



ATTACHMENTS

Ordinary Council Meeting

24 May 2022

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GAWLER BUSINESS DEVELOPMENT GROUP



QUARTERLY REPORT

1 January – 31 March 2022



Overview

The first quarter of 2022 started with businesses still suffering financially as a direct result of negative impacts caused by COVID-19 restrictions. A number of businesses found the last quarter of 2021 too much to bear and ended up closing their doors.

The flip side of that is that we continue to see new businesses setting up in Gawler, it remains to be seen if they will be successful. Having walked up and down Murray St on Thursday nights, Saturday nights and Sunday afternoons, it is like a ghost town. Most businesses are closed and those that are open have very few or no customers most of that time. If this quarter was during the winter one could expect this lack of “shoppers”. It is a very relevant time to be asking “how can this be changed?”. Feedback from shoppers is that “you cant beat comfort and convenience” and that is what they get from shopping in enclosed, air conditioned malls and shopping centres.

Whilst there are many pro’s of shopping in an open air environment like Murrays St, the “comfort and convenience” comment is valid and the increase of enclosed shopping environments is having a negative impact on all open air business districts throughout Australia. Consumers are time poor and prefer to shop where they can get “everything” easily and without walking too far.

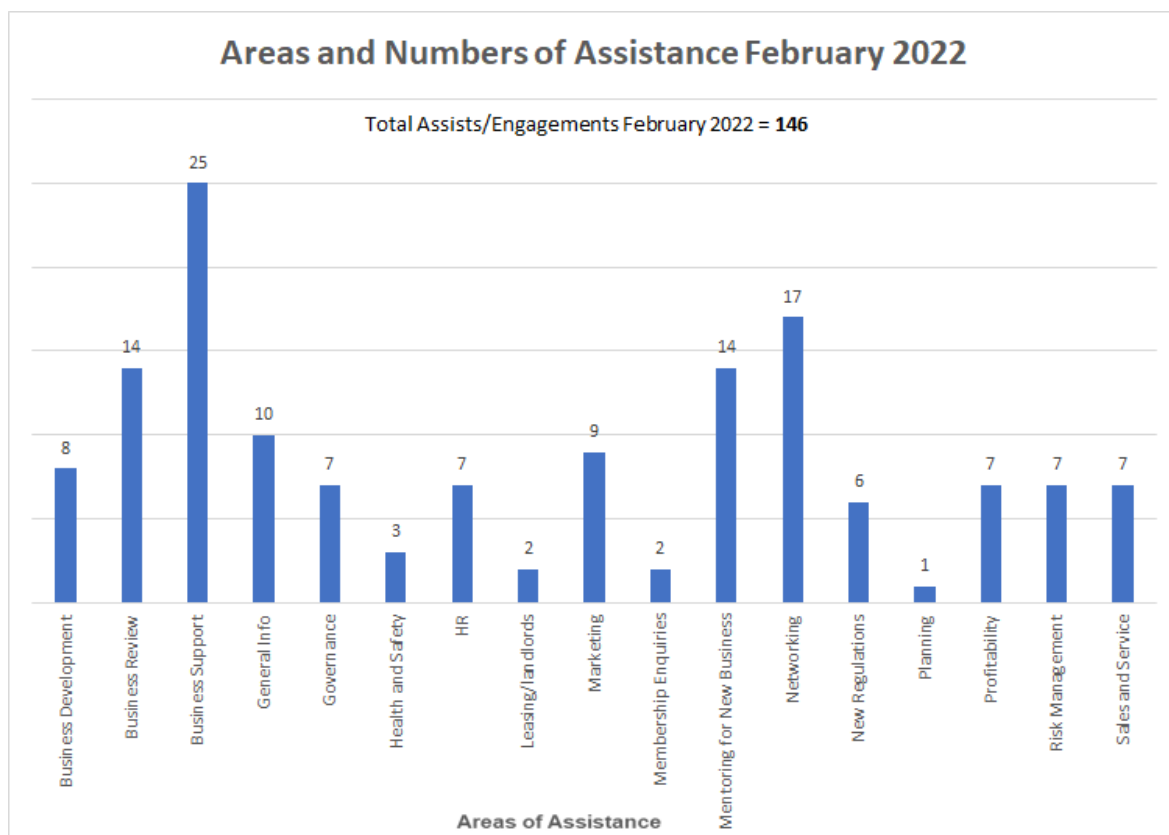
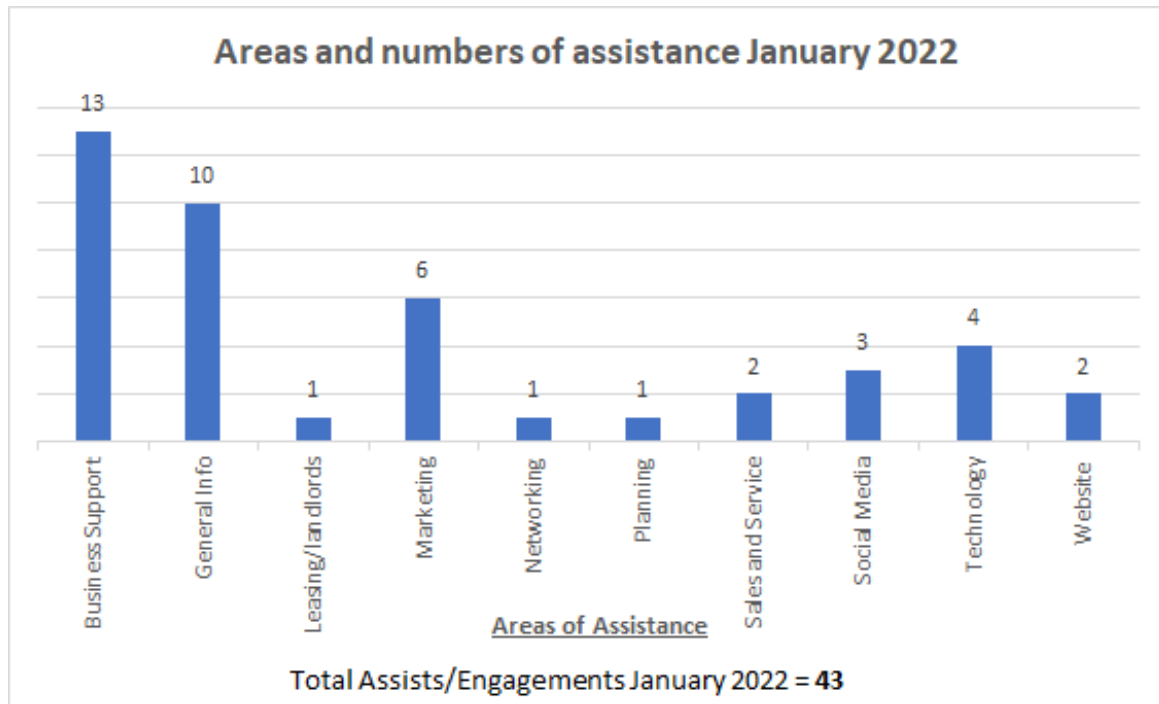
How can the impact of this be reduced to encourage people to shop in Gawler’s central business district? This is one area GBDG will focus on in the next quarter and throughout 2022/23.

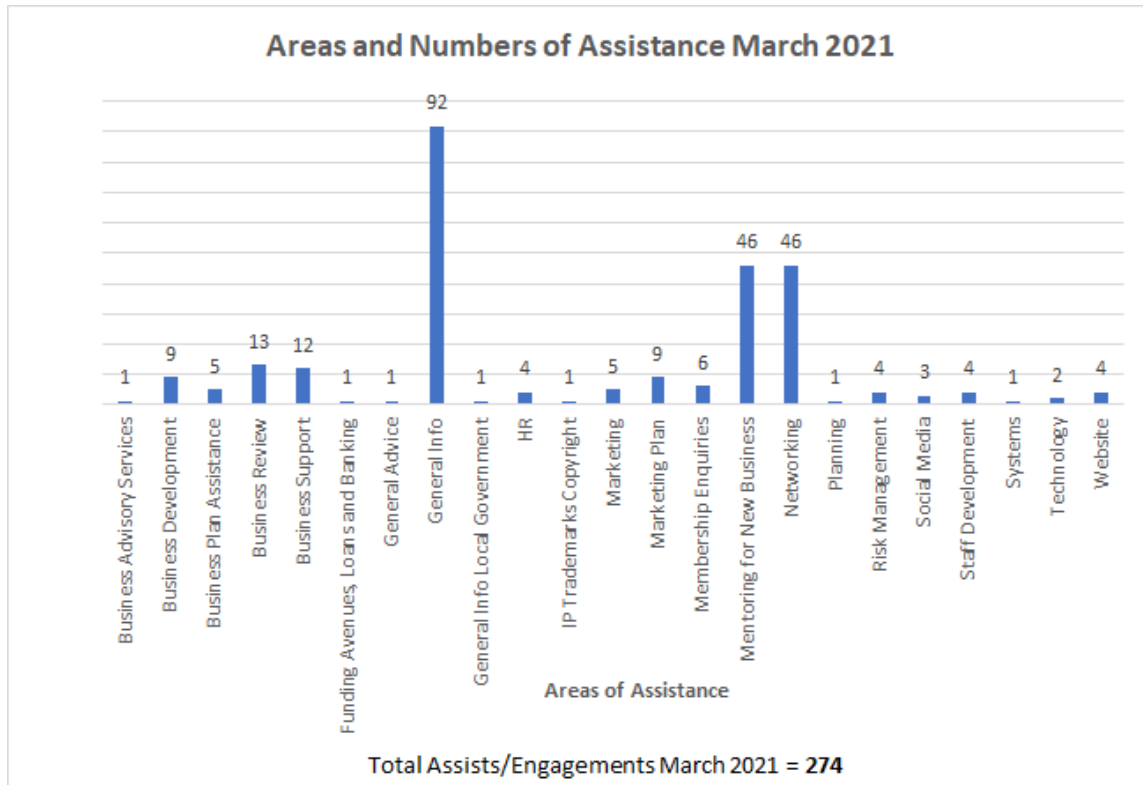
Business and Membership Movements

New Businesses to Gawler	Business Changes	New Members
Ruediger Construction has returned to the region 4-6 Paxton Street, Willaston	The Travel Planner is no longer a commercial member. Now operating from home as a ‘mobile’ business and closed the shopfront.	Mind Perception
Studio Pilates (Gawler Central)	Gawler Green Shopping Centre has sold for \$46 million to Adelaide investor Tony Scaffidi	Zen Equine
Shorter Legal	Connexus was sold and new owners are Pennytel. Sydney based company with Lee Atkinson as the Chief Revenue Officer.	Susan Cook Virtual Assistant
Lucky Stars Early Learning Centre	Gawler Car World moved premises from 19 to 17 Gale Rd.	
Coffee with Canines	Torahod Muay Thai/Performance Centre moved from commercial space on Gale Rd to home based.	
Spoggy and Sage	New store Manager in Target (Pheonix Plaza)	
JT Heating	New General Manager and Co Owner of Wintulichs – Amanda North	

Contacts Reports

The quarter from 1 January 2022 to 31 March 2022 saw a total of 463 business assists and engagements.





