Report on Centenary Activities - 1994

Peter Watt
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Peter Watt
Centenary Coordinator

5. 12. 1994
Background
The Department of Agriculture's Centenary activities in 1994 had two main audiences in mind.

One was the general public, for which the Centenary year provided an excellent opportunity for publicity, for example, "Here we are – this is what we do for the continuing advancement and protection of agriculture in Western Australia" and (linked with the historical side of the Centenary) "Here are some of the significant steps and breakthroughs achieved by the Department over the years".

The second main audience was the Department's staff. The Centenary provided a focus for staff to consider the origins, nature and role of their employer, an opportunity to enhance *esprit de corps*, and (as part of that) an opportunity to come together socially.
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Summary

Of the five major events held in 1994 to observe the Centenary, that is, Sundowner (18 January); Birthday, Staff Reunion and Afternoon Tea (27 April); Open Days (26 and 27 April); Centenary Ball (24 September); and the Opening of the Avondale Landcare Centre (9 October); Open Days was the biggest event for the public and it required the largest amount of organisation and funds.

The Open Days were judged by staff and public to be successful (about 6000 attended on the Saturday). However, that number could have been substantially higher given greater publicity. This report describes how preparation could be improved for a similar large scale public event in future.

In addition to the Centenary activities described above, the centenary theme throughout 1994 provided a focus for the Department's field days and some conferences. The Department's media monitoring service recorded 80 press items about centenary matters.

There was a substantial overrun on the Centenary budget. In November 1993, it was estimated that $105,000 would meet all Centenary activities. Total expenditure at November 1994 was just under $181,000. This overrun was caused by several large items that were not included in the initial budget (totaling $23,385) and a general overrun in inter-Divisional costs associated with Open Days.

For further reference, a comprehensive file has been set up (2061/94 'Centenary 1994 DAWA') containing copies of correspondence, minutes of meetings and accounts.
Centenary activities
The following principal activities were held in 1994.

Centenary slogan competition
A slogan competition was announced in Ag Brief at the end of 1993. Staff were asked to present a tight and punchy slogan that encapsulated the work and ethos of the Department over its 100 years.

Winners, who received prizes from the corporate wardrobe were Siew Inn Lee of Weed Science at South Perth (first prize) and Steve Penny of Merredin office. Both suggested slogans with the word 'advancing' as a key element. Senior graphic designer, Rod Lewis, then prepared several designs for a logo that embodied the term 'Advancing agriculture'. The final version was ready for use on all centenary items by mid January 1994.

Sundowner 18 January 1994
A Sundowner was held at South Perth to celebrate the formation of the former Bureau of Agriculture (18 January 1884). On a Tuesday afternoon about 300 staff gathered between A and B blocks for a social get together over drinks and snacks. Peter Watt and Dr Graeme Robertson briefly outlined the significance of the Centenary and how the Department would celebrate it throughout the year.

Discussion:
Organised by the Social Club, this event was relaxed and low key. Drinks and finger food were served. No organisational problems.

Major costs for Sundowner
Grant to the Social Club from centenary fund $500

Centenary birthday afternoon tea and staff reunion 27 April 1994
This date 100 years ago marked the change of name from Bureau to Department of Agriculture and so formed the true 'birthday' of our present Department. This was duly celebrated in birthday fashion by inviting all present and former staff (those who responded to newspaper advertisements) to a birthday afternoon tea and staff reunion at South Perth. Of the 185 former staff who attended, 108 brought their partners, swelling their numbers to just under 300. Most South Perth staff attended, joined by some staff from country offices.

Highlights of the afternoon, held between Admin. and A blocks, included speeches by Dr Mike Carroll, Director General, Monty House, Minister for Primary Industry, and Clee Jenkins, former Government Entomologist employed by the Department from 1933 to 1973. The oldest known former employee, 96-year-old Evelyn Weston from Albany, cut a centenary cake. Ms Weston worked as a herd recorder in the Denmark area in the 1950s.
A private caterer provided tea and coffee, sandwiches, seating, marquee and the centenary cake. Speeches were made from a covered dais adjacent to A block, to the left of the pathway between Admin. and A block, allowing speakers to address people assembled in an arc from the entrance to A block, across the lawn to the eastern corner of the theatrette. Items of memorabilia, (many lent by former staff) were displayed in the theatrette.

