant to Adelaide Hills Council a sub-licence of the type referred to in clause 4.6 of the Link Agreement, with effect from the Effective Date.

EXECUTED as an agreement

THE COMMON SEAL of THE
BAROSSA COUNCIL was hereunto
affixed in the presence of:

........................................
Mayor

........................................
Chief Executive Officer

THE COMMON SEAL of CLARE AND
GILBERT VALLEYS COUNCIL was
hereunto affixed in the presence of:

........................................
Mayor

........................................
Chief Executive Officer

THE COMMON SEAL of the LIGHT
REGIONAL COUNCIL was hereunto
affixed in the presence of:

........................................
Mayor

........................................
Chief Executive Officer

254656/BSW01401294
THE COMMON SEAL of TOWN OF
GAWLER was hereunto affixed in the
presence of:

........................................ Mayor

........................................ Chief Executive Officer

THE COMMON SEAL of ADELAIDE
HILLS COUNCIL was hereunto affixed
in the presence of:

........................................ Mayor

........................................ Chief Executive Officer
ANNEXURE 1

THE BAROSSA COUNCIL
CLARE & GILBERT VALLEYS COUNCIL
LIGHT REGIONAL COUNCIL

“LINK”
(Library & Information Network)

AGREEMENT
ANNEXURE 2

THE BAROSSA COUNCIL
CLARE & GILBERT VALLEYS COUNCIL
LIGHT REGIONAL COUNCIL
and
TOWN OF GAWLER

AMENDED LINK AGREEMENT
APPENDIX B  Deed of Adoption of Operational Guidelines

DEED OF ADOPTION OF OPERATIONAL GUIDELINES

THE BAROSSA COUNCIL

and

CLARE & GILBERT VALLEYS COUNCIL

and

LIGHT REGIONAL COUNCIL

and

TOWN OF Gawler

and

ADELAIDE HILLS COUNCIL

Norman Waterhouse

Level 15, 45 Pirie Street
Adelaide 5000
Telephone + 61 8 8210 1200
Fax + 61 8 8210 1294
www.normans.com.au
THIS DEED is made the day of 2010

BETWEEN: THE BAROSSA COUNCIL of 43-51 Tanunda Road, Nuriootpa, South Australia 5355

AND: CLARE & GILBERT VALLEYS COUNCIL of 4 Gleeson Street, Clare South Australia 5453

AND: LIGHT REGIONAL COUNCIL of 93 Main Street, Kapunda South Australia 5373

AND: TOWN OF Gawler of 89 Murray Street, Gawler South Australia 5118

AND: ADELAIDE HILLS COUNCIL of 63 Mt Barker Road, Stirling, South Australia 5152.

BACKGROUND:

A. The Barossa Council, the Clare & Gilbert Valleys Council and the Light Regional Council ("the Original Member Councils") have an arrangement with each other with respect to resource sharing of library material facilitated by the running and maintenance of a library computer network ("LINK Network").

B. The Original Member Councils entered into a Memorandum of Understanding in relation to the LINK Network which was formalised in an agreement dated 21 August 2006 ("LINK Agreement").

C. To facilitate the operation and management of the LINK Network, the Chief Executive Officers (or their delegates) of each of the Original Member Councils prepared and established operational guidelines (referred to in clause 7 of the LINK Agreement) which, together with the LINK Agreement, governed the operation and management of the LINK Network.

D. By agreement dated 1 July 2007 between the Original Member Councils and Town of Gawler ("Amended LINK Agreement"), Town of Gawler became a party to the LINK Agreement.

E. By deed dated 15 May 2008 the Original Member Councils and Town of Gawler agreed to amend the terms and conditions of the operational guidelines referred to in recital C. A copy of the amended operational guidelines is annexed to this Deed together with the Administrative Procedures attached to the operational guidelines and those documents are herein referred to as "the Operational Guidelines".

OPERATING PROVISIONS:

1. Adelaide Hills Council agrees to adopt the Operational Guidelines and to comply with the Operational Guidelines as required under clause 7.1 of the LINK Agreement.
EXECUTED as a deed.

THE COMMON SEAL of
THE BAROSSA COUNCIL was )
hereunto affixed in the presence of:

..................................................
Mayor

..................................................
Chief Executive Officer

THE COMMON SEAL of CLARE
& GILBERT VALLEYS COUNCIL was )
hereunto affixed in the presence of:

..................................................
Mayor

..................................................
Chief Executive Officer

THE COMMON SEAL of the LIGHT
REGIONAL COUNCIL was hereunto
affixed in the presence of:

..................................................
Mayor

..................................................
Chief Executive Officer

THE COMMON SEAL of the TOWN
OF GAWLER was hereunto affixed in
the presence of:

..................................................
Mayor

..................................................
Chief Executive Officer
THE COMMON SEAL of the
ADELAIDE HILLS COUNCIL was
hereunto affixed in the presence of:


Mayor


Chief Executive Officer
ANNEXURE

THE BAROSSA COUNCIL
CLARE & GILBERT VALLEYS COUNCIL
LIGHT REGIONAL COUNCIL
TOWN OF GAWLER

LINK NETWORK

Operational Guidelines

BACKGROUND

A. The Barossa Council, the Clare & Gilbert Valleys Council and the Light Regional Council ("the Original Member Councils") have an arrangement with each other with respect to resource sharing of library material facilitated by the running and maintenance of a library computer network ("LINK Network").

B. The Original Member Councils entered into a Memorandum of Understanding in relation to the LINK Network which was formalised in an agreement dated 21 August 2006 ("LINK Agreement").

C. The Chief Executive Officers (or their delegates) of each of the Original Member Councils subsequently prepared and implemented Operational Guidelines to facilitate the operational management of the LINK Network. These Operational Guidelines, together with the LINK Agreement, governed the operation and management of the LINK Network.

D. On 1 July 2007, Town of Gawler entered into an agreement with the Original Member Councils ("Amended LINK Agreement") under which Town of Gawler agreed to be bound by all the terms of the LINK Agreement to the intent that as and from the date of the Amended LINK Agreement, Town of Gawler will be taken to be a party to the LINK Agreement and a member of the LINK Network.

E. As a consequence of Town of Gawler becoming a party to the LINK Agreement and a member of the LINK Network, the Operational Guidelines prepared by the Original Member Councils ("Original Operational Guidelines") have been amended as set out below with the intention that the amended Operational Guidelines will supersede the Original Operational Guidelines on the Effective Date and as and from the Effective Date will, together with the LINK Agreement, govern the operation and management of the LINK Network.

F. The Original Member Councils and Town of Gawler (together "Member Councils") agree to negotiate and cooperate with each other and at all times to act in good faith in the compilation preparation and operation of the LINK Network and to comply with the terms of these Operational Guidelines.

1. DEFINITIONS AND INTERPRETATION

In these Operational Guidelines, unless the contrary intention appears:

1.1 words noting the singular shall include the plural and vice versa;
1.2 reference to any gender shall include every other gender and words denoting individuals shall include corporations and vice versa;

1.3 reference to any Act of Parliament, statute or regulation shall include any amendment currently in force at the relevant time and any Act of Parliament, statute or regulation enacted or passed in substitution therefore;

1.4 headings are for convenience of reference only and do not affect the interpretation or construction of these Operating Guidelines;

1.5 a requirement in these Operational Guidelines for liaison and consultation is a requirement for full and frank discussion and includes a requirement where necessary and appropriate, for full disclosure of relevant information and material;

1.6 any term used in these Operating Guidelines shall have the same meaning as it does in the LINK Agreement unless expressed otherwise;

1.7 “Effective Date” means 1 July 2007; and

1.8 a reference to Chief Executive Officers (or their delegates) means the Chief Executive Officers (or their delegates) of the Member Councils.

2. RESOURCE SHARING OF LIBRARY MATERIAL

The Member Councils agree that the process specified in Clause 3 of these Operational Guidelines shall be the policy to be adopted and followed by each of the Member Councils when resource sharing library material.

3. ADMINISTRATIVE PROCEDURES

3.1 The procedures specified in the document attached to these Operating Guidelines (“the Administrative Procedures”) shall be the procedures to be adopted and followed by the Member Councils for the purposes of resource sharing library material through the use of the Network.

3.2 The Administrative Procedures shall be determined by the Chief Executive Officers (or their delegates) together with the LINK Administrator and any other staff member from each of the Member Councils and may be amended from time to time as the Chief Executive Officers (or their delegates) see fit.

4. COSTS

The Member Councils agree that the Costs associated with the LINK Network and incurred under these Operational Guidelines shall be shared between the Member Councils in accordance with the percentages specified in Annexure 2 of the Amended LINK Agreement.