Business Advisory Services

Number of Businesses Referred this quarter to B2B providers, State Govt Depts, and GBDG sourced advisors, note: many require multiple sessions	
January	0
February	1
March	0

Events, Workshops and Programs

January: No events.

February:

1st Feb 22 – Tammy's Table 8 businesses in attendance, topic was company values and the importance of having a HR consultant in your business rather than trying to keep up with all of the rules yourself. Discussions were had around experiences business owners have had when things have gone wrong and how important it was to have professional advisors in your corner to support you during these times.

8th Feb 22 – Tammy's Table 8 businesses in attendance, topic we discussed was: Practicing Business Gratitude when we feel flat and fatigued AND blocks around selling ourselves.

21st Feb 22 – Social Media Choices 13 businesses in attendance Topics: Popular Social Media, Best Social Media choice for your business, How to optimise your social media page/s of choice, Benefits of video on social media, Marketing best practice, Lead magnets, Photography techniques, Scheduled posts

March:

1st Mar 22 – Tammy's Table 5 businesses in attendance. The topic we discussed was: Employee Retention – what incentives work and what don't based on your experiences

8th Mar 22 – International Women's Day Lunch. Topic "Soulshine Workshop" a process that will help you realise what is truly important to you in your life so you can optimize your energy, health and happiness and create a mini action plan to awaken your goals ahead! Another successful event despite there being a large number of offerings on the same day. Next year we will not hold the event on the set day, rather we will switch back to Fridays as they seem to work better for us. 31 businesses attended and had a great time networking.

10th Mar 22 – Tammy's Table 10 businesses in attendance. The topic we discussed was: "What do you ultimately want to be known for in your business? And do you reflect this in your marketing / communication?"

Feedback

Tammys' Table

This program has now been running for over 2 years and the expected outcomes for 2021/22 were that the program would grow to include more businesses. This was achieved with a second group of business owners engaged into this mentoring program. Further growth has seen the numbers rise from 22 businesses to 26 businesses receiving ongoing mentoring and support. Consideration is being given to expanding to a third group.

Absolutely! Such a fantastic space for collaboration and support 🧡

Strategic planning with you Tammy was I imagine how it felt to someone who got to rehearse with The Beatles 🙌🎵📈

Love our meetings! A safe space to share, collaborate and receive support from amazing people in the field 🥰



International Womens Day

Hi Caren and Adele

I just wanted to thank you for your wonderful hospitality today at the Women's International Day Lunch. It was lovely to network and gather with a great bunch of women. You both did a marvellous job. Take care and see you soon.

Kind Regards A W

Hello ladies

Thanks for arranging a fabulous lunch today. It was so nice to spend some time with the ladies outside of the meetings and I certainly had some "aha" moments 😊 T. E

Hey there 😊

Well done yesterday, you girls did a fab job! K.C

All other feedback from other attendees is collated into event feedback from below.

	Excellent (rating 10/10)	Good (rating 8/10)	Needs Improvement (rating 5/10)	Not Applicable
Marketing Materials Developed by Organisers	*****	****	*	
Promotion by Organisers Prior to Event	*****	*****	*	
Location of Event	****	*****	*	
Quality of Speakers	*****	****		
Duration of Event	*****	****	*	
Overall, how would you evaluate this event?	*****	***		
How could this event be improved? Easier Booking platform with reminders Healthier food choices Quieter location Smaller tables More or different food choices More networking				
Any other comments or suggestions? Great speaker Well put together, thankyou Really enjoyed this lunch event Thanks for all you girls do Happy Lovely afternoon Great lunch event , thankyou				

Social Media Choices –

Hi Adele,

Thanks for fitting me in last night. It was a great session and great facilities. Kind regards, LC.

All feedback from 4 of the other attendees is collated into workshops form below

Content	Excellent	Good	Needs Improvement	Not Applicable
Covered Useful Material	***	*		
Practical to My Needs and Interests	**	**		
Well Organised	**	**		
Presented at the Right Level	**	*	*	
Effective Activities		**		**
Useful Visual Aids/Handouts	*	*		**
Presentation	Excellent	Good	Needs Improvement	Not Applicable
Instructor's Knowledge	**	**		
Instructor's Presentation Style	***	*		
Instructor Covered Material Clearly	***	*		
Instructor Responded Well to Questions	***	*		
How could this workshop be improved?				
Important notes from the workshop could be emailed to participants to re-inforce learning.				
It was a beginner course really, perhaps be marketed as such? I did get one or 2 takeaways but that's all.				
Any other comments or suggestions?				
I had to leave early due to overlapping bookings that I had made. I would attend again if the opportunity arose.				
	Excellent	Good	Needs Improvement	Not Applicable
Overall, how would you evaluate this workshop?	**	**		

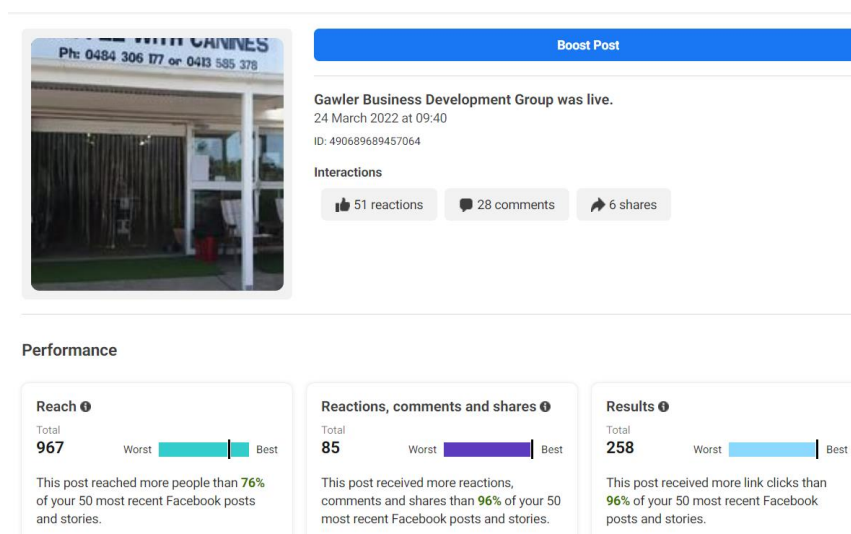
Media



Marketing Strategies

“Live, work, play and do business in Gawler” posts continue attract regular engagement with the numbers of comments, likes and reach still far larger than anything we have done previously. “Did You Know” – an mini overview of a member business and “Gawler’s Latest Specials” – a one stop post to see what special offers are available with our member businesses are growing in engagement numbers

Videos



“Live, Work, Play and Do Business” in Gawler

“Work” in Gawler



Gawler Business Development Group
Published by Gbdg Gawler · 1 February at 13:25 · 🌐

Here's a list of some of the latest employment opportunities in Gawler. Something for everyone!

BankSA Gawler branch are seeking a Customer Service Advisor. More details here <https://www.seek.com.au/job/55693790?type=standout>

Chilli Recruitment are seeking an OUTBOUND SALES person. More details here <https://www.seek.com.au/job/55729737?type=standout>

... See more

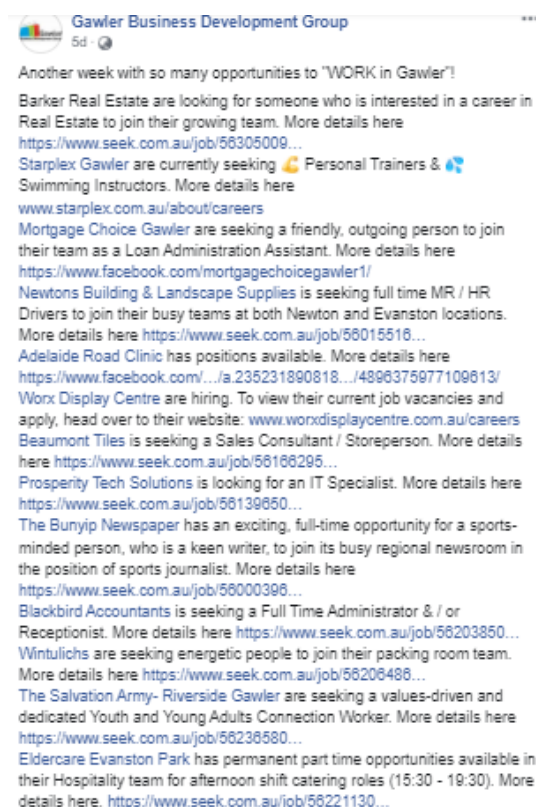
WORK IN GAWLER !