Discussion:
The afternoon program generally ran well, although there could have been improvements.

- Finishing touches to the theatrette display were still being applied within 15 minutes of the first guests arriving – should have been completed by mid morning.

- Name tags for visitors were arranged in alphabetical order to be distributed from a desk (two hostesses) as people arrived. This system would have coped better with the ‘early rush’ if the list had been split in two. The dispensing desk(s) needed a more prominent location, say, on the theatrette porch.

- Some speeches were too long (they grossly exceeded five to seven minutes which should be ample for a formal occasion). The long speeches shortened the time available for former staff to renew acquaintances and chat.

- Some telephone callers complained they couldn’t reach staff. Divisional offices at least need to be manned when most staff attend functions. A roster system would allow “business as usual” and time for celebration.

- A cleaning up detail was not organised – this task fell to two people.

Major costs for reunion/afternoon tea

Advertising $448
Caterer (for 800 guests) included marquee and tables and chairs (Over-catered) $6400
Photography $250
Dais and sound system $301
Display cabinets (2) for memorabilia $240

District office celebrations

Many district offices celebrated the ‘birthday’ date of 27 April by holding a morning or afternoon tea and cutting a cake. The Centenary theme was continued at many country field days, making use of Centenary banners, bunting and giveaways.
Centenary Open Days 26 and 27 August 1994

This two-day event for schools and public was the biggest in the Centenary calendar. (See Discussion for a look back at the things that worked well or didn't and lessons for similar large events in future.)

More lead time needed
Overall, Open Days were judged a success by organisers and public, but the organisation of it (and other Centenary activities) could have benefited from more lead time. An overall plan for the 1994 Centenary activities was prepared in November 1993, and planning for Open Days (held in late August, 1994) began with the first meeting on 29 March 1994, allowing only five months to prepare for this large event.

Organisation
Organisation started with the first planning meeting on 29 March 1994. The 19-person Organising Committee met nine times (roughly on a fortnightly basis) to ensure a smooth flow in planning and allotment and execution of tasks. Committee members were drawn from each of the main divisions who presented displays, that is, Plant Industries (incorporating Horticulture), Animal Industries, Policy Analysis and Industry Development, Regional Operations, Corporate Services, and Agriculture Protection Board (who jointly exhibited with the Western Australian Quarantine and Inspection Service).

Portfolios
Key tasks and responsibilities were allocated at an early stage in planning. Many of these portfolios would be common in arranging future large scale events.

Managerial portfolios:
- Overall coordinator and spokesperson
  - Peter Watt
  - Clive Robertson, John Suiter
  - Mike Bolland, Robyn McLean
  - Neville Burton
  - John Duff, Kellie-Jane Pritchard
  - Peter Coyle, Julie Warren
  - Trevor Cocks, Peter Sartori
  - Bevan Uren
  - Jill Maughan, Irene Kustra

Other portfolios
- Advertising
  - Mark Garner
  - Craig Fitzgerald
  - David Seal and Annette James
  - Kellie-Jane Pritchard
  - David Richards
  - Information staff
  - Glenis Ayling
  - Rod Lewis
  - Peter Watt
  - John Suiter
  - Trevor Cocks

- Book sales
- Careers in agriculture
- Catering
- Computer services
- Editing of display texts
- Graphic design
- Help desk
- Hire of marquees and tents
- Hosts
- Information and Media Services display
- Liaison with schools
- Media relations and publicity
- Parking and Grounds
- Photography

Peter Watt
Clive Robertson, John Suiter
Mike Bolland, Robyn McLean
Neville Burton
John Duff, Kellie-Jane Pritchard
Peter Coyle, Julie Warren
Trevor Cocks, Peter Sartori
Bevan Uren
Jill Maughan, Irene Kustra
- Rubbish containers
- Safety and First Aid
- School task sheets
- Security
- Signs
- Site map
- Sound systems and music
- Transport requirements/shuttle bus
- Water and electricity supply

Barry Hibble
Bob Stockey
Julie Warren
Barry Hibble
Ernie Laidlaw
Peter Watt
Ernie Laidlaw
Trevor Cocks
Trevor Cocks and Les Brown

Display layout (see map)
Given the limitations of access to rooms in buildings, suitable space around displays (and security problems), the committee decided that most displays should be sited independently of buildings, that is, within marquees erected on the lawns between blocks and on the oval at the southern end of the South Perth main building complex.