5. CHIEF EXECUTIVE OFFICERS

Each of the Chief Executive Officers (or their delegates) of the Member Councils shall have those powers, functions and duties delegated to them by their respective Council from time to time which shall include but shall not be limited to:

5.1 preparing, amending and implementing these Operational Guidelines;

5.2 making any decision in relation to the operational activities of the LINK Network;
5.3 reviewing the LINK Network;

5.4 receiving and considering any reports from the LINK Administrator or the Host Council;

5.5 entering into contracts, on behalf of their respective Council with any person for the acquisition or provision of goods and services associated with or relating to the LINK Network; and

5.6 reviewing and discussing any other matter which the Chief Executive Officers (or their delegates) considers requires addressing and which is not a power, duty or function of the LINK Committee.

6. MEETINGS OF CHIEF EXECUTIVE OFFICERS

The Chief Executive Officers (or their delegates) shall meet at the times and places determined by them but in any case at least four (4) times annually.

7. DECISION MAKING

7.1 Where there is a matter for determination by the Chief Executive Officers each of the Chief Executive Officers shall exercise a deliberative vote on the matter.

7.2 All decisions will be made on the basis of a simple majority.

7.3 In the event of a tied vote on a matter, and which cannot be resolved otherwise, the matter will be referred to the Member Councils for a decision.

8. AMENDMENT

The Chief Executive Officers agree that the terms and conditions of these Operational Guidelines may be amended from time to time by majority agreement of all the Member Councils’ Chief Executive Officers (or their delegates).
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1. PURPOSE

This document defines the Administrative Procedures that will govern the management and operational arrangements to support the Regional Library Management Service for the Barossa, Clare and Gilbert Valleys and Light Public Libraries, known as the LINK Network.

The Administrative Procedures cover the following attributes:

- Governance;
- Relationship Management;
- Operational Support;
- Contract Management;
- Financial Management, and
- Management Reporting.

The intent of this document is to outline the roles and responsibilities of the stakeholders in the LINK Network.

2. BACKGROUND

The Barossa, Clare and Gilbert Valley and Light Councils have undertaken a review of their Library Management Systems to ensure they continue to provide modern, efficient, effective and sustainable library services to their communities. As part of this review the Councils agreed to consider a single Library Management System that can be shared across the three (3) library services. The review identified that there would be significant cost efficiencies achieved by sharing a single Library Management System as well as providing advantages to their communities through facilities like a single borrower database and a shared web catalogue service.

Based on the outcomes of the review the three (3) Councils have agreed to share a common Library Management System. This network is known as the LINK Network. The Member Councils have formalised this agreement via the "LINK" (Library and Information Network) Agreement dated 21 August 2006. The term for the "LINK" Agreement is for five (5) years.

Under Clause 7 of the "LINK" Agreement the Member Councils agreed to develop and implement Administrative Procedures to facilitate the operational management of the LINK Network.

3. GOVERNANCE

This is the culture and process within an organisation and can initially be established through the development of broad guidelines, processes and accountability to ensure that there are clear directions for any undertakings and that they are directly linked back to the strategic directions of an organisation to achieve a return on any investment.

3.1 Impacts

Governance arrangements are those through which the LINK Library Committee directs and controls itself and the people associated with it. Governance is
primarily the responsibility of the LINK Library Committee as a group to ensure the business outcomes expected from any undertaking are met as required. The LINK Library Committee will perform its duties in partnership with stakeholders and the support of management and staff.

3.1.1 Outcomes

Effective Governance for the LINK Network will ensure:

- Up-to-date strategic plans and goals;
- Suitable structures for monitoring performance;
- The establishment of systems for the management, financial planning, and control and the maintenance of accurate records;
- Regular reviews and revision of plans, targets, systems and practices;
- Accountability for outcomes, and
- Regular reporting to the principal stakeholders (The member Councils)

3.1.2 Risks

Inadequate Governance for the LINK Network is likely to lead to:

- Lack of leadership, support, direction and administration;
- Inadequate funding and financial reporting;
- Expenditure not directly linked to the strategic outcomes, and
- Damage to the Council’s and the LINK Network’s reputation from the above.

3.2 Recommended Directions

The member councils (Barossa, Clare & Gilbert Valleys and Light) establish a Committee with skills in business and ICT-related activities to provide leadership, support and strategic direction for the LINK Network. Initially, the committee should meet on a fortnightly basis to ensure that the service is established in accord with the requirements and then it should meet on a quarterly basis as outlined in Clause 6 of the LINK Agreement.

3.3 Governance Recommendations

- Membership of the LINK Library Committee is established in accordance with Clauses 4.2 and 5.2 of the LINK Agreement;
- The LINK Library Committee is responsible for the overall Governance of the LINK Network in accordance with Clause 6 of the LINK Agreement, and
- The LINK Library Committee meet on a regular basis in accordance with Clause 6 of the LINK Agreement.
4. **RELATIONSHIP MANAGEMENT**

Good Relationship Management ensures that there is an understanding of the business drivers and the impact that Information Communication and Technology (ICT) services can have on them, changes in business requirements and directions and the external influences that are placed upon the business.

It is key to ensuring that the maximum value is achieved for all stakeholders involved in the LINK Network.

4.1 **Impacts**

Effective Relationship Management will ensure that all stakeholders are involved in and understand the level of service required to meet the current and future service requirements of the LINK Network. Planning will be considered from a total business perspective and the impact that it has on the whole LINK Network - leading to a more cost-effective and responsive service delivery.

4.1.1 **Outcomes**

Effective Relationship Management will ensure:

- Improved communication, involvement and inter-relationship between all parties;
- Improved processes, quality, service performance, and delivery times, and
- Shared understanding of the cost implications for the LINK Network.

4.1.2 **Risks**

Inadequate Relationship Management within the network is likely to lead to:

- Poor library services for Council communities, and
- Delays, disputes or limitations in the supply of services for the LINK Network;

4.2 **Recommended Directions**

Relationships for the Regional Library Network will need to be established between the following groups:

<table>
<thead>
<tr>
<th>Group</th>
<th>Relationship</th>
<th>Group</th>
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</thead>
<tbody>
<tr>
<td>Council</td>
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<td>Library Network</td>
<td>External (day to day)</td>
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</table>
4.2.1 **Strategic Relationship**

Strategic relationships will contribute to planning and mapping of future directions and development of the overall network arrangements.

4.2.2 **Internal Relationship**

To ensure that services and accountabilities are agreed and understood, changes are planned and services deliver measurable value, a Service Level Agreement (SLA) between the library services and the host council should exist. The SLA would include items such as:

- Services being provided;
- Roles & responsibilities;
- Eligible customers;
- Reporting and information requirements;
- Pricing & invoicing;
- Variation mechanisms;
- Terms;
- Service levels;
- Request forms & processes, and
- Contacts & communication.

4.2.3 **External Relationship**

To ensure that contracted services and accountabilities are agreed and understood, changes are planned and services deliver measurable value, a Service Level Agreement (SLA) between the library Network and the Service Providers should exist. The SLA would include items such as:

- Services being provided;
- Roles & responsibilities;
- Eligible customers;
- Reporting and information requirements;
- Pricing & invoicing;
- Variation mechanisms;
- Terms;
- Service levels;
- Request forms & processes, and
- Contacts & communication.

4.3 **Relationship Management Recommendations**

The following recommendations are intended to ensure the relationship is managed as indicated under the proposed Governance Structure, they are:

- The LINK Library Committee will meet at least quarterly for the purposes of:
  - Considering the strategic direction of the Network;
  - Considering any major policy issues in relation to the Network;
  - Assessing the performance of the Network and targets against SLAs, and
5. OPERATIONAL SUPPORT

The Operational Support consists of the day-to-day management, planning and running of the LINK Network. It needs to ensure that all aspects of the LINK Network function to meet the requirements of the stakeholders against the SLA and in the most cost-effective manner.

5.1 Impacts

Operational Support influences the service delivery and access levels of the organisation. Effective operational support ensures that users are more productive and increases business delivery and public confidence if the LINK Network is able to provide the required service.

5.1.1 Outcomes

Effective Operational Support will ensure that:

- Services are consistent with the business requirements and meet the agreed SLAs;
- That personnel are in place, with the appropriate skills, tools and processes to deliver the service;
- That there are adequate resources to meet the changing demands of the business, and
- Network performance is sufficient to add value to the business, rather than a hindrance.

5.1.2 Risks

The major impediments to the business would result from:

- Insufficient and unsuitable resources to provide the appropriate level of service;
- Unsuitable Customer Support services to allow users to contact support staff, track service requests and request service changes;
- Dependence on individuals with unique skills/knowledge, and
- Business expectations exceeding operational and resourcing capabilities.