CURRENT EMPLOYMENT OPPORTUNITIES



36,379 People reached 4,948 Engagements — Distribution score [Boost post](#)

45 54 comments 140 shares



Gawler Business Development Group
5d · 🌐

Another week with so many opportunities to "WORK in Gawler"!

Barker Real Estate are looking for someone who is interested in a career in Real Estate to join their growing team. More details here <https://www.seek.com.au/job/56305009...>

Starplex Gawler are currently seeking 🧑💪 Personal Trainers & 🏊 Swimming Instructors. More details here www.starplex.com.au/about/careers

Mortgage Choice Gawler are seeking a friendly, outgoing person to join their team as a Loan Administration Assistant. More details here <https://www.facebook.com/mortgagechoicegawler1/>

Newtons Building & Landscape Supplies is seeking full time MR / HR Drivers to join their busy teams at both Newton and Evanston locations. More details here <https://www.seek.com.au/job/56015516...>

Adelaide Road Clinic has positions available. More details here <https://www.facebook.com/.../a.235231890818.../4896375977109613/>

Worx Display Centre are hiring. To view their current job vacancies and apply, head over to their website: www.worxdisplaycentre.com.au/careers

Beaumont Tiles is seeking a Sales Consultant / Storeperson. More details here <https://www.seek.com.au/job/56166295...>

Prosperity Tech Solutions is looking for an IT Specialist. More details here <https://www.seek.com.au/job/56139650...>


The Bunyip Newspaper has an exciting, full-time opportunity for a sports-minded person, who is a keen writer, to join its busy regional newsroom in the position of sports journalist. More details here <https://www.seek.com.au/job/56000396...>

Blackbird Accountants is seeking a Full Time Administrator & / or Receptionist. More details here <https://www.seek.com.au/job/56203850...>

Vintulichs are seeking energetic people to join their packing room team. More details here <https://www.seek.com.au/job/56206486...>


The Salvation Army- Riverside Gawler are seeking a values-driven and dedicated Youth and Young Adults Connection Worker. More details here <https://www.seek.com.au/job/56236580...>

Eldercare Evanston Park has permanent part time opportunities available in their Hospitality team for afternoon shift catering roles (15:30 - 19:30). More details here: <https://www.seek.com.au/job/56221130...>



WORK IN GAWLER !


CURRENT EMPLOYMENT OPPORTUNITIES



[Get more likes, comments and shares](#)
When you boost this post, you'll show it to more people.

25,254 People reached 1,433 Engagements [Boost post](#)

“Live” in Gawler

 **Gawler Business Development Group** 17 March · 🌐

There are so many wonderful opportunities to Live, Work, Play and Do Business in Gawler.
With access to amazing schools, sporting clubs, open spaces, entertainment, shopping precincts, award winning cafes and restaurants and retirement villages, there is something for everyone across all stages of life. So come and LIVE in Gawler!

Rental properties
2 Bed unit in Willaston <https://gawler.ljhooker.com.au/house-in-willaston-sa-5118-a...>
3 Bed home in Gawler East <https://www.christieroberts.com.au/property...>
4 bed home in Gawler East <https://www.realestate.com.au/property-house-sa-gawler+east...>

Vacant Land
470m2 in Evanston Park <https://www.firstnationalgawler.com.au/.../lot-744-edward-cre...>
512m2 in Gawler South <https://gawler.eldersrealestate.com.au/.../93-lawrence-avenue.../>

Property to buy
2 bed renovated cottage in Gawler South <https://www.gawlerprofessionals.com.au/.../2-ninth-street-ga.../>
2 bed home in Gawler East <https://www.gawlerprofessionals.com.au/.../2-ninth-street-ga.../>
3 bed home in Evanston Gardens <https://raywhitegawler.com.au/.../evanston-gard.../house/2678803>
4 bed home in Evanston Park <https://gawler.eldersrealestate.com.au/.../4-angas-avenue-e.../>

Retirement properties
1 bed unit in Oasis Garden Village <https://www.realestate.com.au/property-unit-sa-gawler+east-...>



👍 **Get more likes, comments and shares**
When you boost this post, you'll show it to more people.

872 People reached	64 Engagements	Boost post
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Social Media and Digital Platforms

GBDG Facebook Page

Date Range	Video Views	Post Reach	Post Engagement	Total Page Likes	Total Page Followers
Jul 2021	881	30,319	5881	3893	4586
Aug 2021	334	6332	961	4001	4616
Sept 2021	251	4754	638	4016	4642
Oct 2021	398	13697	1280	4019	4659
Nov 2021	598	13836	1621	4025	4661
Dec 2021	461	4588	407	4046	4690
Jan 2022	154	43154	5391	4133	4903
Feb 2022	266	11691	982	4256	4939
Mar 2022	880	29277	2699	4345	5053

- Quite a strong increase in March

LinkedIn

Date Range	Followers	Following	Contacts	Connections	Post Views
Jul 2021	1016	1048	3644	- n/a	230
Aug 2021	1017	768	3644	1008	241
Sept 2021	1015	1047	3644	1015	248
Oct 2021	1015	1048	3644	1015	251
Nov 2021	1014	1047	3644	1014	255
Dec 2021	1014	1047	3644	1014	255
Jan 2022	1010	1046	3644	1013	241
Feb 2022	1015	1053	3644	1018	262
Mar 2022	1015	1053	3644	1017	145

Twitter

Date Range	Tweets	Retweets	Followers	Following	Mentions
Jul 2021	2	0	60	105	2
Aug 2021	2	0	61	113	2
Sept 2021	1	1	63	117	1
Oct 2021	1	0	64	118	1
Nov 2021	4	0	63	119	0
Dec 2021	2	0	63	119	0
Jan 2022	1	0	64	119	0
Feb 2022	1	0	64	119	0
Mar 2022	1	0	64	119	0

Instagram

Date Range	Total Posts	Followers	Following
Jul 2021	150	556	440
Aug 2021	154	577	446
Sept 2021	156	596	446
Oct 2021	164	603	446
Nov 2021	168	610	445
Dec 2021	168	610	445
Jan 2022	172	615	444
Feb 2022	176	620	445
Mar 2022	178	619	448

PROPOSED STRATEGIES**Progress on proposed strategies from 2020/21 and 2021/22****Digital Marketing Strategy**

Market Research project has been completed and the GBDG Board are now reviewing the findings. These findings will assist with the development of a Strategic Plan and Marketing Plan

Governance

In progress:

1. Review of the Constitution and Rules of the Association
2. Approvals sought for implementation of new policies and procedures
3. Completed review of current policies and procedures

Drafts Completed ready for approval

1. QMS P1 Board Member Induction Policy and Procedure
2. QMS P2 Confirmation of Appointment to the Board Policy
3. QMS P3 Board Member Code of Conduct
4. QMS P4 Board Member Code of Ethics
5. QMS P5 Board Confidentiality Policy
6. QMS P6 Board Meeting Attendance Policy
7. QMS P7 Anti-Discrimination Policy
8. QMS P8 Board Dispute Resolution Policy
9. QMS P9 Board Member Recruitment Policy
10. QMS P10 Board Office Bearer Policy Statements
11. QMS P11 Anti Bullying Policy
12. QMS P12 Financial Controls Policy
13. QMS P13 Website and Digital Media Policy
14. QMS P14 New Membership Procedure Policy

Activity Progress Summaries**SA Business Conference**

After the 2020 conference being cancelled due to Covid restrictions, the 2021 event was a huge success with all expectations and objectives met. Minimum numbers of attendees was set at 70 and this was greatly exceeded with 125 registrations.

The 2022 event has been planned and is now being marketed. Registrations commenced on 10th March and we currently have 44 registrations. (as at 4th April)

Gawler Business Development
Group Inc 2
PO Box 402, Gawler, SA, 5118
0488440588

Profit and loss report

Cash mode

01 Jul 2021 - 31 Mar 2022

	Total				
	Actual	Year to date	Variance \$	Budget	Variance \$
4-0000 Income					
4-0002 Event Income					
4-1150 Workshop- Forum/Networking Registrations	1,195.52	1,195.52	0.00	72.00	1,123.52
Total Event Income	1,195.52	1,195.52	0.00	72.00	1,123.52
4-0003 Funding					
4-1100 Council Receipts - Levied Fees	136,962.00	136,962.00	0.00	136,962.00	0.00
4-1110 BBRF Fund	0.00	0.00	0.00	5,400.00	(5,400.00)
4-1140 Memberships	3,476.14	3,476.14	0.00	747.00	2,729.14
4-1190 Carry over funds	0.00	0.00	0.00	92,880.00	(92,880.00)
Total Funding	140,438.14	140,438.14	0.00	235,989.00	(95,550.86)
Total Income	141,633.66	141,633.66	0.00	236,061.00	(94,427.34)
Gross Profit	141,633.66	141,633.66	0.00	236,061.00	(94,427.34)
6-0000 Expense					
6-0002 Administration					
6-1115 Council relations/projects A Stoakes	167.44	167.44	0.00	164.00	3.44
6-1120 Admin Contractor C Brougham	12,312.00	12,312.00	0.00	13,338.00	(1,026.00)
6-1130 Admin Contractor A Stoakes	2,176.72	2,176.72	0.00	2,457.00	(280.28)
6-1135 Council relations/projects C Brougham	3,078.00	3,078.00	0.00	6,669.00	(3,591.00)
6-1518 Licensing & Associations Expense	1,794.55	1,794.55	0.00	1,872.00	(77.45)
6-2600 Insurance	2,614.23	2,614.23	0.00	2,900.00	(285.77)
6-3610 GBDG Equipments	455.33	455.33	0.00	225.00	230.33
6-4000 Postage & courier	130.91	130.91	0.00	369.00	(238.09)
6-4200 Stationery Printing & Office supplies	424.15	424.15	0.00	675.00	(250.85)
6-5100 Subscription & Dues	471.64	471.64	0.00	-	471.64
6-5600 Telephone	878.66	878.66	0.00	1,125.00	(246.34)
Total Administration	24,503.63	24,503.63	0.00	29,794.00	(5,290.37)
6-0003 Advertising & Marketing					
6-1121 Advertising & Marketing C Brougham	4,924.80	4,924.80	0.00	5,328.00	(403.20)
6-1122 Advertising & Marketing A Stoakes	5,023.20	5,023.20	0.00	4,914.00	109.20
6-1200 Advertising & New Business Attraction	717.00	717.00	0.00	3,744.00	(3,027.00)
6-1202 New Business Attraction C Brougham	3,078.00	3,078.00	0.00	3,330.00	(252.00)
6-1203 New Business Attraction A Stoakes	334.88	334.88	0.00	324.00	10.88
6-1204 Event Marketing - website	82.00	82.00	0.00	-	82.00