The resulting layout included 51 major display themes, with all but 10 located in marquees. Displays located indoors were: the Rural Innovation Centre, Agricultural Economics and Marketing (Theatre); Farm and Station Stay (Foyer); Library; Soils Tunnel, Client Property Data Base, Waterway Quality; and Animal Health Laboratories (C block); and Wool Testing and Products (D block). It was intended that this layout would provide a more or less circular flow of people incorporating movement from the main car park and the two sets of walkways that connect the main blocks. In the event, some traffic flow problems emerged (see discussion).

VIP luncheon, Thursday 25 August
Politicians and industry executives were invited to a luncheon and an opportunity to view displays on the Thursday afternoon before the two-day event began for schools and public. Fifty-six guests attended (plus 15 Department officials). Of 53 politicians invited, only four attended. Invitations were coordinated by the Minister's office.

School visits, Friday 26 August
Seven hundred students and staff from 23 of 25 schools that responded to our invitation attended. The system developed to handle them worked extremely well. After making contact with the Department, all schools were given an arrival time, staggered through the day so as to avoid congestion.

On arrival and identification of a school, a set of carry bags (similar to bags used at the Royal Show) was handed to the school party. Each bag contained a map showing display locations, a centenary brochure, several centenary stickers and (until they ran out) a centenary fridge magnet. The teacher was issued with a sheet that detailed safety precautions and the need for school groups to stay within designated areas. Students alighted and the bus proceeded to a designated parking bay.

Catering
Catering for numbers that could have reached 9000 was clearly too big a task for our canteen, so the committee decided early in planning to engage local service groups who were able to use the opportunity for fund raising. With one exception, this system worked extremely well. Lions were located near the theatre which marked the first area seen by visitors emerging from the main car park. At that early stage in making their way round, few wanted to stop at that point for refreshments and so custom was slow for this food van.

Lions Club of South Perth, Rotary Club of Como and the First Riverton Scouts group sold tea, coffee, sandwiches, cakes, chips, and soft drinks.

Our canteen staff provided extra to cater for the visitors on the Friday, and also opened on the Saturday.
Hosts/hostesses and Help desks

Again, because of expected large numbers of visitors, we needed a system that helped people find their way around, answer general questions and direct people to amenities. Thirty-one hosts and hostesses volunteered their services and worked rostered shifts (usually no more than an hour or two long) over the two days. Host staff were easily identified by their green rosettes.

Advertising and publicity

The small advertising budget ($6500) limited us to brief exposure in the media (except TV) in the week running up to Open days. An unscheduled but nevertheless very worthwhile $1397 from the budget was gobbled up by the ABC who broadcast their afternoon and gardening program (John Colwill) from South Perth. The ABC’s Peter Holland also gave us free plugs earlier in the week.

The newspaper ad (10 cm deep x 3 columns) was run in 10 of the community papers to appear on the Tuesday of Open Days week. The West Australian carried it on the Wednesday of Open Days week and the Saturday of Open Days. Ideally, larger ads should have been run in the West at least two weekends before the weekend of Open Days.

For radio advertisements, our contracted agent, Media Decisions WA, advised we should use 94.5 KYFM and 6PR to pick up our desired audience. Our ad (track laid down by Pat Harding) was given two spots on morning and afternoon drivetime on Wednesday, Thursday and Friday of Open Days week.

For publicity, The West Australian gave us an historical item early in the week of Open Days and similarly, several of the community papers ran variations of the press release and pics given them by Mark Garner. The Countryman and the Farm Weekly/Elders Farm Weekly also gave coverage of Open Days in the preceding week. We also secured mention of Open Days (for the Saturday) in The West Australian’s ‘Your Week’ section of their weekly TV magazine. Our overall publicity would have been greatly aided by a proposed article in The West Australian’s ‘Big Weekend’ magazine that didn’t eventuate owing (mainly) to insufficient time given to Mike Zelkovich for preparation.