5.2 Recommended Directions

The Host Council will provide a Network Library Administrator whose key tasks will include:
• Performing and ensuring appropriate backups and restores of the Library Management System;

• Managing the implementation of all system upgrades and patches with the contracted Service Providers for the LINK Library Network;

• Liaise with the contracted Service Providers for the LINK Library Network to ensure the library systems (Hardware, Software and Network) are appropriately maintained and to resolve any Incidents or Problems;

• Monitor Service Level Agreements with the contracted Service Providers for the LINK Network;

• Provide a single point of contact for the member councils to escalate network level Incidents and Problems;

• Managing the preparation of the quarterly reports for the LINK Library Committee;

• Participate in the Strategic Planning for the LINK Network, and

• Manage the LINK Library Network Budget.

Each member council will establish a subject matter expert (SME) for their library service. The key tasks for the SME will be:

• The first point of contact for general operational issues in relation to the library management system and the network for their library service;

• Escalating network Incidents and Problems to the Host Council’s Network Library Administrator;

• Monitoring all Incidents and Problems that have been escalated to the Host Council;

• Monitor Service Level Agreements with the Host Council;

• Coordinate and deliver training in the use of the Library Management System for their library staff;

• Provide input into the quarterly reports for the LINK Library Committee, and

• Participate in the Strategic Planning for the LINK Network

5.3 Operational Support Recommendations

• The Host Council will provide a LINK Administrator who will be responsible for administering the LINK Network in accordance with Clause 4.1.3 of the LINK Agreement and the Administrative Procedures, and

• The member councils establish a Subject Matter Expert who will be responsible for managing their library service requirements in accordance with the Administrative Procedures.

6. CONTRACT MANAGEMENT

Contract Management is defined as the ongoing administrative and management activities, roles and processes required for effective management and administration of the contracts in accordance with the agreed service levels. Contract Management does not include day-to-day Operational Support activities as described in Item 5.
6.1 Impacts

6.1.1 Outcomes

Effective Contract Management should ensure that:

- Service Providers provide the contracted services to the agreed service levels and price;
- The roles and responsibilities for Contract Management are clearly understood and by all stakeholders;
- Service Providers are paid in accordance with the contracted terms;
- Service Providers report against the appropriate key performance indicators as detailed in the SLAs;
- Contract issues, problems and changes are managed in accordance with the contract terms.

6.1.2 Risks

Inadequate Contract Management may lead to:

- Inefficient Operations i.e. higher costs and inadequate services;
- Unidentified liabilities from activities that should have been performed but were not (e.g. provision of software updates), and
- Reduced business performance as a consequence of supplier under performance.

6.2 Recommended Directions

The Barossa Council (The Host) will be responsible for the management and administration for the following LINK Network contracts:

- The Library Management System;
- The Infrastructure (Hardware and operating software); and
- The Network equipment.

6.3 Contract Management Recommendations

- The LINK Network Committee will be responsible for approving and signing off on all LINK Network contracts;
- The Host Council is responsible for management and administration of the LINK Network contracts.

7. FINANCIAL MANAGEMENT

Financial Management consists of Funding and Billing. Funding is the provision of financial resources required to ensure the successful operation of the LINK Network. Billing is defined as invoice receipt, verification, recording, payment and dispute resolution.
7.1 Funding Impacts

7.1.1 Outcomes

Effective Financial Management enables:

• The individual libraries to successfully achieve their business objectives within the Network;
• The Member Councils to budget effectively for the ongoing support of the LINK Network;
• All shareholders to understand and support the funding model.

7.1.2 Risks

Without adequate funding the potential exists for:

• Inefficient and ineffective library services provided across the LINK Network;
• The potential for the LINK Network to fail;
• Damage to the Council and the LINK Network’s reputation from the above.

7.1.3 Recommended Directions

The member councils of the LINK Network fund the LINK Network in accordance with the Cost Schedule detailed in the LINK Agreement.

7.2 Billing Impacts

7.2.1 Outcomes

Effective Centralised Billing Management will:

• Promote trust, and good working relationships between the suppliers and the LINK Network, and
• Streamline the processes for raising, verification, payment and contesting of invoices and Financial reporting requirements.

7.2.2 Risks

Without Centralised Billing Management, the potential exists for:

• Financial penalties due to late payment or refusal to supply services;
• Under or overcharging;
• Unnecessary disputes leading to unproductive activities, and
• Damage to the Council and the LINK Network’s reputations from the above.
7.2.3 **Recommended Directions**

To ensure effective billing management, it is important that billing is handled centrally for all stakeholders and all stakeholders clearly understand the processes that are implemented to mitigate or minimise any risk of contractual disputes. Included in billing management is the prompt payment of invoices and agreed process for handling any disputes.

7.2.4 **Billing Responsibility**

The Host Council is responsible for management and payment of all LINK Network invoices.

7.2.5 **Invoice Processing**

All invoices for goods, services and miscellaneous charges must be properly rendered and presented by suppliers to the Host Council. The Host Council will be responsible for verifying the accuracy, processing and making payment of the invoices. The time frame for payment of properly rendered invoices and penalties for withholding payment will be in accordance with the Contract provisions.

7.2.6 **Contested Invoices**

Where there is a dispute over the accuracy of an invoice the Host Council should initially seek resolution through discussions with the supplier. If the dispute cannot be resolved during these initial discussions, the Host Council will negotiate resolution with the supplier as per the Dispute Resolution Process set out in the Contract.

7.3 **Financial Management Recommendations**

- The member councils fund the LINK Network in accordance with the Cost Schedule detailed in the LINK Agreement;
- The Host Council is responsible for the management, raising and payment of all LINK Network invoices.

8. **MANAGEMENT REPORTING**

Management Reporting is defined, as the provision of information that is required to enable the effective management of the ICT services, equipment and contracts for the LINK Network.

8.1 **Impacts**

8.1.1 **Outcomes**

Effective Management Reporting should:

- Provide a definition of whether a supplier is meeting its contract obligations;
- Enable effective development of strategic plans, policies and standards;
• Confirm financial or other non-financial target estimates for the LINK Network;

• Act as feedback for the ongoing operational discussions between the LINK Network and suppliers to ensure alignment between expectation and delivery.

8.1.2 Risks

Inadequate Management Reporting is likely to lead to issues such as:

• Poor financial management;
• Ineffective provision of services from suppliers;
• Strategic decision errors by basing decisions on inaccurate information;
• Poor relationship management between the LINK Network and Suppliers;
• Higher Network costs to obtain validate or compensate for inaccurate or incorrect information.

8.2 Recommended Directions

Suppliers will provide the transactional and supplier performance data to the LINK Network as documented in the Contracts.

The Host Council will report on supplier and network performance to the LINK Library Committee as part of the strategic planning requirements.

8.2.1 Information Types

• Financial Reports
• Service Level Agreement (SLA) reports

8.2.2 Information Frequency

All supplier data will be reported on a monthly basis in an agreed format as defined in the contract and SLAs.

The Host Council will prepare and present a consolidated report quarterly to the LINK Library Committee.

8.3 Management Information Recommendations

As a minimum the Suppliers provide information on the following:

• Incident and Problem management;
• Release management;
• Change Control Management
• Availability management
It is recommend that the Host Council prepare a quarterly report for the LINK Library Committee which details:

- Supplier performance;
- The LINK Network performance;
- Quarterly financial report on expenditure against budget.
Item Number 10.3
Title DONATION OF INTEGRATED SOUND SYSTEM / OVERHEAD DIGITAL PROJECTOR
Date 13 July 2010
Author(s) PA to Director Corporate & Community Services (Lynne Moate)
File CC10/2882
Previous Reference/ Motion Nil

Background
The Rotary Club of Gawler has provided significant ‘in kind’ contribution of labour and donation of furniture and fittings to ensure the Gawler Sport and Community Centre is able to perform its necessary function.

Attachment(s)
Attachment 1 Letter from Rotary Club of Gawler handing over ownership of integrated sound system
Attachment 2 Letter of thanks to Rotary Club of Gawler

Comments/Discussion
The integrated sound system was installed in the Rotary Room in the course of renovations and the expansion of the Gawler Sport and Community Centre. In recognition of the Club’s contribution to the Centre, the “Rotary Room” was named in their honour.

The Rotary Club of Gawler has now handed over ownership of the integrated sound system and overhead digital projector, valued at $14,000, to Council which will benefit all users of the Rotary Room.