6-1205 General Event Marketing C Brougham	3,944.91	3,944.91	0.00	4,167.00	(222.09)
6-1206 General Event Marketing A Stoakes	1,091.72	1,091.72	0.00	1,224.00	(132.28)
6-1207 Advertising & Marketing Subs	638.44	638.44	0.00	225.00	413.44
6-1670 Advertising & Marketing General Promos/Campaigns	0.00	0.00	0.00	7,497.00	(7,497.00)
6-3612 Website/Other Platforms/Licensing/Maint S Bailey	1,152.14	1,152.14	0.00	2,997.00	(1,844.86)
6-3613 Website/Other Platforms/Licensing/Maint C Brougham	615.60	615.60	0.00	1,332.00	(716.40)
6-3614 Website/Other Platforms/Licensing/Maint A Stoakes	334.88	334.88	0.00	324.00	10.88
Total Advertising & Marketing	21,937.57	21,937.57	0.00	35,406.00	(13,468.43)
6-0004 Business Development Services					
6-1145 Workshop Expense	2,836.33	2,836.33	0.00	1,494.00	1,342.33
6-1146 Business Services Contractor C Brougham	9,234.00	9,234.00	0.00	9,999.00	(765.00)
6-1147 Business Services Contractor A Stoakes	167.44	167.44	0.00	162.00	5.44
6-1250 BBRF Program	39,873.00	39,873.00	0.00	38,500.00	1,373.00
6-1514 Business Conference	878.70	878.70	0.00	7,000.00	(6,121.30)
6-1520 Networking Events	8,762.93	8,762.93	0.00	3,750.00	5,012.93
6-1600 Business Services- B2B, Coaching, Advisors	6,393.97	6,393.97	0.00	7,290.00	(896.03)
Total Business Development Services	68,146.37	68,146.37	0.00	68,195.00	(48.63)
6-0005 Community Support					
6-1450 Community Support and Sponsorship	0.00	0.00	0.00	1,125.00	(1,125.00)
Total Community Support	0.00	0.00	0.00	1,125.00	(1,125.00)
6-0006 Event Management					
6-1540 Event Management C Brougham	9,234.00	9,234.00	0.00	12,501.00	(3,267.00)
6-1541 Event Management A Stoakes	3,767.40	3,767.40	0.00	3,681.00	86.40
Total Event Management	13,001.40	13,001.40	0.00	16,182.00	(3,180.60)
6-0007 Finance					
6-1000 Accounting & Auditing	2,685.60	2,685.60	0.00	4,050.00	(1,364.40)
6-1005 Finance Contractor C Brougham	2,462.40	2,462.40	0.00	2,664.00	(201.60)
6-1010 Finance Contractor A Stoakes	167.44	167.44	0.00	162.00	5.44
Total Finance	5,315.44	5,315.44	0.00	6,876.00	(1,560.56)
6-0009 GBDG Board and Other					
6-1125 Board Expense General	592.46	592.46	0.00	1,494.00	(901.54)
6-1126 Board Activity Contractor C Brougham	1,231.20	1,231.20	0.00	1,332.00	(100.80)
6-1127 Governance Training & Criminal History Checks	1,935.91	1,935.91	0.00	2,997.00	(1,061.09)
Total GBDG Board and Other	3,759.57	3,759.57	0.00	5,823.00	(2,063.43)
6-0010 Membership/Member Liaison					
6-1131 Membership Member Liaison C Brougham	9,234.00	9,234.00	0.00	5,328.00	3,906.00
6-1132 Membership Member Liaison A Stoakes	3,018.12	3,018.12	0.00	2,943.00	75.12
Total Membership/Member Liaison	12,252.12	12,252.12	0.00	8,271.00	3,981.12

6-0011 Projects					
6-1702 Market Research Project	25,350.00	25,350.00	0.00	30,000.00	(4,650.00)
6-1703 Christmas Promotion	4,868.66	4,868.66	0.00	4,000.00	868.66
6-1706 Gawler Music Month	0.00	0.00	0.00	2,000.00	(2,000.00)
6-1710 Projects Contractor C Brougham	2,481.49	2,481.49	0.00	2,664.00	(182.51)
6-1720 Projects Contractor A Stoakes	393.40	393.40	0.00	243.00	150.40
Total Projects	33,093.55	33,093.55	0.00	38,907.00	(5,813.45)
Total Expense	182,009.65	182,009.65	0.00	210,579.00	(28,569.35)
Operating Profit	(40,375.99)	(40,375.99)	0.00	25,482.00	(65,857.99)
8-0000 Other Income					
8-1200 Interest income	18.75	18.75	0.00	-	18.75
8-1210 Interest - ATO Remission GIC	3,134.00	3,134.00	0.00	-	3,134.00
Total Other Income	3,152.75	3,152.75	0.00	0.00	3,152.75
Net Profit	(37,223.24)	(37,223.24)	0.00	25,482.00	(62,705.24)

Gawler Business Development
Group Inc 2
PO Box 402, Gawler, SA, 5118
0488440588

Balance sheet report

31 Mar 2022

	Total
Asset	
1-0001 Banking	
1-1000 ANZ Bus Extra **11045	8,250.56
1-1200 Petty cash	6.80
1-1400 ANZ Bus Online **11053	76,554.36
Total Banking	84,811.72
Total Asset	84,811.72
Liability	
2-0001 Credit Card	
2-1400 Visa C Brougham	559.20
Total Credit Card	559.20
2-0002 Current Liabilities	
2-2100 ATO - Integrated Client Ac	(3,134.00)
2-2200 GST collected	4,731.29
2-2400 GST paid	(3,969.54)
2-2500 GST Clearing Ac	0.23
Total Current Liabilities	(2,372.02)
Total Liability	(1,812.82)
Net Assets	86,624.54
Equity	
3-0001 Current Earnings	
3-1800 Current year earnings	(37,223.24)
Total Current Earnings	(37,223.24)
3-0002 Retained Earnings	
3-1600 Members Funds - Accum Surplus-deficit	123,847.78
Total Retained Earnings	123,847.78
Total Equity	86,624.54

Gawler Business Development Group Inc 2
 PO Box 402, Gawler, SA, 5118
 0488440588

Profit and loss report

Cash mode

01 Mar 2022 - 31 Mar 2022

	Actual	Year to date	Variance \$	Total Variance %	Budget	Variance \$	Variance %
4-0000 Income							
4-0002 Event Income							
4-1150 Workshop-Forum/Networking Registrations	445.48	1,195.52	(750.04)	-63	8.00	437.48	5468
Total Event Income	445.48	1,195.52	(750.04)	-62.70%	8.00	437.48	5468.50%
4-0003 Funding							
4-1100 Council Receipts - Levied Fees	15,218.00	136,962.00	(121,744.00)	-89	15,218.00	0.00	0
4-1140 Memberships	343.64	3,476.14	(3,132.50)	-90	83.00	260.64	314
4-1190 Carry over funds	0.00	0.00	0.00	-	10,320.00	(10,320.00)	-100
Total Funding	15,561.64	140,438.14	(124,876.50)	-88.90%	25,621.00	(10,059.36)	-39.30%
Total Income	16,007.12	141,633.66	(125,626.54)	-88.70%	25,629.00	(9,621.88)	-37.50%
Gross Profit	16,007.12	141,633.66	(125,626.54)	-89	25,629.00	(9,621.88)	-38
6-0000 Expense							
6-0002 Administration							
6-1115 Council relations/projects A Stoakes	17.78	167.44	(149.66)	-89	18.00	(0.22)	-1
6-1120 Admin Contractor C Brougham	1,296.00	12,312.00	(11,016.00)	-90	1,482.00	(186.00)	-13
6-1130 Admin Contractor A Stoakes	231.14	2,176.72	(1,945.58)	-89	273.00	(41.86)	-15
6-1135 Council relations/projects C Brougham	324.00	3,078.00	(2,754.00)	-90	741.00	(417.00)	-56
6-1518 Licensing & Associations Expense	0.00	1,794.55	(1,794.55)	-100	208.00	(208.00)	-100
6-2600 Insurance	0.00	2,614.23	(2,614.23)	-100	-	0.00	-
6-3610 GBDG Equipments	0.00	455.33	(455.33)	-100	25.00	(25.00)	-100
6-4000 Postage & courier	0.00	130.91	(130.91)	-100	41.00	(41.00)	-100
6-4200 Stationery Printing & Office	0.00	424.15	(424.15)	-100	75.00	(75.00)	-100