As mentioned, invaluable free publicity was given by ABC heralding their upcoming broadcast from South Perth. Other publicity was generated from posters (full colour A2, 594 mm x 420 mm) mailed in early August to all primary and secondary schools south of and including Geraldton. Libraries also received the poster. A small number of posters were placed in shopping centres by South Perth Staff.

In the two weeks preceding Open Days, large banners (2m x 1m) promoting Open Days were placed at three strategic sites in South Perth: two near the Department, on the Ngala fence on George Street, and the Herbarium fence facing the intersection of George and Hayman, and one on the Perth Zoo wall in Labouchere Road.

Signs

Commercial signage for Open Days could have cost an estimated $8000. The committee decided to purchase a computerised sign-making machine that would capably handle our requirements and would be retained as a resource item for the Department. The Roland CAMM-1 model and accompanying software cost $7000. It performed splendidly, producing bright, clear, ‘friendly’ rainfast, vinyl lettering on white or yellow plastic coreboard.
General discussion on Open Days — what worked well and what didn't
(from a debriefing meeting held on 2 September 1994)

Timing
Committee agreed that the time of year was excellent for the school year and for comfortable daytime temperatures. However, there was some clash with the Dowerin Field Days held in the same week. Dowerin didn’t disrupt Open Days too much, being held on the Wednesday and Thursday (Open Days Friday and Saturday) but inevitably there was some draw-off of staff and resources. It would be better to avoid such clashes.

Publicity
In hindsight we were ‘babes in the wood’ when it came to publicity. With only a modest advertising budget, we should have been alert earlier to making greater capital from free publicity. For example, on say the Friday previous to, or fortnight previous to Open Days, we should have considered a teaser for the public in the form of a novel event at a prominent downtown plaza at lunch time, for example, Forrest Place. There, we could have set up tastings of horticultural produce, emus and chicks, and some part of the animal nursery on display. This could have attracted TV coverage for evening news.

Another publicity avenue to bear in mind for future, is to tap into footy ‘Eaglenmania’ via former Eagle and staff member, Phil Scott. Phil commented after Open Days he could have contacted Eagle, Chris Mainwaring, who hosts the upcoming weekend activities program ‘Wow’ on Channel 7.

We aimed the Open Days at a largely Perth audience, so rather neglected publicity in the bush, yet it would have been simple to have promoted Open Days in Ag Memoes. Also, on the Saturday of Open Days, had we known the free service was available, we should have seeded Perth radio stations with a brief statement for their free community news bulletins: ‘...if you’ve not planned anything special today why not pop on down to...they’ve got...’.

Site arrangement and people flow
The combination of indoor and outdoor displays mostly worked well but some display areas were noticeably lean on patronage. (See map.) The oval (sites 35–43) proved highly successful; all displays in that area were well patronised. People flow to Regional Operations’ displays on the lawn at the eastern ends of B and C blocks was poor at times — we thought partly because tents adjacent to the walkway made it difficult to see tents erected behind. Also, people who had seen the upstairs soil tunnel in C block often moved on towards the oval, thereby missing a substantial part of Regional Operations’ display. This was partly remedied with more signs at the end of C block.

Other displays that lacked patronage were PAID in the theatrette, (entrance way not obvious and insufficient enticements outside), Regional Operations (No. 28) in the ‘shearing shed’ (non-interactive posters, separated spatially from other displays) and the machinery display at site 27 (down on road separated it from other displays – if room for it, would have worked better on oval. Better signposting would have improved visitor numbers for library displays upstairs.

Interactive versus passive displays
Open Days demonstrated yet again that the displays that get and hold people’s attention are the interactive ones (taste, handle, manipulate, feel etc.). As a result, the most popular displays were produce tasting (horticulture, novelty meats and crop products, for example udon noodles and roasted chickens), handling of animals (animal nursery/emu chicks), and hands on computer displays, for example, Regional Operations’ Client Property database ‘where do you live’.)
Committee considered future large scale Open Days should seriously consider holding the event over Saturday and Sunday. Whilst it asks a bit more of staff to give time, opening on Sunday offers greater flexibility for attendance among many families where Saturday is taken up with shopping, sport or Saturday chores. Sunday is usually freer for leisure, relaxation and visiting activities.