Communication
Nil

Consultation
N/A

Policy Implications
Policy 10.1 – Infrastructure Asset Management Policy

Statutory Requirements
N/A

Financial/Budget Implications
N/A

Strategic Implications
Objective 1 – A strong, healthy, safe, learning and tolerant community
Objective 2 – Effective Plan and Development policies; provision of appropriate infrastructure, sustainable growth, heritage preservation, and enhance of the natural and built environment
OFFICER’S RECOMMENDATION

Item 10.3 – Donation of Integrated Sound System / Overhead Digital Projector (CC10/2882)

That the Donation of Integrated Sound System / Overhead Digital Projector report be received.
ROTARY CLUB OF GAWLER INC
PO Box 584 Gawler SA 5118

Meetings: Mondays at 6:00 p.m. for 6:30 p.m.
Gawler Rotary Room, Volunteer Resource Centre,
Sport & Community Centre Gawler Oval,
Nixon Terrace, Gawler

President: Klaus Retelshofer
Phones: (08) 8522 3986 (H)
0418 829 708 (W)
Email: klaus_retelshofer@hotmail.com

Secretary: Bob Clinch
Phones: (08) 8522 1374 (H)
0409 239 104 (Mob)
Email: robert.clinch@bigpond.com

Director of Club Administration
Warren F Dibben
13 Trinity Drive
Evanston Park, SA 5116
Phone: 08 85225524

To Director of Assets
Miss Heather Barclay
Town of Gawler
Murray Street
Gawler

26th May 2010

Dear Heather

As Vice President of The Rotary Club of Gawler it gives me great pleasure to officially hand over ownership of the integrated sound system and the overhead digital projector. These items have been installed at the cost of the Rotary Club in the Rotary Room at the Gawler Sport and Recreation Centre, Nixon Terrace. This has been an ongoing project and one that will benefit all uses of the Rotary Room.
Total value of this project is approximately $14000.00 and should give many years of use to the community.
Please be advised that from this day forward the security and maintenance and the management of the above equipment now becomes a Council responsibility.

Kind regards
Warren Dibben
Vice President Rotary Club of Gawler

NB. Please find enclosed an operating manual for the full system including four keys for the secure cupboard.
V Izzo
CC10/2882
15 June 2010

Mr W Dibben
Vice President
Rotary Club of Gawler Inc
PO Box 584
GAWLER SA 5118

Dear Mr Dibben

Thank you for your letter of 26 May 2010 and the operating manual and keys for the sound system installed in the Rotary Room at the Gawler Sport and Community Centre.

The Town of Gawler is very appreciative of the generous donation of this infrastructure provided by the Rotary Club of Gawler and I am sure that it will be appreciated for many years to come by users and patrons of the Rotary Room.

Yours faithfully

Vic Izzo
DIRECTOR, CORPORATE AND COMMUNITY SERVICES

Tel: 8522 9225
Email: vic.izzo@gawler.sa.gov.au
Background
The Santos Tour Down Under (TDU), Australia’s premier international cycling race, is an integral part of South Australia’s major event calendar that now attracts over half a million spectators annually, showcasing the state to the world.

Staged annually since 1999, the event brings top professional cycling teams, as seen in the Tour de France, to race the streets of Adelaide and regional South Australia over six stages (one stage per day).

In 2010, the Santos Tour Down Under was held over eight days, from Sunday 17\textsuperscript{th} to Sunday 24\textsuperscript{th} January, and visited Adelaide City, the Barossa, Fleurieu Peninsula and the Adelaide Hills Regions.

The Town of Gawler successfully hosted Stage 2 of this event on Wednesday, 20 January.

Attachment(s)
Attachment 1 – 2010 Tour Down Under Report

Comments/Discussion
The attached report, as previously provided to elected members, provides a summary of the event including an overview of resources, costs, and Key Performance Indicators (KPI’s).

Highlights of the report include:-

- Total Attendance in excess of 770,000
- State Economic Impact $41.5 m
- Gawler Stage 2 attendance growth in top three over the event
- Average spend by attendee while in Gawler was $45.10.
- 56% of attendees at Gawler attended with their family
- Strong agreement that events such as the TDU make people feel more positive about living in SA.
- Over 3,800 residents of the Town of Gawler attended the event (approx 20% of population)
- Over $175,000 spent by Town of Gawler residents at the TDU
- Over 27,000 interstate or overseas visitors attended Stage 2
- Gawler specific media coverage in excess of $4.4m
Survey feedback from the business community has been mixed. While many did not indicate increased sales there was recognition that the event provides other benefits to the community and town.

The future of the Tour Down Under is subject to the ongoing support from the South Australian Government and the respective tourism departments. The event has enjoyed a long tradition of being held in South Australia and is unique in its application therefore providing comfort to its longevity.

The level of involvement that the Town of Gawler plays in the event is determined through an application process which is not guaranteed year to year. Analysis of the results is mixed but in general there appears to be support for the delivery of such events within our community. Importantly going forward is the integration of such events with community health and wellbeing, particularly relative to Town of Gawler Cycling and Walking strategy.

The logistics and resulting costs associated with closing Murray Street is a major factor to consider going forward for the event, however, the promotional and social value is considered to far exceed the limited time of inconvenience.

As recently announced Gawler has not been successful in being selected as a host Council for the 2011 event, however the race is still due to pass through the town. At the time of writing this report the exact route was unknown. Costs to Council for the race through will still exist, comprising two components; infrastructure and promotion.

Given that the exact race route is still unknown, infrastructure costs cannot be quantified.

Promotional activities have traditionally included incentives to decorate properties and activities/items on the day. Limited capacity exists within current budgets to implement these activities.

The ongoing level of involvement will obviously be dependant upon the race route and timing. Given the substantial benefit to the community, both economic and social it is recommended that Council continue to annually register an interest in being a host Council.

**Communication**
Research highlights to business community.

**Consultation**
Gawler business operators
Community participants in research

**Policy Implications**
Nil

**Statutory Requirements**
Nil

**Financial/Budget Implications**
To be determined upon advice of race route.
Strategic Implications
Strategic direction 3 – A Strong Community

OFFICER’S RECOMMENDATION

Item 10.4 – 2010 Tour Down Under (CC10/170)

That:-

1. the 2010 Tour Down Under report be received
2. Council participate in the annual registration of interest to host the Tour Down Under.
2010 Santos Tour Down Under

A community event which installs community pride and spirit while showcasing Gawler to the world.

Wednesday 20 January 2010
8 am – 1 pm

Murray Street
(between Lyndoch Rd & Calton Rd)
Pioneer Park

Facilitated by
South Australian Tourism Commission
&
Town of Gawler

Jodie Grantham, Manager Business & Community Services
Donna Aldridge, Communications & Marketing Officer
Lynette Ancell, Visitor Information and Project Officer
Background

The Santos Tour Down Under, Australia’s premier international cycling race, is an integral part of South Australia’s major event calendar that now attracts over half a million spectators annually, showcasing the state to the world. Staged annually since 1999, the event brings top professional cycling teams, as seen in the Tour de France, to race the streets of Adelaide and regional South Australia over six stages (one stage per day).

The event is owned and managed by the South Australian Government through its events arm, Events South Australia.

In 2008, the Santos Tour Down Under achieved its greatest success to date by becoming the first UCI (Union Cycliste Internationale) Pro Tour race to be held outside of cycling’s traditional home of Europe. The 2009 Santos Tour Down Under saw the return of 7-time Tour de France Champion, Lance Armstrong to professional cycling, resulting in a large increase in all figures.

In 2010, the Santos Tour Down Under was held over eight days, from Sunday 17th to Sunday 24th January, and visited Adelaide City, the Barossa, Fleurieu Peninsula and the Adelaide Hills Regions.

The growth of the TDU has been substantial over the past ten years. Attendance alone has grown from 357,000 in 2007 to 770,500 in 2010. It has been the recipient of many awards, most recently “Australia’s Best Tourism Event” at the inaugural Australian Event Awards in Sydney. Contributing to the growth has been the ability of the state to attract high calibre professional cyclists mixed with a blend of local talent, including Gawler’s own Jack Bobridge.

Cycling as a whole has been recognised for many years as the fastest growing sport in Australia. Enjoyed as an individual and/or team sport, the health benefits have contributed to the ongoing appeal and growth in the sport.

Discussions commenced in March 2009 with Events SA in relation to host towns, community announcements were made public in July 2009. Immediately following public announcements a series of discussions with the business and residential community was embarked upon. With attendance and logistics largely unknown event concepts were developed and agreed upon. What resulted was a celebration that was envisaged to complement the main focus of the day; the riders and their teams.

Ultimately Events SA is responsible for the delivery of the TDU, attracting interstate and international visitors to South Australia. The contribution of the Council is to assist with encouraging community involvement and support for the race.

While it was anticipated that the event would deliver significant economic benefits, it was also expected that less tangible impacts relating to destination marketing and community well-being would be delivered.
Resources

Organising the 2010 event occurred progressively over the course of the year. Following public announcements community meetings commenced in September however were not strongly supported until closer to the race date.

Limited resources existed within the department charged with delivery of the event, then termed Economic Development. In addition other key community events were also being arranged e.g. Gawler Christmas Street Festival, Australia Day. The following actions are undertaken to ensure the event is both attractive, safe and meets appropriate legislative requirements.