supplies							
6-5100 Subscription & Dues	250.29	471.64	(221.35)	-47	-	250.29	-
6-5600 Telephone	121.02	878.66	(757.64)	-86	125.00	(3.98)	-3
Total Administration	2,240.23	24,503.63	(22,263.40)	-90.90%	2,988.00	(747.77)	-25.00%
6-0003 Advertising & Marketing							
6-1121 Advertising & Marketing C Brougham	518.40	4,924.80	(4,406.40)	-90	592.00	(73.60)	-12
6-1122 Advertising & Marketing A Stoakes	533.40	5,023.20	(4,489.80)	-89	546.00	(12.60)	-2
6-1200 Advertising & New Business Attraction	0.00	717.00	(717.00)	-100	416.00	(416.00)	-100
6-1202 New Business Attraction C Brougham	324.00	3,078.00	(2,754.00)	-90	370.00	(46.00)	-12
6-1203 New Business Attraction A Stoakes	35.56	334.88	(299.32)	-89	36.00	(0.44)	-1
6-1204 Event Marketing - website	82.00	82.00	0.00	0	-	82.00	-
6-1205 General Event Marketing C Brougham	388.80	3,944.91	(3,556.11)	-90	463.00	(74.20)	-16
6-1206 General Event Marketing A Stoakes	124.46	1,091.72	(967.26)	-89	136.00	(11.54)	-8
6-1207 Advertising & Marketing Subs	40.83	638.44	(597.61)	-94	25.00	15.83	63
6-1670 Advertising & Marketing General Promos/Campaigns	0.00	0.00	0.00	-	833.00	(833.00)	-100
6-3612 Website/Other Platforms/Licensing/Maint S Bailey	297.14	1,152.14	(855.00)	-74	333.00	(35.86)	-11
6-3613 Website/Other Platforms/Licensing/Maint C Brougham	64.80	615.60	(550.80)	-90	148.00	(83.20)	-56
6-3614 Website/Other Platforms/Licensing/Maint A Stoakes	35.56	334.88	(299.32)	-89	36.00	(0.44)	-1
Total Advertising & Marketing	2,444.95	21,937.57	(19,492.62)	-88.90%	3,934.00	(1,489.05)	-37.90%
6-0004 Business Development Services							
6-1145 Workshop Expense	1,220.91	2,836.33	(1,615.42)	-57	166.00	1,054.91	636
6-1146 Business Services Contractor C Brougham	972.00	9,234.00	(8,262.00)	-90	1,111.00	(139.00)	-12
6-1147 Business Services Contractor A Stoakes	17.78	167.44	(149.66)	-89	18.00	(0.22)	-1
6-1250 BBRF Program	0.00	39,873.00	(39,873.00)	-100	-	0.00	-
6-1514 Business Conference	60.52	878.70	(818.18)	-93	5,000.00	(4,939.48)	-99
6-1520 Networking Events	0.00	8,762.93	(8,762.93)	-100	1,250.00	(1,250.00)	-100
6-1600 Business Services- B2B, Coaching, Advisors	611.37	6,393.97	(5,782.60)	-90	810.00	(198.63)	-24
Total Business Development Services	2,882.58	68,146.37	(65,263.79)	-95.80%	8,355.00	(5,472.42)	-65.50%

6-0005 Community Support							
6-1450 Community Support and Sponsorship	0.00	0.00	0.00	-	125.00	(125.00)	-100
Total Community Support	0.00	0.00	0.00	-	125.00	(125.00)	-100.00%
6-0006 Event Management							
6-1540 Event Management C Brougham	972.00	9,234.00	(8,262.00)	-90	1,389.00	(417.00)	-30
6-1541 Event Management A Stoakes	400.05	3,767.40	(3,367.35)	-89	409.00	(8.95)	-2
Total Event Management	1,372.05	13,001.40	(11,629.35)	-89.40%	1,798.00	(425.95)	-23.70%
6-0007 Finance							
6-1000 Accounting & Auditing	0.00	2,685.60	(2,685.60)	-100	450.00	(450.00)	-100
6-1005 Finance Contractor C Brougham	259.20	2,462.40	(2,203.20)	-90	296.00	(36.80)	-12
6-1010 Finance Contractor A Stoakes	17.78	167.44	(149.66)	-89	18.00	(0.22)	-1
Total Finance	276.98	5,315.44	(5,038.46)	-94.80%	764.00	(487.02)	-63.70%
6-0009 GBDG Board and Other							
6-1125 Board Expense General	190.81	592.46	(401.65)	-68	166.00	24.81	15
6-1126 Board Activity Contractor C Brougham	129.60	1,231.20	(1,101.60)	-90	148.00	(18.40)	-12
6-1127 Governance Training & Criminal History Checks	0.00	1,935.91	(1,935.91)	-100	333.00	(333.00)	-100
Total GBDG Board and Other	320.41	3,759.57	(3,439.16)	-91.50%	647.00	(326.59)	-50.50%
6-0010 Membership/Member Liaison							
6-1131 Membership Member Liaison C Brougham	972.00	9,234.00	(8,262.00)	-90	592.00	380.00	64
6-1132 Membership Member Liaison A Stoakes	320.04	3,018.12	(2,698.08)	-89	327.00	(6.96)	-2
Total Membership/Member Liaison	1,292.04	12,252.12	(10,960.08)	-89.50%	919.00	373.04	40.60%
6-0011 Projects							
6-1702 Market Research Project	0.00	25,350.00	(25,350.00)	-100	-	0.00	-
6-1703 Christmas Promotion	0.00	4,868.66	(4,868.66)	-100	-	0.00	-
6-1710 Projects Contractor C Brougham	259.20	2,481.49	(2,222.29)	-90	296.00	(36.80)	-12
6-1720 Projects Contractor A Stoakes	44.45	393.40	(348.95)	-89	27.00	17.45	65
Total Projects	303.65	33,093.55	(32,789.90)	-99.10%	323.00	(19.35)	-6.00%
Total Expense	11,132.89	182,009.65	(170,876.76)	-93.90%	19,853.00	(8,720.11)	-43.90%
Operating Profit	4,874.23	(40,375.99)	45,250.22	112	5,776.00	(901.77)	-16
8-0000 Other Income							
8-1200 Interest income	0.67	18.75	(18.08)	-96	-	0.67	-

8-1210 Interest - ATO Remission GIC	0.00	3,134.00	(3,134.00)	-100	-	0.00	-
Total Other Income	0.67	3,152.75	(3,152.08)	-100.00%	0.00	0.67	-
Net Profit	4,874.90	(37,223.24)	42,098.14	113	5,776.00	(901.10)	-16



GAWLER BUSINESS DEVELOPMENT GROUP Inc.

"Developing successful and sustainable businesses through marketing, advice and connection to the community"

ANNUAL BUSINESS PLAN 2022/23

OVERVIEW

The Gawler Business Development Group Inc. (GBDG) is an incorporated body duly constituted in accordance with the provisions of the Associations Incorporation Act 1985.

The listed objectives of the GBDG:

1. GBDG primary obligation is to support the members of the GBDG and to promote and market the businesses and economic development of Gawler.
2. Subject to the applicable law, GBDG undertakes to do all things necessary to facilitate the efficient operation of the group, including –
 - monitoring and reviewing the efficiency and effectiveness of the group operations and initiatives
 - adopting process and policy that ensures transparency and consistency in decision making
 - holding Board meetings in accordance with the GBDG Rules of the Association, noting that Council will have a representative at the meetings. GBDG is to provide minutes of the GBDG Board meetings to Council.
 - maintaining communication with Council through holding monthly meetings with Council representative(s).

In order to achieve these objectives, over many years, the GBDG has provided:

1. a variety of support options
2. business development options (development programs, workshops, networking events)
3. business advice and coaching (via external and internal advisors)
4. events to draw foot traffic to the region (Jazz Festival, SALA, Christmas in Gawler, Gawler Music Festival, Christmas Markets)

In the last 5 – 6 years there has been a growing focus to add big picture projects to the list of offerings, including;

1. 3 business expos (showcases)
2. 3 business conferences (development and networking)
3. 2 television commercials (promotion of the region and attraction of new business and customers)
4. 3 Gawler showcases on mainstream television (promotion of the region and attraction of new business and customers)
5. 3 profit improvement programs (business development and business viability)

In line with its continuous improvement policy, GBDG, applies a process of continual review of services provided to keep abreast of current trends and promote the benefits of innovative new ideas to its member base.



**“GROWTH IS NEVER BY MERE CHANCE; IT
IS THE RESULT OF FORCES WORKING
TOGETHER”**

JAMES NASH PENNEY



2022/23 MOVING FORWARD

The first quarter of 2022 started with businesses still suffering financially as a direct result of COVID-19 restrictions. A number of businesses found the last quarter of 2021 with density restrictions too much to bear and ended up closing their doors.

The flip side of that is that we continue to see new businesses setting up in Gawler, it remains to be seen if they will be successful.

In order to achieve its objectives, the Gawler Business Development Group will be seeking:

Levied Fees \$188,096.00

plus GST \$18,8009.60

Totalling \$ 206,905.60

This increase is lower than the predicted CPI listed for the year.

GBDG are seeking a funding agreement for a 3 year period 1 July 2022 – 30 June 2025 with a minimum of a CPI increase each year.

MAJOR INITIATIVES

Strategic Plan (incorporating marketing plan)

The Strategic Plan will:

1. Define the vision of GBDG
2. Craft its values
3. Determine desired outcomes
4. Declare explicit accountability
5. Establish leading KPI's

It will also determine:

1. Where does GBDG want to take the "business/group" – Its destination
2. Where is it now – the starting point
3. How will it get there – the journey
4. How GBDG will know if it is succeeding – the checkpoints

Milestones:

1. It is envisaged that the Strategic Plan will have been developed and presented to the Board by the end of June 2022
2. and once any required changes have been made, it should be implemented within the first quarter of 2022/23

The Marketing Plan

The Market Research Project undertaken between October 2021 – February 2022 has been finalized and the results/findings are being considered by the Board of the GBDG. The findings will help form the details of a GBDG specific Marketing Plan that will provide a framework for implementation to enable the Board to achieve its objectives for each activity or service it provides.