School visits
Several of 25 schools didn't show on the Friday (one that couldn't attend would have brought 90 students). These absences pulled the attendance figure back from about 900 to just under 700.

Our number of notices to schools was insufficient. In future a first notice should go out at least seven months ahead of a fixture and be followed up monthly. For maximum effect, that is, to reach the desired people – in this case heads of science and social studies, these people should be written to individually in addition to the notice being inserted in the monthly Education Department circular.

This event has paved the way for a greatly increased public relations effort with schools. In addition to the better known secondary schools that teach agriculture, for example, Cunderdin, Denmark, Manjimup, and Kelmanscout High Schools, there are more than 70 schools that teach agriculture or agriculture and horticulture subjects. It would be well worthwhile to put on a mini open day for these and other schools, say every three or four years.

Task sheets for students
Julie Warren of PAID prepared task sheets to provide students with focused questions on key Department activities and disciplines, that is, Agricultural Economics and Marketing, Plant Industries – Pasture Research, Pest Control and Quarantine, Landcare, Horticulture, Plant Industries (general), Animal Industries (general) and Crop Industries (general).

Questions were curriculum-specific (after consultation with the Education Department) and prepared in colour coded sheets for three broad age groups: Years 6/7, 8/10 and 11/12. Answer sheets were also prepared for teachers.

Feedback from a sample of schools revealed that the concept was good but could be improved for future events. Our committee was concerned that many task sheets were simply gathered up in the same manner as other handouts but were not studied.

Steve Treloar, Chisholm College (brought Year 12 Biology students)
"In principle, it was a good idea to help make visits more structured for students. Our group made particular use of the sheets that dealt with pest control, land conservation and alternative crops. We discussed these questions on getting back to class and I was grateful to have the prepared answers as a guide.

"Some suggestions to help make it work better in future:
It would be good to receive a resume of the all the displays before we visited* (and task sheets) so we could concentrate first on those displays of immediate interest to our areas of study. Also you could save on a lot of paper by sending out just one copy of each of the task sheets and we would run off sufficient copies of the ones relevant to our class.

"Our time there was over all too quickly – there was so much to see."
* A general description of displays was sent in the notice to schools within the Education Circular.

Tamara Keane, Manjimup High School (brought agriculture and farm practice students Years 11 and 12)
"We didn't complete the task sheets in detail (we found ourselves rushed for time to see all we wanted to see) but they provided a focus for questions answered in discussion. Some of my students not strong in literary skills found the language difficult.

"I would suggest for each age category there be a standard set of questions and a second set for the less literate, prepared using 'stepping out' techniques which use explosion charts, pictorials, blank word spaces etc."

Geoff Sloan, Dowerin District High School (brought Year 10 students)
"We discussed the questions on the sheets only broadly. However the number of questions seemed right and the language level was OK".

Bro. Frank Donohue, senior agriculture teacher, Keaney Agricultural College (brought Years 8, 9 and 10 students)
"Our students did not use the activity sheets. We let our students range freely and required a two-page entry in their farm diaries.

"The most popular displays were those which involved some activity on the student's part. This could be quite simple -- like looking down a microscope. The worm tunnel was commented on by most students. The animals were very well received, emu chicks in particular, Awassi as well.

"The food tastings, noodles, fruit, emu and 'roo meats were popular because they were free food. Fat scoring and testing proved popular. Seeds (grains) display was also remembered by most.

"Some Year 9 students felt there was too much emphasis on pests (feral animals) and insufficient on useful or beneficial animals.

"We went expecting more emphasis on the past, that is, what it was like 100 years ago, and less on the present day. Most teachers and some students expressed disappointment at not finding a more historical display. I think it fair to say that some of the advertising led us to expect this.

"Others liked the laboratories.

"Personally, I found a tremendous amount to interest me and had to leave without reaching many parts of the display, for example, the animal section and the meat tasting.

"The staff were approachable, interesting and most helpful.

"Congratulations and thanks for a fine exhibition."