1. Formulation of community working group
   - In addition to staff mostly attended by service clubs and active community group representatives
   - Group provides valuable community feedback in relation to concept, participation protocols, attractions and marketing (refer attachment A – Misc documents)
   - Minimum monthly meetings arranged and attended by staff

2. Attraction of stall holders/entertainers/sponsorship
   - Advertisements in local papers
   - Direct mail to appropriate groups as detailed in Gawler Community Information and Business Directory (approx 300 letters sent)
   - Email advice to prior participants / stallholders of Gawler Christmas Street Festival
   - Direct personal follow up with organisations to participate and assist on the day
   - Sponsorship development and servicing through personal contact
   - Sourcing and engagement of entertainers

3. Placements and Logistics
   - Site mapping and risk management undertaken to ensure public safety and access (refer attachment B – Event Plan)
   - Event layout and placements of public amenities
   - Internal meetings associated with road closure and parking
   - Recruitment and training of additional volunteers
   - Waste management arrangements
   - Participants briefing on elements of Event Plan
   - Contractor engagement
   - Emergency personnel advice and briefings (SAPOL, SA Ambulance)

4. Marketing and Communications
   - Development of plan
   - Working party feedback
   - Contractor engagement, negotiations and implementation

5. South Australian Tourism Commission Liaison
   - Event staff briefings
   - Major sponsorship arrangements and site requirements
   - Bump In / Bump Out procedures for TDU
   - Race Director requirements (rider safety etc)
   - Copy for marketing and communications material
6. Post Event

- Internal and external briefings
- Surveys and evaluation

Costs

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**SHORTFALL**

(COUNCIL CONTRIBUTION)

24,491 17,700

EXPLANATORY NOTES:-

Commercial income

- received from neighbouring Councils as contribution to combined promotional material

Wages and Salaries

- relate to Asset Services Department and already budgeted in department budget

Contractors

- additional costs associated with public amenities due to demand/supply limitations
- Additional research undertaken
- Investment in generic promotional material (life expectancy of 5 yrs)
- Entertainment and Attractions

Sundry

- $15,000 SATC Host fee

NOTE – Town of Gawler event management resources required for this event are not included in the above calculation. These costs are currently accounted for in general
department wages expense. Shortfall managed within overall budget of Special Event allocation.

Sources of in-kind support:-
- Volunteers - Service Clubs to assist with relevant areas
  - Council volunteers to assist pre event and with decorations on the day
- Product  - Gawler Business Development Group
  - Target

Challenges encountered with organising the event include:-
- Lead in time (restricted to public race announcements)
- Engagement of community
- Capacity of active community groups to assist (limited member numbers and competing priorities)
- Location (maintaining balance between access, safety and aesthetics)
- Internal resources and Council priorities
- Quality entertainment attraction within limited budget
- Meeting consumer expectations, needs and wants
- Accommodating late stallholder cancellations & requests
- Unknown attendance numbers
- Capacity to retain attendees when primary focus is riders and teams
- Integration of activity between Pioneer Park and Murray Street
- Capacity of Murray Street to accommodate TDU entourage
- Infrastructure restrictions within Murray Street

Attendance

The following table provides a breakdown of attendance.
(McGregor Tan research conducted on behalf of Events SA)

<table>
<thead>
<tr>
<th></th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Attendance</td>
<td>357,000</td>
<td>548,000</td>
<td>760,500</td>
<td>770,500</td>
</tr>
<tr>
<td>(crowd figures)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Event specific visitors</td>
<td>10,500</td>
<td>15,100</td>
<td>36,200</td>
<td>39,700</td>
</tr>
<tr>
<td>Total visitors to the</td>
<td>16,100</td>
<td>21,000</td>
<td>42,500</td>
<td>43,700</td>
</tr>
<tr>
<td>state attended</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Economic Impact</td>
<td>$11.5M</td>
<td>$17.3M</td>
<td>$39M</td>
<td>$41.5M</td>
</tr>
<tr>
<td>Mutual Community</td>
<td>2696</td>
<td>3404</td>
<td>7127</td>
<td>8099</td>
</tr>
<tr>
<td>Challenge Tour</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Interstate and Overseas</td>
<td>531</td>
<td>717</td>
<td>1997</td>
<td>2426</td>
</tr>
<tr>
<td>Riders - Mutual Community</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Challenge Tour</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Stage Specific Attendance</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Down Under Classic</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mawson Lakes to Angaston</td>
<td>77,563</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Norwood to Mawson Lakes</td>
<td>88,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Clare to Tanunda</td>
<td></td>
<td>96,380</td>
<td></td>
</tr>
<tr>
<td>Stage</td>
<td>Route</td>
<td>Stage 2</td>
<td>Stage 3</td>
</tr>
<tr>
<td>---------</td>
<td>------------------------------</td>
<td>---------</td>
<td>---------</td>
</tr>
<tr>
<td></td>
<td>Stirling to Hahndorf</td>
<td>54,633</td>
<td>57,031</td>
</tr>
<tr>
<td></td>
<td>Hahndorf to Stirling</td>
<td>90,000</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Gawler to Hahndorf</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Unley to Victor Harbour</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Unley to Victor Harbour</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Unley to Stirling</td>
<td>106,021</td>
<td>103,867</td>
</tr>
<tr>
<td></td>
<td>Unley to Stirling</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Mannum to Strathalbyn</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Burnside Village to Angaston</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Norwood to Goolwa</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Willunga to Willunga</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Snapper Point to Willunga</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Snapper Point to Willunga</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Norwood to Goolwa</td>
<td>115,645</td>
<td>115,645</td>
</tr>
<tr>
<td></td>
<td>Norwood to Goolwa</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Adelaide Street Circuit</td>
<td>144,000</td>
<td>121,934</td>
</tr>
<tr>
<td></td>
<td>Adelaide Street Circuit</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Gawler specific research  
(McGregor Tan research conducted on behalf of Town of Gawler)

Methodology:-
1. Undertook a telephone survey of 100 residents aged 18 plus within Gawler.  
2. The fieldwork was executed on the 27th January 2010


<table>
<thead>
<tr>
<th>Percentage</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>27%</td>
<td>Indicated that they attended or were involved in stages of the TDU or other Race Events.</td>
</tr>
<tr>
<td>89%</td>
<td>Of respondents attended Stage 2 – Gawler to Hahndorf who had attended or who were involved in various states of the TDU.</td>
</tr>
<tr>
<td>26%</td>
<td>Of those who attended Stage 2 had attended Stage 1</td>
</tr>
</tbody>
</table>

Of those surveyed who had attended or been involved in various stages attended because:-

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Reason</th>
</tr>
</thead>
<tbody>
<tr>
<td>33%</td>
<td>they enjoyed watching cycling</td>
</tr>
<tr>
<td>22%</td>
<td>atmosphere</td>
</tr>
<tr>
<td>15%</td>
<td>support riders/teams</td>
</tr>
<tr>
<td>15%</td>
<td>to feel part of it</td>
</tr>
</tbody>
</table>

37% Those who had attended or who had been involved visited the Barossa Valley
Other regions in South Australia that were visited:-

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Region</th>
</tr>
</thead>
<tbody>
<tr>
<td>15%</td>
<td>Adelaide Hills</td>
</tr>
<tr>
<td>11%</td>
<td>Fleurieu Peninsula</td>
</tr>
<tr>
<td>7%</td>
<td>Clare Valley</td>
</tr>
<tr>
<td>4%</td>
<td>McLaren Vale / Willunga</td>
</tr>
</tbody>
</table>

$45.10 Average spend while in Gawler
Average spend in other regions:

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Region</th>
</tr>
</thead>
<tbody>
<tr>
<td>37.50</td>
<td>Adelaide Hills</td>
</tr>
<tr>
<td>64.50</td>
<td>Barossa Valley</td>
</tr>
<tr>
<td>115.00</td>
<td>Clare Valley</td>
</tr>
<tr>
<td>44.00</td>
<td>Fleurieu Peninsula</td>
</tr>
<tr>
<td>30.00</td>
<td>McLaren Vale / Willunga</td>
</tr>
</tbody>
</table>

Main source of information:-

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Source</th>
</tr>
</thead>
<tbody>
<tr>
<td>63%</td>
<td>Newspaper</td>
</tr>
<tr>
<td>56%</td>
<td>Television</td>
</tr>
<tr>
<td>44%</td>
<td>The Advertiser</td>
</tr>
</tbody>
</table>

Other Sources:-

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Source</th>
</tr>
</thead>
<tbody>
<tr>
<td>22%</td>
<td>Radio</td>
</tr>
<tr>
<td>15%</td>
<td>Word of mouth</td>
</tr>
<tr>
<td>11%</td>
<td>Internet</td>
</tr>
</tbody>
</table>

Attended the event:-

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Attended with</th>
</tr>
</thead>
<tbody>
<tr>
<td>56%</td>
<td>their family</td>
</tr>
<tr>
<td>19%</td>
<td>By themselves</td>
</tr>
<tr>
<td>15%</td>
<td>with their partner only</td>
</tr>
</tbody>
</table>

46% Indicated they would attend the TDU next year (22% of this group indicating they would spend money in the Gawler area)
Respondents were asked to rate their level of satisfaction with a number of aspects in relation to the TDU using a 1 to 5 scale, where 1 was very dissatisfied and 5 was very satisfied. Average results appear below.