The marketing plan will help GBDG to:

- Inform its 2022/23 and beyond, budgets
- determine its target market per activity/service
- identify the activities/services the members want
- how best to reach them
- at what price point the activities/services should be provided (external clients/attendees only as members do not pay for activities/services)
- how GBDG will measure its efforts

Milestones:

1. It is envisaged that the Strategic/Marketing Plan will be completed by 30 June 2022
2. Be implemented early 2022/23
3. will incorporate elements to achieve above points

Increase Foot Traffic in the Gawler Central Business District

Having regularly walked up and down Murray St on Thursday nights, Saturday nights and Sunday afternoons, it is like a ghost town. Most businesses are closed and those that are open have very few or no customers most of that time. If this occurred only during the winter season one could expect this lack of “shoppers”. It is a very relevant time to be asking “how can this be changed?”. Feedback from shoppers is that “you can’t beat comfort and convenience” and that is what they get from shopping in enclosed, air conditioned malls and shopping centres.

Whilst there are many pro’s of shopping in an open air environment like Murrays St, the “comfort and convenience” comment is valid and the increase of enclosed shopping environments is having a negative impact on all open air business districts throughout Australia. Consumers are time poor and prefer to shop where they can get “everything” easily and without walking too far.

How can the impact of this be reduced to encourage people to shop in the Gawler central business district?

Step 1. By businesses adopting a survive and thrive approach

Step 2. Widespread marketing of the benefits of shopping in Gawler and promotion of all businesses, in particular those that are unique to Gawler.

Step 3. Promotion of events that will draw foot traffic into the town

Step 1. Survive and Thrive

As we have now entered the third year of the everchanging Corona Virus Pandemic the GBDG continues to search for innovative resources to share with the Gawler business community that will hopefully help them survive and thrive.

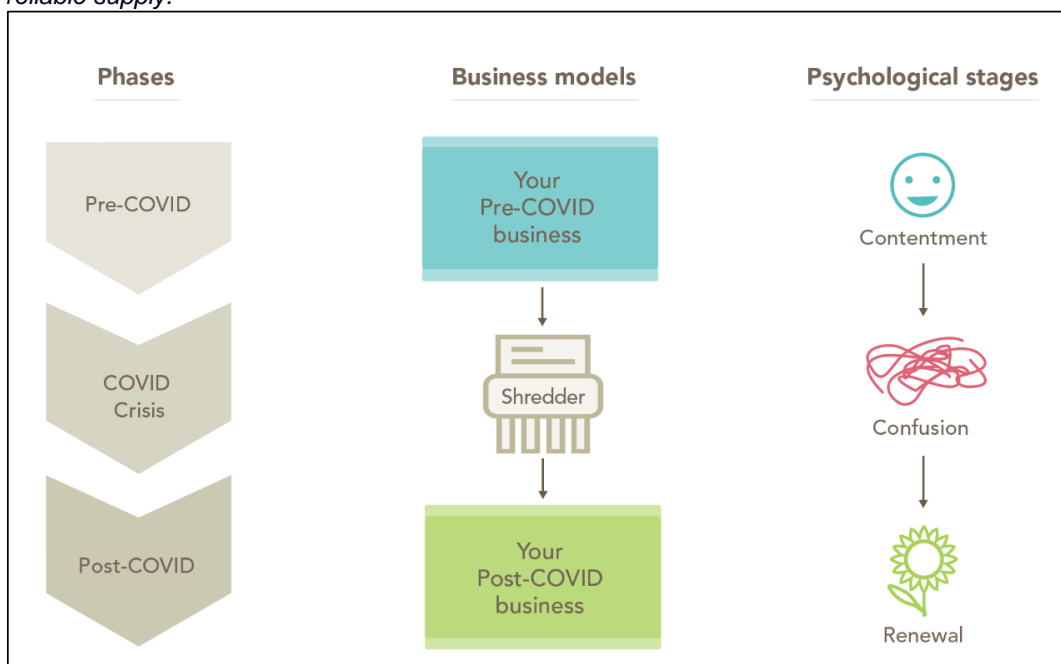
Whilst GBDG petitioned State Government to reintroduce funds for Business Enterprise Centres to deliver practical and regular business advice, the Government decided instead to introduce vouchers to spend in numerous areas to help stimulate the economy. While this is a step forward it is not focusing on helping businesses to identify “how do we stay open while waiting for people to come back and shop with us again?”

The following article was found after GBDG commenced researching up to date information on “thrive and survive in business” and it will form part of the initiatives for GBDG in 2022/23.

Founder and Director of Waterfield, hits the nails on the head;

SURVIVE AND THRIVE STRATEGY FOR BUSINESS

In a pre-COVID world, your business was probably doing well, and you and your team had planned on how to improve and grow the business. However right now most businesses are going through the COVID shredder, where most are facing a significant drop in demand. Even businesses that are in growing markets are struggling. For example, a client in Scotland who has increased demand of 10 times is going through the shredder because they cannot access reliable supply.



PIVOTING YOUR BUSINESS FOR NEW REVENUE

The twin COVID health and economic crises present significant challenges to most businesses' Pre-COVID business model. Businesses need to reimagine themselves and take action to realise a new future.

Attempting to survive by looking backwards at yesterday's business model is a formula for disaster. Why? Because there will be a post-COVID world and it will be different.

Just surviving is not enough. For example, past crises such as the GFC, Katrina, Australian bushfires and floods and 9/11, have taught us that the peak of bankruptcies happen 12 to 24 months after the crisis has abated. This is because surviving is an event and it does not build a sustainable future for your business.

So how do you plan and execute in these turbulent and highly uncertain times? You need to concurrently build both a Survive Strategy and a Thrive Strategy.

Can I survive first and then worry about surviving later? NO – because the decisions you make now will have an impact on your ability to respond to and thrive in a post-COVID world.

Working globally with thousands of companies over two and a half decades has taught us that the most successful companies work backwards from a desired end state. This is equally true in a crisis.

The desired outcome you need is to be able to thrive in a post-COVID world. The “new norm” is likely to be more online, more local and more bio-security constrained. This will have implications for how you work, where you work, what your customers will demand and how your supply chain will need to be structured.

Therefore, viewing the world through a pre-COVID lens may result in you dismissing or removing the very assets or capabilities you need to be successful in a post-COVID world.

The above article was found after GBDG commenced researching up to date information on “thrive and survive in business” and it will form part of the new initiatives for GBDG in 2022/23.

So what will GBDG do?

GBDG will provide workshops and business advice and coaching to its members on adopting:

Survive Strategies

1. Protecting lives and livelihoods
2. Radical financial adaption
3. Supply chain continuity
4. Client engagement and support

Thrive Strategies

1. Virtualise your business
2. Collective innovation

3. Repurposing Assets and Capabilities
4. Post-COVID readiness

Measuring its success:

1. Delivery of the workshops/advice/coaching and engagement by business owners
2. Adoption of survive and thrive strategies by members
3. Reduction in bankruptcy and business closures post COVID
4. Increase in employment

Each business that participates in the survive and thrive workshops/advisory or coaching sessions will answer questions related to points 3 and 4 above and the results at the end of the year compared to data collected at commencement.

Step 2 Marketing

GBDG will utilise information from the marketing plan to create and implement targeted marketing campaigns to drive the local economy. The details of these campaigns, and how they will be measured, will be provided once the marketing plan has been developed.

Step 3 Promotion of events

GBDG will engage with Town of Gawler, local sporting associations and clubs, local service clubs and others to determine what events are planned for the 2022/23 year, and work with those groups to promote events that will draw people into the town and money into the cash registers.

GBDG will work with business owners to ensure they are aware of the events with adequate time for them to appropriately plan for staff coverage, stock levels and plan for in store promotions and offers.

Measuring its success:

1. Information shared to GBDG from groups listed
2. Engagement levels of marketing campaigns (social media)
3. Feedback from businesses on increases in sales during event periods

ACTIVITIES AND EVENTS 2022/23

1. SA Business Conference

Due to the huge increase in speaker fees it is doubtful that this event will occur annually from now on, with a view to holding it bi-annually, allocating a larger budget every 2nd year, carrying some funds over from the previous year to assist with costs. 2022/23 GBDG will have its main focus on activities to Increase Foot Traffic in the Gawler Central Business District this financial year and helping business owners to expand into other forms of business operations, customer attraction and retention, and marketing the positives of the region.

2. Business Development

1. A plan to deliver a minimum of 5 general workshops (July, September, November, February, April)
Topics will be determined via member feedback
2. Offering 3 networking events
International Women's Day Lunch Event Friday 10th March 2023
International Men's Day Catchup Event Friday 18th November 2022
Christmas Networking Evening Event Friday 2nd December 2022
3. 4 business networking breakfasts – Dates to be determined in conjunction with RDA Barossa
4. Offering business advisory services and coaching one on one
5. Delivering Tammy's Table Coaching sessions x 2 groups x 10 months.
6. If successful with the BBRF funding applications a series of additional workshops relevant to the projects will be developed and delivered, providing all interested businesses, social groups and community groups the opportunities to learn how to develop their own podcasts, make their own film footage and use it to promote their businesses, reducing the need to outsource much of their marketing and upskilling themselves and their staff.

Measuring its success:

1. Each event/activity will ask participants to provide feedback that will form any relevant changes to what is offered and how, plus if the event/activity was worthwhile/beneficial.
2. Engagement levels of marketing campaigns
3. Feedback from businesses on increases in sales after implementation of new information or skills gained from the events/activities.
4. Did the event occur and numbers of attendees (demonstrates levels of interest of the topic/event/activity)
5. For each person who receives business advice or one on one coaching, the coach will provide GBDG with a report on progress. (this may not occur for those referred to RDA B2B as requests from GBDG for reports has never occurred)

GBDG 2022/2023 OPERATIONAL BUDGET

The budget for 2022/23 has been set and approved, however, BBRF income and expenditure will be removed if applications for funding are not successful and it is likely the 2022/23 SA Business Conference will be moved to 2023/24 due to very large increases in costs.

There is very little difference in cost allocations from 2022/23 and the carry over figure will be larger than anticipated, again due to COVID-19 restrictions forcing cancellations of some projects and activities.