Ken Spencer, Caversham Primary School (brought Years 6 and 7 students)
"Even though we picked up the appropriate sheets for our year level, most of my students found the language too difficult. Biological and technical terms needed better explanation. Only my better Year 7s were reasonably able to comprehend them, although the sheet on Horticulture seemed easier to understand.

"For the primary school level, task sheets seem to be more successfully accomplished by kids if they are in the form of word skews, cross word, joining up lines, filling in diagrams etc. Kids at this level enjoy answering questions more when they are in the form of a game or puzzle. They don't easily relate to question and answer type sheets that are perhaps better suited to tertiary level students."

Parking
Trevor Cocks' parking arrangements for visitors and staff worked well. Staff learned about arrangements through Ag Brief and other notices some weeks before Open Days followed up by a windscreen drop early in the week of Open Days. Main parts of the plan
were: the main car park was reserved for visitors on both days (staff were directed to
‘overflow’ parking towards the rear of the property); the ring road was made a one way
system (anti-clockwise) from the theatre to the Y-junction leading to Supply and
Transport; and to aid buses, a set down bay was allocated below the theatre and bus
car parking was provided at the southern end of the engineering workshops.

Parking attendants, the use of witches’ hats borrowed from the Main Roads Department,
and large clear parking signs helped things run smoothly.

Mobile phones
A bit like photocopiers—how did we ever do without them? Mobile phones used in this
exercise were of enormous benefit, enabling office staff to relay messages quickly to staff
working around the displays. Organisers were able to be contacted immediately, and on­the-spot organisational problems were quickly dealt with. Key roles issued with mobile
phones were the Open Days coordinator; officer in charge of Physical Resources;
Supervisor, buildings and grounds; security (duty officer); site coordinator (re activities
relating to marquees); person in charge of the public address system; and the Building
Management Authority (two officers).

Transperth bus
Committee decided a bus service on the Saturday would help the public reach Open Days
and reduce pressure on car parking. However, the service, operating from the central bus
port, Wellington Street, Berwick Street, and thence to South Perth, was poorly patronised
(70 people only for all of Saturday). The main reason was lack of publicity about the
service, (although it was mentioned in our advertising). Other problems were that the
departure point at the bus port was not clearly marked (until remedied by one of our
staff), and some people were reported to have left the bus port because there was no
timetable posted or a notice board to advise them of the next departure time.

Advertising should ideally have mentioned the route and timetable (but copy space was
limited according to size and funds). At debriefing, it was suggested that to avoid such
problems, all portfolio groups should sight advertisements to enable comment.

Public address system
A public address caravan hired by Ernie Laidlaw was linked to speakers throughout the
grounds. It could have been used more for conveying messages. Committee thought after
the event it would have been useful to have had an MC (our broadcaster, Pat Harding) to
mention features of particular displays, times of things happening, locations of some of
the displays that were lightly patronised and locations of the catering services for teas and
lunches.

Safety
Public safety was important, so comment was sought from safety coordinator, Bob
Stockey, several weeks before the event to establish guidelines. Laboratories on the
display circuit had to be made safe by removing hazardous substances from public access
(locked away). A flyer was given to each school group explaining that several hazardous
areas existed on the site—it was therefore vital that visitors stayed within the areas
designated on the map as display areas.

The flyer also listed how to recognise wardens and the evacuation procedure to follow in
the event of an emergency, for example, fire, earth quake, bomb scare etc.

The Red Cross (two persons) provided a first aid service—their services were recognised
with a donation of $250. The nearest St John ambulance and police stations were also
notified of Open Days.

For future events involving large numbers of visiting public, Bob Stockey, safety
coordinator, has requested that the safety coordinator and Health and Safety
representatives be consulted early in planning to avoid the possibility of vital safety matters being overlooked.

The soil's tunnel display in C block, one of the more imaginative and popular displays, slightly contravened the Fire Brigades Act whereby passageways should be kept clear of obstructions, and the hessian 'walls' constituted a fire risk because of their possible combustibility. Also, wherever construction is undertaken, (putting up marquees and laying power and Water lines constitutes construction), such areas should be demarcated from a normal 'work place' by use of plastic netting or similar.

**Insurance**
A short term public liability cover was taken out for the two days. For a cost of only $250 it gave cover of $5 million. For future events of this type it is important to also ensure that vendors of food or goods also carry appropriate public liability cover.