<table>
<thead>
<tr>
<th>Score</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.6</td>
<td>The way the event is managed</td>
</tr>
<tr>
<td>4.6</td>
<td>The promotion of the event</td>
</tr>
<tr>
<td>4.5</td>
<td>The quality of teams competing</td>
</tr>
<tr>
<td>4.5</td>
<td>The location of the stages</td>
</tr>
<tr>
<td>4.4</td>
<td>The ease of getting to locations to watch the event</td>
</tr>
<tr>
<td>4.4</td>
<td>The media coverage of the race</td>
</tr>
<tr>
<td>4.2</td>
<td>Information about “what’s on” at each stage</td>
</tr>
<tr>
<td>4.1</td>
<td>Public facilities at each stage (e.g. toilets, catering)</td>
</tr>
<tr>
<td>4.0</td>
<td>The ancillary events associated with the Tour</td>
</tr>
</tbody>
</table>

Respondents were then read a list of statements and asked to rate their level of agreement with each of them using a 1 to 5 scale, where 1 was strongly disagree and 5 was strongly agree.

<table>
<thead>
<tr>
<th>Score</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.6</td>
<td>The TDU is a good way of showing off South Australia to the rest of the country</td>
</tr>
<tr>
<td>4.6</td>
<td>The TDU is an asset for South Australia</td>
</tr>
<tr>
<td>4.5</td>
<td>The TDU fits well with SA’s reputation as an events capital</td>
</tr>
<tr>
<td>4.5</td>
<td>The TDU promotes cycling as a healthy activity</td>
</tr>
<tr>
<td>4.5</td>
<td>I feel a sense of pride knowing SA can successfully manage events such as the TDU</td>
</tr>
<tr>
<td>4.4</td>
<td>I would be disappointed if SA was unable to host events such as the TDU</td>
</tr>
<tr>
<td>4.1</td>
<td>Events such as the TDU make me feel more positive about living in SA</td>
</tr>
<tr>
<td>4.1</td>
<td>The TDU promotes cycling as an alternative means of transport, with positive health and environmental benefits</td>
</tr>
</tbody>
</table>

Respondents were then read a list of statements and asked to rate their level of agreement with each of them using a 1 to 5 scale, where 1 was strongly disagree and 5 was strongly agree.
Results / Reactions

The following Key Performance Indicators (KPI’s) were developed by staff in consultation with the event working group at initial meetings.

<table>
<thead>
<tr>
<th>KPI</th>
<th>Result</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Attendance - 20,000</td>
<td>✔</td>
<td>Based upon SAPOL and media estimations</td>
</tr>
<tr>
<td>Media Coverage</td>
<td>✔</td>
<td>Refer below for assessment details</td>
</tr>
<tr>
<td>Smiling faces on the day</td>
<td>✔</td>
<td>Assessed through observation</td>
</tr>
<tr>
<td>Family friendly safe environment</td>
<td>✔</td>
<td>No incidents reported</td>
</tr>
<tr>
<td>3,882</td>
<td></td>
<td>Number of Town of Gawler residents aged 18 plus who attended and/or were involved in the TDU. (27% of ABS data)</td>
</tr>
<tr>
<td>$175,078</td>
<td></td>
<td>Expenditure by residents of Town of Gawler for the TDU (based upon average spend)</td>
</tr>
<tr>
<td>27,328</td>
<td></td>
<td>Estimated total number of interstate and overseas visitors who attended Stage 2 – Gawler to Hahndorf</td>
</tr>
<tr>
<td>$4,419,360</td>
<td></td>
<td>Overall in-scope expenditure in the Stage 2 – Gawler to Hahndorf area</td>
</tr>
<tr>
<td>Positive community feedback</td>
<td>✔</td>
<td>Based upon feedback provided to staff Recipient of Best Dressed Town Award</td>
</tr>
</tbody>
</table>

Media Coverage – Gawler Specific
### Location PR value

<table>
<thead>
<tr>
<th>Location</th>
<th>PR value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Local radio</td>
<td>35,616</td>
</tr>
<tr>
<td>National Radio</td>
<td>2,349</td>
</tr>
<tr>
<td>TOTAL RADIO</td>
<td>$37,965</td>
</tr>
<tr>
<td>Local Print</td>
<td>921,476.65</td>
</tr>
<tr>
<td>National Print</td>
<td>1,405,823.21</td>
</tr>
<tr>
<td>International Print</td>
<td>454,219.42</td>
</tr>
<tr>
<td>TOTAL PRINT</td>
<td>$2,781,519.28</td>
</tr>
<tr>
<td>Local Television</td>
<td>29,948.91</td>
</tr>
<tr>
<td>National Television</td>
<td>406,152.63</td>
</tr>
<tr>
<td>TOTAL TELEVISION</td>
<td>$436,101.54</td>
</tr>
<tr>
<td>Online</td>
<td>$1,182,720.00</td>
</tr>
<tr>
<td>TOTAL ONLINE</td>
<td>$1,182,720.00</td>
</tr>
<tr>
<td>ALL COVERAGE</td>
<td>$4,438,305.82</td>
</tr>
</tbody>
</table>

**NOTE** – does not include international television coverage value for Gawler

**Business Community**

**Methodology:**
Survey undertaken with Business Community participants & non-participants as identified through the Gawler Community Information and Business Directory.

Distribution to 365 traders.
16% response rate.

The following provides a summary of the responses.

<table>
<thead>
<tr>
<th>Industry Type</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Accommodation</td>
<td>2%</td>
</tr>
<tr>
<td>Arts/Entertainment/Recreation</td>
<td>2%</td>
</tr>
<tr>
<td>Health Care</td>
<td>11%</td>
</tr>
<tr>
<td>Retail</td>
<td>56%</td>
</tr>
<tr>
<td>Retail food (dining, take away)</td>
<td>16%</td>
</tr>
<tr>
<td>Other</td>
<td>13%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Location of Business</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Town Centre</td>
<td>78%</td>
</tr>
<tr>
<td>Gawler</td>
<td>22%</td>
</tr>
</tbody>
</table>
Highest ranking response to a list of statements with each of them using a 1 to 5 scale, where 1 was strongly disagree and 5 was strongly agree.

<table>
<thead>
<tr>
<th></th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
<td>There has been an overall increase in economic activity in Gawler during the Santos Tour Down Under (entire week from 19 – 24 January 2010)</td>
</tr>
<tr>
<td>3</td>
<td>I have noticed more visitors from overseas, interstate and rural South Australia in Gawler during the event</td>
</tr>
<tr>
<td>3</td>
<td>I have noticed a higher level of community participation in healthy activities during the event</td>
</tr>
</tbody>
</table>

Free form comments received:-

- It was a decrease as regulars just stayed away and race people just left
- Strongly noticed more visitors to Gawler but it did not mean they spent money
- If anything a finish would be better
- Our street was blocked off so no through traffic
- Breakfast in the park impacts on our business greatly
- Although buyers few on the ground the event is important to the town
- Most important, our town is more noticed, which is good.

**Learning Points**

Considering the existing concept improvements could be made in the following areas:

- Across department communications and task lists
- Information provision to elected members (distribution of working party agenda and note papers)
- Layout – entertainment area that is more integrated with street
- Parking – locations and advertising, inclusion in Event Plan
- Consideration to stallholder late cancellation fees
- Starting line location relative to historic building façade
- Increase marketing activity to generate pre and post visitation
- Entire street closure to facilitate entourage of TDU

**Future**

The future of the Tour Down Under is subject to the ongoing support from the South Australian Government and the respective tourism departments. The event has enjoyed a long tradition of being held in South Australia and is unique in its application therefore providing comfort to its longevity.

The level of involvement that the Town of Gawler plays in the event is determined through an application process which is not guaranteed year to year. Analysis of the results is mixed but in general there appears to be support for the delivery of such events within our community. Importantly going forward is the integration of such events with community health and wellbeing, particularly relative to Town of Gawler Cycling and Walking strategy.
The logistics and resulting costs associated with closing Murray Street is a major factor to consider going forward for the event however the promotional value is considered to far exceed the limited time of inconvenience.

Summary

The Tour Down Under has grown dramatically over the past ten years. There are obvious social and economic benefits associated with the event which warrants Council's ongoing involvement, whether that be preferably through a host Council or on-route over the week.