2022/23

Funding		
Levied fees	\$	188,096.00
Carried over funds	\$	96,000.00
Memberships	\$	2,000.00
Conference Registrations	\$	800.00
General Sales		
Total Income/Funds Available	\$	286,896.00
BBRF Projects	\$	60,000.00
Total Income/Funds Available including potential income	\$	346,096.00
Expenses		
Advertising/Marketing	\$	10,000.00
Advertising/Marketing C Brougham	\$	7,113.00
Advertising/Marketing A Stoakes	\$	6,552.00
New Business Attraction	\$	5,000.00
New Business Attraction C Brougham	\$	4,449.00
New Business Attraction A Stoakes	\$	436.00
Website/Digital Platforms, Hardware/Software/Licensing S Bailey	\$	4,000.00
Website/Digital Platforms, Hardware/Software/Licensing C Brougham	\$	1,778.00
Website/Digital Platforms, Hardware/Software/Licensing A Stoakes	\$	439.00
General Event Marketing Contractor C Brougham	\$	5,557.00
General Event Marketing Contractor A Stoakes	\$	1,638.00
Advertiser News subs	\$	300.00
	\$	47,262.00
Administration		
Contractor C Brougham	\$	17,784.00
Contractor A Stoakes	\$	3,276.00
Council relations Contractor C Brougham	\$	8,892.00
Council relations Contractor A Stoakes	\$	218.00
Licensing & Asscns Expense - CRM, BECA, Subs, Dues, ACT	\$	5,000.00
Insurance	\$	2,900.00
GBDG Equipment	\$	300.00
Printing/Office Supplies/Stationery	\$	900.00
Postage & Courier	\$	500.00
Telephone	\$	1,500.00
	\$	41,270.00
Event Management		
Event Management Contractor C Brougham	\$	16,672.00
Event Management Contractor A Stoakes	\$	4,914.00
	\$	21,586.00
Community Sponsorship		
Gawler Carols, Gawler Fringe, Community Events	\$	1,500.00
	\$	1,500.00
Membership/Member Liaison		

Contractor C Brougham	\$	7,113.00
Contractor A Stoakes	\$	3,931.00
	\$	11,044.00
Finance		
Contractor C Brougham	\$	3,556.00
Contractor A Stoakes	\$	218.00
Auditing/Accounting & MYOB Fees	\$	5,400.00
	\$	9,174.00
Board Expense		
Contractor C Brougham	\$	1,778.00
Board Expense General	\$	2,000.00
Governance, Criminal History Checks	\$	500.00
	\$	4,278.00
Funding Expenses		
Grant Application/Development		
Business Development Services		
Business Services Contractor C Brougham	\$	13,338.00
Business Services Contractor A Stoakes	\$	218.00
Business Services (B2B, Specialised Advisors, Tammy's Table)	\$	9,720.00
Business Conference	\$	25,000.00
Workshops	\$	2,000.00
Networking	\$	5,000.00
	\$	55,276.00
Projects		
Business Services Contractor C Brougham	\$	3,556.00
Business Services Contractor A Stoakes	\$	327.00
Xmas Promotion	\$	4,000.00
Marketing Plan and Strategy	\$	10,000.00
Youth Entrepreneur Project (<i>grant funds</i>)		
BRRF	\$	120,000.00
	\$	137,883.00
Total Expenses	\$	329,273.00
Net Profit	\$	16,823.00



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8 March 2022

Mayor Karen Redman
Town of Gawler
PO Box 130
GAWLER SA 5118

By email to: mayor@gawler.sa.gov.au

Dear Mayor Redman

Town of Gawler Boundary Change Proposal - Inquiry Timing and Cost Estimate

Thank you for your response to the Boundaries Commission's (the Commission) letter of 10 December 2021 regarding the timing and cost estimate for an inquiry into the Town of Gawler's (the Council) Boundary Change General Proposal (the Proposal).

The Commission considered the Council's correspondence at its 23 February 2022 meeting.

The Commission acknowledges the Council's concerns that the inquiry into the Proposal will not commence until January 2023, and your preference that the inquiry should proceed as soon as a cost estimate is approved by the Council.

The Commission remains of the view that an inquiry into the Proposal would not be able to be completed prior to the 2022 local government periodic elections. I enclose an outline of the timeline of actions to date on this Proposal, together with the Commission's view of the likely timeline for its completion.

In light of the Council's concerns, the Commission confirms that, subject to receiving Council's formal approval to proceed with an inquiry based on the Commission's cost estimate, the Commission could commence aspects of an inquiry as soon as practicable.

The Commission remains of the view that it is not appropriate to undertake public consultation on an inquiry during a time that is likely to coincide with the 2022 periodic local government election timeframe, as this could have a deleterious effect on the affected Councils' preparations for the election, the functions of the Electoral Commission of South Australia (ECSA) and participation in the election by candidates and voters.

In that context the Commission believes that should an inquiry begin during this time, it should focus on more technical aspects of the necessary investigation, prior to beginning the more 'public focused' aspects of the inquiry in early 2023.

The enclosed timeline indicates the matters that may be usefully investigated during the pre-election period, including financial matters, land use and planning matters, and potentially matters relating to council employees.

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Gathering this information over this period will also enable community engagement on this significant proposal to utilise this information to inform and engage with local communities when this is started in early 2023.

Should an inquiry proceed, then community engagement would start in early 2023, including representation and community and service matters.

The Light Regional Council and the City of Playford have council ward structures in place, which must be considered as part of any inquiry into the Proposal. The Commission believes that this part of an inquiry should be undertaken after the 2022 periodic elections.

At your request the Commission is seeking a cost estimate/s for the inquiry in accordance with *Guideline 8 – Cost for General Proposals initiated by Councils* through a Request for Information process. Whilst we will endeavour to provide this in a timely manner, the Commission is reliant on suitably qualified consultants/contractors providing a cost estimate/s for all relevant matters to be considered in an inquiry.

The Commission will advise your Council of the expected inquiry costs in due course. The Council will then need to formally confirm whether or not to proceed with an inquiry.

As stated in Guideline 8, a decision to proceed with an inquiry will be considered final. Notwithstanding any position of a newly elected Council after November 2022, the Town of Gawler would be committed to the reasonable costs incurred in respect of the inquiry into this Proposal, in accordance with s 32B of the *Local Government Act 1999*.

As the matters raised directly impact the three other potentially affected Councils, I have provided a copy of this letter to each Council for their information. Furthermore, this correspondence together with your Council's letter of 31 January 2022 have been published on the Commission's webpage.

If you have further questions, please contact Peter Ilee, Executive Officer at the Commission on 7109 7164 or boundaries.commission@sa.gov.au.

Yours sincerely



Rob Donaldson

CHAIR

SOUTH AUSTRALIAN LOCAL GOVERNMENT BOUNDARIES COMMISSION

Cc: Mayor Docherty, Mayor O'Brien and Mayor Lange

Attachment 1: Town of Gawler Boundary Change General Proposal Inquiry Process Timeline

Attachment 2: Town of Gawler Boundary Change Proposal Inquiry Plan

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Attachment 1 - Town of Gawler Boundary Change General Proposal**Inquiry Process Timeline**

Action	Timeframe
1. Town of Gawler (ToG) referred Potential Proposal (Stage One).	3 December 2019
2. Commission advised ToG that it could refer Stage 2 General Proposal.	10 February 2020
3. ToG referred General Proposal (Stage 2).	22 December 2020
4. Commission requested additional information from ToG.	26 March 2021
5. Additional Information provided by ToG.	16 August 2021
6. Commission decision that the Proposal may be inquired into	15 September 2021
7. Commission developed inquiry plan and sought feedback from affected Councils.	10 November 2021
8. Feedback provided by affected Councils.	26 November 2021
9. Commission acknowledged feedback, notified all affected Councils of its view that an inquiry would not proceed until January 2023 and sought advice as to how ToG wished to proceed with a cost estimate.	10 December 2021
10. ToG advised that it wished to receive a cost estimate, and would prefer that the inquiry proceed	31 January 2022
11. Commission determined that technical aspects of the inquiry may proceed prior to the Local Government elections in November 2022.	23 February 2022
12. Commission to undertake Request for Information (RFI) to determine cost estimate for inquiry and provide to ToG for consideration.	February-April 2022
13. Council to determine if it wishes to proceed with inquiry based on cost estimate.	April-May 2022 – dependent on response from the ToG
14. If the Council determines to proceed, Commission to appoint investigators through formal tender process.	May-July 2022
15. Commission to commence the following aspects of the inquiry through provision of information from ToG and affected Councils: 1. Financial matters 2. Land use planning matters 3. Council employee matters	Commencing August 2022
16. Local Government Elections	November - December 2022
17. Commission to commence community engagement and community service matters aspect of the inquiry: 4. Representation matters 5. Community and service matters	Commencing February 2023
18. Commission to provide Report and recommendation to Minister and publish Report on its Web Page.	After completion of Inquiry

South Australian Local Government Boundaries Commission
Town of Gawler General Proposal – Outline of matters to be investigated

The following five areas will form the basis of the inquiry;

1. Financial matters
2. Land use and planning matters
3. Council employee matters
4. Representation matters
5. Community and service matters

The Commission must also design and deliver an engagement plan in accordance with Guideline 9 as part of the inquiry. The engagement plan will take the five above mentioned area into consideration to ensure that the affected councils and communities are provided with the opportunity to make their views known on all relevant matters.