**Security and grounds**
Extra security staff were hired for both days. Lights were left on at night in tents. The security staff made an inventory of the locations of expensive equipment, for example, TV monitors. Staff were asked to lock unattended rooms and areas in buildings not on the display circuit were cordoned off to visitors. During Open Days the main car park was checked frequently for the possibility of persons tampering with cars – nothing untoward was reported.

The closure to traffic of the Kent Street gate gave additional security and safety, limiting vehicle access to the one entry point from Baron-Hay Court off George Street.

**Carry bags**
Carry bags helped visitors in their collection of many giveaways and samples as they moved about. They made handy repositories for the kits for schools. Each student received one containing the site map, centenary brochure, and centenary fridge magnet, bumper sticker and general stickers. Following Open Days, remaining stocks of carry bags were distributed at the Perth Show and the opening of the Avondale Landcare centre.

For future use, description: white plastic (75 um) die cut handles, printed two PMS colours on two sides.

**VIP luncheon 26 August 1994**
The food was good but the service was slow. The aim in this exercise was to promote the Department's links with some of the intensive industries. A menu was chosen to highlight Western Australian produce, including yabbies, emu, buffalo and venison meats, WA fruit and vegetables, and a choice of WA wines and cheeses.

This was excellent in theory but the chef arrived late, he was not properly prepared and was not able to serve the food in the time allotted.

Our lesson from this for the future is to engage a catering organisation that can deliver on such an important occasion – not a one man band.

**Keeping the expertise alive**
It had been 13 years since the previous Open Days were held. The committee felt that the expertise developed in planning and running this event should not be allowed to wither away – and advanced a case for Open Days to be held at least every four to five years. Committee also agreed that these sorts of events were excellent for public relations. To keep up a continuity in public relations, the Department could plan to hold mini open days annually, by rotating through different agricultural groups.
## Open Days - major cost items

**Tents, furniture, plants etc.**  
Marquees, tables, chairs hire  
22 marquees, 1000 chairs, 180 tables  
Lighting and power to tents  
Plants hired (2000) + 22 purchased  
Toilets hired  
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**Display materials**  
Display boards (for mounting display panels)  
Video monitors hired  
Public address system and caravan  
Velcro for affixing displays  
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<td>$747</td>
<td></td>
</tr>
<tr>
<td>$9817</td>
<td></td>
</tr>
</tbody>
</table>

**Advertising and promotional aids**  
Advertising Print media $4642; ABC $1396 Total  
Banners (3) advertising Open Days  
Map/guide (6000)  
Carry bags (10,000)  
Posters to publicise Open Days (3000)  
<table>
<thead>
<tr>
<th>Description</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>$6038</td>
<td></td>
</tr>
<tr>
<td>$870</td>
<td></td>
</tr>
<tr>
<td>$1330</td>
<td></td>
</tr>
<tr>
<td>$2563</td>
<td></td>
</tr>
<tr>
<td>$1693</td>
<td></td>
</tr>
<tr>
<td>$12,494</td>
<td></td>
</tr>
</tbody>
</table>

**Staff**  
Extra security staff  
Extra cleaning staff  
<table>
<thead>
<tr>
<th>Description</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>$711</td>
<td></td>
</tr>
<tr>
<td>$204</td>
<td></td>
</tr>
</tbody>
</table>

VIP luncheon  
Chef and three staff, meats, and WA wines  
<table>
<thead>
<tr>
<th>Description</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>$2363</td>
<td></td>
</tr>
</tbody>
</table>

**Total (not including production costs for Divisional displays)**  
$42,264
Summary of recommendations for future large public events

Although Open Days were generally regarded as successful, the overall result could have been improved with:

Planning
- more lead time for planning, that is, planning at least two year ahead
- a two-day event for the weekend, that is, open for viewing on Saturday and Sunday

Promotion
- greater advertising and timely and imaginative publicity (vital to get TV exposure)
- more consultation with the organising committee concerning advertising copy

Displays
- more of interactive rather than passive displays
- better siting to ensure all displays had good public access
- greater use of the PA system to relay messages and direct visitors for a more even exposure to all displays

Production
- avoidance of the 'last minute panic' with regard to production of photographs and help with graphic design and posters
- earlier manufacture of signs (to avoid the last minute bottleneck)
- more use of colour photo copies of desired display photos. This is a viable and less expensive choice (especially if the display is to be short lived). For example, a colour photo copy of A4 size is about $5 compared to a colour enlargement at about $22.