The Town of Gawler is in a position of seeking to consolidate its financial situation. At the same time residents expectations of service delivery remain. Involvement in the Tour Down Under enables Council to demonstrate its commitment to the ongoing wellbeing of its community, while the major attraction and management is undertaken by a third party. The resulting investment is minimal given the world wide exposure that the event brings and the longer term benefit for our community.

While Gawler may not be successful in being a host Council each year there are still substantial benefits in demonstrating ongoing support for the event. The level of involvement will obviously be dependant upon the race route and timing. It is recommended that Council should continue to annually register an interest in being a host Council.

Report Prepared by Jodie Grantham, Manager Business & Community Services
Item Number
Title
Date
Author(s)
File
Previous Reference/ Motion

10.5
GAWLER CHRISTMAS STREET FESTIVAL
13 July 2010
Manager Business and Community Services (Jodie Grantham)
R09:0156
Nil

Background
In 2006 Council was approached through the then "Mayors Service Club Forum" to assist with the hosting of the Gawler Christmas Celebrations. Since that time event management has been undertaken by Council staff.

The Gawler Christmas Street Festival has been held on the first Sunday of the month for the past three years. Its primary focus is to deliver a community celebration with diverse participation that includes a thank you from Council and local business collectively growing community pride and spirit.

In 2009 the event was held on Sunday, 6 December, 11.00 am to 3.00 pm in Murray Street, between Lyndoch Road and Calton Road.

Attachment(s)

Comments/Discussion
The 2009 Gawler Christmas Street Festival Report and relevant attachments have previously been provided to elected members.

The report provides an analysis of the event, including background information, resource requirements, financial contributions, attendance, key performance indicators (KPI), community feedback and future options.

Highlights of the report include:-
1. Meeting five of the seven KPI’s developed with the community.
2. 59% of the community groups surveyed indicated that they would support the event again.
3. Event elements including being held on a Sunday, attractions for children, setup and pack up process and low consumer cost to participate all rated “excellent” from the community group.
4. 57% of businesses indicated that they opened on the day of the festival with strong support to repeat this practice.

Aside from the formal feedback received, as summarised within the report, verbal feedback received from the community indicates that there would be support for reviewing the event concepts. Such review also has the potential to provide efficiency gains for Council.
Substantial reviews of the event have been limited in the past given the ongoing financial commitment, including staff resources, on Council’s behalf, being considered on an annual basis in line with due budget process.

Given that the current event has been implemented for three years it would be timely to undertake such review backed with the knowledge of Council support for a longer term period. A commitment, providing financial and staffing resources to deliver the event, for a three year period would be in line with other commitments provided to similar community events.

**Communication**
Community advice of the decision and engagement in a review process would need to occur.

**Consultation**
Event report has been compiled following consultation with Community Groups and Gawler Businesses.

**Policy Implications**
Nil

**Statutory Requirements**
Nil

**Financial/Budget Implications**
2010/11 Draft budget includes net budget of $21,000 for the Christmas Street Festival.

Three year commitment at this level, increasing by 5% per annum would enable ongoing delivery of similar scale event.

**Strategic Implications**
Strategic direction 3 – A Strong Community

---

**OFFICER’S RECOMMENDATION**

Item 10.5 – Gawler Christmas Street Festival (R09:0156)

That Council:

1. authorise officers to review the concepts of the “Gawler Christmas Street Festival” with the community;

2. provide financial support to the Gawler Christmas celebrations for a three year period, covering December 2010 to December 2013 inclusive, commencing at net $21,000 exclusive GST, increasing by 5% per annum.
2009 Gawler Christmas Street Festival

A community celebration with diverse participation that includes a thank you from Council and local business collectively growing community pride and spirit.

Sunday 6 December 2009
11am – 3 pm

Murray Street
(between Lyndoch Rd & Calton Rd)

Facilitated by Town of Gawler
Jodie Grantham, Manager Business & Community Services
Donna Aldridge, Communications & Marketing Officer
Lynette Ancell, Visitor Information and Project Officer
Background

In 2006 Council was approached through the then “Mayors Service Club Forum” to assist with the hosting of the Gawler Christmas Celebrations.

The Gawler Christmas celebrations have enjoyed a long tradition of being held in Murray Street. Historically and in keeping with country traditions, the length of Murray Street, from the Baptist Church to Lyndoch Road has been temporarily closed to accommodate the festivities. Up until 2003 this occurred on a Thursday night.

Input from the traders and service clubs, lead primarily by the Gawler Rotary Club saw this concept enjoy annual success in bringing the community together to celebrate the years achievements and unite with family and friends.

Being held as a night time celebration brought additional challenges in organising the event. Following the 2003 event concerns were raised by SAPOL, traders and the wider community in relation to the market segment that the event was attracting and the resulting anti-social behaviour.

It was at this point that combining the celebration with the Gawler Community Carols was trialled for a two year period.

The organising bodies behind the Community Carols, CWA and Rotary Club of Gawler Light, are to be commended for their efforts in dealing with an expanded events program given the limitations, including dwindling member numbers. Over these two years some additional assistance was provided by supportive Town Centre traders.

While the Community Carols are very successful, combining the two events proved difficult and detrimental to both events in relation to attendance by the community. For these two years the celebrations were held in Apex Park, commencing mid-afternoon, moving into Carols of the evening.

Subsequently in 2006 Council was approached to take a lead role in auspice and managing the event.

Following extensive consultation with business and the wider community, which included individual discussions, surveys and community group feedback, a concept was agreed upon.

What resulted was a Sunday celebration, targeted directly at attracting the family market, held in Murray Street between Calton Road and Lyndoch Road. Such geographical road closure supported the feedback from traders in relation to maintaining traffic routes.

The “Gawler Christmas Street Festival” as it is now known, is designed to be a community celebration with diverse participation collectively growing community pride and spirit. It aims to facilitate a combined effort from both community groups and traders. The target audience is local families and friends. Attracting the regional resident and the incidental visitor is secondary.
Resources

Organising the 2009 event occurred progressively over the course of the year, however mostly commencing from August onwards.

This time frame is very limiting with implementing changes to the structure of the event, however is currently bound to the annual Council budget process.

The following actions are undertaken to ensure the event is both attractive, safe and meets appropriate legislative requirements.

7. Formation of community working group
   - In addition to staff mostly attended by service clubs and active community group representatives
   - Group provides valuable community feedback in relation to participation protocols, attractions and marketing
   - Minimum monthly meetings arranged and attended by staff (timing is assessed closer to the event)

8. Attraction of stall holders/entertainers/sponsorship
   - Advertisements in local papers
   - Direct mail to appropriate groups as detailed in Gawler Community Information and Business Directory (approx 300 letters sent)
   - Email advice to prior participants / stallholders
   - Direct personal follow up with organisations to participate and assist on the day
   - Sponsorship development and servicing through personal contact
   - Sourcing and engagement of entertainers

9. Placements and Logistics
   - Site mapping and risk management undertaken to ensure public safety and access
   - Event layout and placements of public amenities
   - Internal meetings associated with road closure, parking and Command Centre
   - Recruitment and training of additional volunteers
   - Waste management arrangements
   - Participants briefing on elements of Event Plan
   - Contractor engagement
   - Emergency personnel advice and briefings (SAPOL, SA Ambulance)

10. Marketing and Communications
    - Development of plan
    - Working party feedback
    - Contractor engagement, negotiations and implementation

11. Post Event
    - Internal and external briefings
    - Surveys and evaluation
### Costs

<table>
<thead>
<tr>
<th></th>
<th>Actual</th>
<th>Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Income</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Commercial</td>
<td>295</td>
<td>500</td>
</tr>
<tr>
<td>Sponsorship</td>
<td>4,091</td>
<td>0</td>
</tr>
<tr>
<td><strong>TOTAL INCOME</strong></td>
<td>4,386</td>
<td>500</td>
</tr>
<tr>
<td><strong>Expenses</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Wages/ Salaries</td>
<td>5,094</td>
<td>11,500</td>
</tr>
<tr>
<td>Contractors (public amenities, infrastructure, public safety)</td>
<td>12,105</td>
<td>12,100</td>
</tr>
<tr>
<td>Signs</td>
<td>1,123</td>
<td>0</td>
</tr>
<tr>
<td>Sundry</td>
<td>890</td>
<td>1,500</td>
</tr>
<tr>
<td>Printing / Advertising / Promotions (banners, advertising, promotion trail)</td>
<td>12,369</td>
<td>12,500</td>
</tr>
<tr>
<td>Internal Plant Hire</td>
<td>567</td>
<td>500</td>
</tr>
<tr>
<td>GBDG contributions</td>
<td>(10,000)</td>
<td>(10,000)</td>
</tr>
<tr>
<td><strong>TOTAL EXPENSES</strong></td>
<td>22,148</td>
<td>28,100</td>
</tr>
<tr>
<td><strong>SHORTFALL</strong> (COUNCIL CONTRIBUTION)</td>
<td>17,762</td>
<td>27,600</td>
</tr>
</tbody>
</table>

Sources of in-kind support:

- Volunteers – Service Clubs to assist with relevant areas
- Product – Gawler Business Development Group & Target

NOTE – Town of Gawler event management resources required for this event are not included in the above calculation. These costs are currently accounted for in general department wages expense.