1. Financial Matters

Item number	Requirement	Reference in the Act/ Guideline	Matters that the investigation must cover
1	Financial implications	S 31(3)(b)(i)	<ul style="list-style-type: none"> • Potential impact on operating revenue for affected councils, analysing impact on: <ul style="list-style-type: none"> ○ general rates ○ service charges ○ other fees and charges ○ grants (particularly Financial Assistance Grants). ○ any other relevant operating revenue • Potential impact on operating expenses for all affected councils. Greater detail required for; <ul style="list-style-type: none"> ○ Future financial impacts (short and long term) on all affected councils operating budget if a boundary change was implemented. • Analyses of estimated total revenue against estimated total expenditure for affected councils

2	Division of assets and liabilities: land and buildings, plant & equipment, cash, investments, interests in any 'business activities', debtors	Guideline 4	<ul style="list-style-type: none"> • Identification of all council owned assets and liabilities affected by this proposal • Identify impacts that the division/loss of these assets may have both financially and in service provision for the affected councils • Identify any issues for the affected the communities that would remain as a result of the division/loss of assets • Identify any impacts of the transfer of these assets on affected councils, including operating budgets / asset management
3	Impact of any significant contracts (e.g. waste management)	Guideline 4	<ul style="list-style-type: none"> • Identify all significant contracts held by the affected councils that may be affected by this proposal, and any impacts of the proposal on them
4	Assessment of any significant differences in rating policies of the councils involved, the impacts on ratepayers and how these are to be addressed in both the short and longer term.	Guideline 4	<ul style="list-style-type: none"> • Identify changes in rates that may apply to rateable properties within the affected areas based on the affected councils' current rating policy • Identify any impact of rating changes on ratepayers, and any suitable measures to address impacts in the short to medium term if necessary
5	Assessment of any significant differences in fees and charges of the councils	Guideline 4	<ul style="list-style-type: none"> • Identify all fees and charges currently in place for affected councils, and the impact on councils and ratepayers from any necessary changes to these
6	Existing grant arrangements relevant to affected area (including both Financial Assistance Grants and specific grants)	General Refer 31 (3)(b)i)	<ul style="list-style-type: none"> • Identify any existing grant agreements that would be affected by this proposal • Identify any infrastructure or general projects that have received grant funding and are not yet completed, and propose measures to transfer acquittal or reporting requirements if necessary.
7	Impact on any property based service (eg CWMS)	General Refer 31 (3)(b)i)	<ul style="list-style-type: none"> • Identify property based services offered by affected councils, and the impact that a boundary change may have on the management of these services (including consideration of any applicable service charge or rate).
8	Assessment of any significant differences in service levels provided by the councils	Guideline 4	<ul style="list-style-type: none"> • Assess the service levels provided by affected Councils and identify any impact that a boundary change may have on the delivery of services to ratepayers and councils. • Propose any measures to address differences in service provision across affected areas in the short to medium term

2. Land use and planning matters

Item number	Matter	Reference in the Act/ Guideline	Required output/investigation
1	Potential conflicts that may arise from existing patterns of land use if the proposal was implemented.	Guideline 4	<ul style="list-style-type: none">• Identify any significant conflicts in in land use patterns, including any potential interface issues with future or existing growth areas• Identify any land management issues that may arise with a transfer of areas– eg open space, storm water, significant easements• Review and identify any significant differences in planning policies between the affected Councils• Identify any variances in development controls that may impact on development/growth if a council boundary change was implemented.• Identify current or previous planning studies and outcomes that are relevant to the affected councils / areas, including demographic, growth projections, infrastructure needs/demands• Identify any existing or potential environmental impacts that should be considered• Assess the capacity of the affected councils to manage significant future growth areas• Identify any existing infrastructure deeds that may be affected by a boundary change• Assess whether the affected councils could facilitate effective and sustainable planning and development and the protection of the environment if a boundary change was implemented.

3. Council Employee Matters

Item number	Matter	Reference in the Act/ Guideline	Required output/investigation
1	The impact on the various rights and interests of any council employees affected by the general proposal	Section 31(3)(b)(v)	<ul style="list-style-type: none"> Identify the rights and interests of council employees affected by the proposal Identify any significant difference in any work place agreements or conditions such as an enterprise bargaining agreement Propose arrangements that may need to put in place in the short to medium term to manage any impact on employees
2	Implications for council employees, including any proposed transfer of staff and conditions of employment	Guideline 4 Refer 31(3)(b)(v)	<ul style="list-style-type: none"> Identify any workforce or human resourcing issues that may result from a boundary change, including any need for transfer of staff Assess conditions of employment in affected councils, identify any impact of a boundary change and propose any arrangements that may be necessary to manage this.

4. Representation Matters

Item number	Matter	Reference in the Act/ Guideline	Required output/investigation
1	Impact on internal structure and representation of councils, and how this will be dealt with in the short and longer term	Guideline 4	<ul style="list-style-type: none"> Identify the current representation for all areas impacted by the proposal Recommend the future of representation of all areas that may be affected by a boundary change, with particular attention to any impact on ward quotas within affected councils Consider any previous structural changes relating to the affected councils, and whether these have any impact or relevance to potential change arising from this Proposal.

5. Community and Services

Item number	Matter	Reference in the Act/ Guideline	Required output/investigation
1	Community of interest	S 26(vii) and related s 26 principles	<ul style="list-style-type: none"> • Advise on community members' identification as members of a particular local and/or regional community • Identify any economic communities of interest that may be affected if a boundary change was implemented and what impact this might have • Assess whether a council boundary change would result in a significant division within an existing community
2	Ability of communities to access council services and relevant communication issues between councils and communities	Guideline 4	<ul style="list-style-type: none"> • Assess how community members in affected areas access and use services and facilities provided by their own or nearby councils • Identify any impact on this access that may arise from a boundary change • Assess current activities and engagement between affected communities and councils, including participation in local decision making, and identify any impact that a boundary change may have on these relationships • Identify existing relationships between affected councils and social, recreational and sporting groups, and the impact that a boundary change may have on this relationship or the operation of the group. • Determine if all affected councils would be in a position to offer its communities a reasonable range of services delivered on an efficient, flexible, equitable and responsive basis if a boundary change was implemented

Engagement requirements

The Commission must undertake engagement into the inquiry to meet both the requirements of the Act and Guideline 9.

Legislative and Guideline requirements

Section 31(3)(b) of the Act requires the Commission to consider –

- The extent of support for the general proposal within the affected community
- The extent of support for the general proposal of any council affected by the general proposal

Section (27)(3)(b) requires that the Commission's guidelines must specify requirements relating to consultation that must be undertaken for the purposes of inquiries, including consultation with the community, councils affected by the proposal and entities that represent the interest of council employees affected by the proposal.

Accordingly, the Commission's Guideline 9 outlines the Commission's approach to consultation and engagement. This requires the Commission to design an Engagement Plan aligning with the engagement principles in the Guideline, and that is tailored to the engagement necessary to each Proposal.

Requirements for the inquiry

To meet the Commission's requirements, it is proposed that an investigator will be appointed - to

1. Design an Engagement Plan for the Commission's approval for the Town of Gawler's proposal. This Engagement Plan must be in accordance with Section 31(3) of the Act and Guideline 9. This will be designed in consultation with affected councils and based on the four Engagement Principles.
2. Deliver the approved Engagement Plan and provide a report to the Commission, in accordance with s 31(4)(b).



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26 April 2022

Mayor Karen Redman
Town of Gawler
PO Box 130
GAWLER SA 5118

By email to: mayor@gawler.sa.gov.au

Dear Mayor Redman

Town of Gawler Boundary Change Proposal - Cost Estimate

I refer to your letter dated 31 January 2022 regarding the timing and cost estimate for an inquiry into the Town of Gawler's (the Council) General Boundary Change Proposal (the Proposal).

As requested by the Council, and in accordance with Guideline 8 – Cost for General Proposals initiated by Councils, the South Australian Local Government Boundaries Commission (the Commission) has determined an estimate of the costs of conducting an inquiry into the Proposal.

To determine an estimate of the cost of an inquiry, the Commission undertook a wide-ranging request for information and cost estimate process in line with State Government policy to identify suitably qualified consulting firms that have the capacity to undertake a significant inquiry into the Proposal in accordance with s 31 of the *Local Government Act 1999* (the Act). This process, together with the Inquiry Plan for the Proposal, has informed the Commission's cost estimate advice.

I can advise that the estimated cost to undertake the inquiry is \$379,500 ex GST. This estimate includes a 15% contingency for any unforeseen expenses.

Whilst the Commission has made every effort to ensure the cost estimate is as accurate as possible, it is important to emphasise that this is an estimate of the expected costs of the inquiry. The final cost of the inquiry, which will be recovered from the Council in accordance with s 32B of the Act, will be determined through an appropriate procurement process and may vary from the current estimate.

The Town of Gawler now needs to consider the cost estimate and advise the Commission whether or not it wishes the Commission to proceed with the inquiry under the Act. I would appreciate it if you could include a formal reference to the Council's decision on this matter with your response.

As noted in previous correspondence, Guideline 8 states that an initiating council's decision that an inquiry into a proposal should proceed is considered final. The Council should be aware that, once the Commission commences the inquiry under section 31, this process will be completed in accordance with that section and the relevant costs will be incurred, regardless of any subsequent decision that the Council, either as currently constituted, or as constituted following the 2022 periodic local government elections, may make.

The Commission therefore expects that the Council will give this decision careful consideration.

The Commission requests a response from the Council as to whether or not it wishes to proceed with the inquiry by Friday 24 June 2022.

If the Council decides to proceed with the inquiry, the Commission will undertake a formal procurement process to appoint suitably qualified investigators in accordance with *Guideline 5 – Appointment of Investigators*.

A copy of this correspondence has been published on the Commission's webpage.

If you have further questions, please contact Mr Peter Ilee, Executive Officer of the Commission on 7109 7164 or by email to boundaries.commission@sa.gov.au.

Yours sincerely



Rob Donaldson

CHAIR

SOUTH AUSTRALIAN LOCAL GOVERNMENT BOUNDARIES COMMISSION

Cc: Mayor Bill O'Brien, Light Regional Council
Mayor Bim Lange OAM, The Barossa Council
Mayor Glenn Docherty, City of Playford