Challenges encountered with organising the event include:

- Lead in time (restricted to annual Council budget process)
- Engagement of community
- Capacity of active community groups to assist (limited member numbers and competing priorities)
- Location (maintaining balance between access, safety and attractions)
- Internal resources and Council priorities
- Quality entertainment attraction within limited budget
- Meeting consumer expectations, needs and wants
- Accommodating late stallholder cancellations
**Attendance**

The following table provides a breakdown of attendance and stallholders/entertainers for the last three years.

<table>
<thead>
<tr>
<th></th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Attendance*</td>
<td>6,500</td>
<td>8,000</td>
<td>10,000</td>
</tr>
<tr>
<td>Stallholders / Entertainment</td>
<td>40</td>
<td>46</td>
<td>66</td>
</tr>
</tbody>
</table>

*Attendance based upon staff, contractor and emergency personnel estimates.

Attendance – According to research undertaken via event competition approx 95% of attendees were from within the postcode of 5116, 5117 and 5118.

By observation the majority of attendees were families with children, 12 years and under.

Stallholders / Entertainers –

40 Stallholders : 27 community groups : 13 business

26 Activities / Entertainment : 9 community groups : 18 business / professional

**Results / Reactions**

The following Key Performance Indicators (KPI's) were developed by staff in consultation with the event working group at initial meetings.

<table>
<thead>
<tr>
<th>KPI</th>
<th>Result</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Attendance of 10,000</td>
<td></td>
<td>Based upon SAPOL, Security and staff estimates.</td>
</tr>
<tr>
<td>Town of Gawler recognised in promotions/acknowledgements in media that delivery event</td>
<td></td>
<td>While achieved, further improvement with editorials could be made.</td>
</tr>
<tr>
<td>Community Groups – assisting with event organising and participation levels up by 10%</td>
<td></td>
<td>No community group participation increase Limited increase in event organising assistance.</td>
</tr>
<tr>
<td>Smiling faces on the day</td>
<td></td>
<td>Assessed through observation</td>
</tr>
<tr>
<td>Family friendly safe environment</td>
<td></td>
<td>SAPOL &amp; Weslo Security incident reports limited to 2 lost children</td>
</tr>
<tr>
<td>Low consumer cost to participate</td>
<td></td>
<td>Minimal verbal feedback received following the event in relation to cost of some amusement rides.</td>
</tr>
<tr>
<td>Delivered within budget</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Community Groups

Methodology:
Survey undertaken with participants & non-participants as identified through the Gawler Community Information and Business Directory.

Posted distribution to 175 groups.
13% response rate.

The following summary indicates the highest ranking responses.

<table>
<thead>
<tr>
<th>Question</th>
<th>Excellent</th>
<th>Good</th>
<th>Average</th>
<th>Below Average</th>
<th>Poor</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q1 Location</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q2 Being held on a Sunday</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q3 Length (11 am – 3 pm)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q4 Attractions for children</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q5 Attractions for youth</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q6 Attractions for adults</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q7 Layout of stalls/attractions</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q8 Public amenities</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q9 Communications/Marketing</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q10 Community participation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q11 Business participation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q12 Traffic management</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q13 Manage Set up/ Pack up</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q14 Low consumer cost</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Based on your organisation’s experience this year would you support future Christmas Street Festivals
59% indicated YES

Improvement Suggestions
<table>
<thead>
<tr>
<th>Time</th>
<th>Later in day otherwise Saturday</th>
</tr>
</thead>
<tbody>
<tr>
<td>Layout</td>
<td>More stalls</td>
</tr>
<tr>
<td>Other</td>
<td>All business in Murray Street open</td>
</tr>
<tr>
<td></td>
<td>Businesses to at least have trestle tables to show stock</td>
</tr>
<tr>
<td></td>
<td>More bins</td>
</tr>
</tbody>
</table>
Murray Street Traders

Methodology:-
Survey undertaken with Murray Street Traders participants & non-participants as identified through the Gawler Community Information and Business Directory.

Distribution to 130 traders.
10% response rate.

The following summary indicates the highest ranking responses.

<table>
<thead>
<tr>
<th>Question</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Did you open for business on this day</td>
<td>57% Indicated YES</td>
</tr>
<tr>
<td>Do you normally open on a Sunday</td>
<td>50% indicated NO</td>
</tr>
<tr>
<td>What impact did the Festival have on your Sunday trade figures</td>
<td>64% indicated NO CHANGE</td>
</tr>
</tbody>
</table>

### Improvement Suggestions

<table>
<thead>
<tr>
<th>Question</th>
<th>Improvement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Location</td>
<td>Central Murray Street event only – not applicable to other traders</td>
</tr>
<tr>
<td>Time</td>
<td>Go back to having festival at night – not enough people during the day, better atmosphere during the night</td>
</tr>
<tr>
<td>Attractions</td>
<td>More attractions for kids i.e. more games and rides, more music for adults, fireworks and a Christmas Pageant, more bands</td>
</tr>
<tr>
<td>Food</td>
<td>Less food</td>
</tr>
<tr>
<td>Layout</td>
<td>More stalls, music throughout the street, more decorations</td>
</tr>
<tr>
<td>Marketing</td>
<td>Better advertising, better signage of event</td>
</tr>
</tbody>
</table>
Learning Points

Considering the existing concept improvements could be made in the following areas:

- Across department communications and task lists
- Information provision to elected members (distribution of working party agenda and note papers)
- Earlier recruitment of professional entertainment
- Layout – entertainment area that is more integrated with street
- Utilisation of volunteer / community groups for development of Christmas Pageant
- Parking – locations and advertising, inclusion in Event Plan
- Consideration to stallholder late cancellation fees

Future

The future of the Gawler Christmas Street Festival lies in the hands of the community. While the event has enjoyed a long tradition of being held in Murray Street feedback has been mixed in relation to its success of being held in this location on a Sunday.

There appears to be support for the development of a formal street parade from both the residential and business community. The logistics and resulting costs associated with closing Murray Street is a major factor to consider going forward for the Festival and / or parade.

Feedback has also been received in relation to the goals and participation types at the event. If the event is to truly celebrate the past year, the Christmas Season and unite family and friends, then every aspect should reflect this. Commercialism of and within the event should be avoided if this is to be the ultimate goal.

Future options to consider:

- Development of Christmas Parade in Murray Street. Could include entire length of Murray Street and continuation onto another location outside of Murray Street. Midday possibly best time to attract lunch time market
  Possibility to implement utilising rolling road closure (implemented by SAPOL) thus minimal cost to Council, allowing for further injection into other attractions / entertainment
- Relocation of festivities to Gawler Sport & Community Centre Limits needs for additional infrastructure, including public amenities Picnic environment promoting family atmosphere
  Offers ability for seamless transition into night time Carols and possible fireworks
  Minimises costs providing ability to invest further in attractions / entertainment
- Council provide financial assistance for alternative third party to auspice and manage delivery.
Summary

The Gawler Christmas Street Festival has grown over the past four years with Council taking a lead role in organising.

There are obvious social benefits associated with the event which warrants Council involvement, the extent being the challenge. Does Council need to be the lead agent? Can it simply be a sponsor?

While these questions have not been explored the challenge would be now to find a replacement. Like the Gawler Horse Festival, despite events being successful, community organisations are limited in their capacity to continue the success without support. Immediate to mind is the local service clubs however they are mostly not afforded large member numbers and in many instances look for financial gain from their events to support other important projects. The Gawler Christmas Street Festival is limited in achieving financial gain given the primary goal consideration.

Across the state the delivery of similar type events are auspice in a variety of ways, separate Trader Groups, Council, Section 41 Town Committees and Community Groups.

The Town of Gawler is in a position of seeking to consolidate its financial situation. At the same time consumer expectations with events rise each year. For these expectations to be met either additional funds need to be sought or alternatively the overall concept, including location of the celebrations, may need to undergo change. Changes take time to develop and implement and the current financial arrangements for this event, being considered on a year by year basis, limit the capacity to develop these and attract partners and alternative sponsorship.

The Gawler Christmas Street Festival would be best served by revisiting the concept with the community and Council considering a longer term commitment to the event, for instance three years similar to other community events.

Report Prepared by Jodie Grantham, Manager Business & Community Services