Schools
- earlier notification to schools and sending of follow up reminders
- consultation with teachers to choose the best styles of presentation for task sheets

Safety
- earlier consultation with the safety coordinator to plan for safety requirements
**Centenary Ball, Saturday 24 September 1994**

This last formal centenary event for the year was held in the Burswood Showroom and organised by the Social Club. The Centenary Ball was designed to be the premier social event for staff for 1994.

In a departure from buffet style, the 200 or so staff attending enjoyed a sit-down dinner at tables overlooking the dance floor. Pre-dinner drinks were served in the entrance foyer, imaginatively decorated to resemble a farm yard. Essential props such as tractor, water tank and fencing helped create the agricultural theme.

**Major cost item**
Grant from Centenary account  
$4000

**Discussion**
Fewer people attended than were expected for this special event.

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**Opening of the Landcare Centre at Avondale Research Station, 9 October 1994**

Because of the historical nature of the Avondale farm, the opening of the new Landcare facility was included as a centenary celebration. Nearly 1000 visitors attended, including 400 who travelled to Beverley from Perth by the Hotham Valley steam train.

Centenary funds were used to help the Avondale Resource Centre to produce the booklet released on the day, 'The story of Avondale'.

| Quantity | 5000 books |
| Cost     | $6522      |
Orders were placed throughout the year for items that helped to publicise the Centenary.

**Centenary sticker**

Stickers were produced for use on stationery and other publications.

Centenary round stickers, bearing the 'Advancing Agriculture' logo, 35 mm in diameter and in green and gold on white background, were available for use by staff from February. The stickers were used widely on a range of stationery items, mostly on outgoing letters, and were a much used giveaway item at Open Days, the Royal Show and field days.

<table>
<thead>
<tr>
<th>Quantity</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Two lots (100,000) + (200,000)</td>
<td>$1000 + $1414 Total $2414</td>
</tr>
</tbody>
</table>

**Centenary logos (screened)**

These were intended for use by Department offices as artwork that could be easily reproduced onto letterhead or printed material. In practice, little use was made of the screened logos — people preferred the stickers.

<table>
<thead>
<tr>
<th>Quantity</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>1000 each of three screens</td>
<td>$293</td>
</tr>
</tbody>
</table>

**Centenary banners**

A banner was available in January; a further six were made in time for autumn field days. These banners (3 m x 1 m) were used at centenary celebrations at South Perth and in the country and at many field days.

<table>
<thead>
<tr>
<th>Quantity</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 @ $382 and six @ $190 ea. (3 m x 1m)</td>
<td>$1522</td>
</tr>
</tbody>
</table>

**Centenary folders**

The Department of Agriculture's existing A4 green folders adopted the centenary theme. They helped publicise the Centenary when used to enclose material given out at field days and conferences.

<table>
<thead>
<tr>
<th>Quantity</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>5000</td>
<td>$2200</td>
</tr>
</tbody>
</table>

**Centenary fridge magnets**

Fridge magnets (30 mm x 78 mm) proved a popular giveaway item. They were distributed from reception areas at all offices and widely distributed at the major Centenary functions and field days.

<table>
<thead>
<tr>
<th>Quantity</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Two lots (20,000 and 5000)</td>
<td>$4318</td>
</tr>
<tr>
<td>(20,000)</td>
<td>$4318</td>
</tr>
<tr>
<td>(5000)</td>
<td>$1788</td>
</tr>
<tr>
<td>Total</td>
<td>$6106</td>
</tr>
</tbody>
</table>
Centenary bumper stickers
Another giveaway item for publicity. These were put on most Department pool vehicles, but few appeared on staff-owned vehicles. They formed another giveaway item at Department reception counters and were given away freely at the major Centenary functions.

<table>
<thead>
<tr>
<th>Quantity</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>30,000</td>
<td>$3294</td>
</tr>
</tbody>
</table>

Woollen can/stubby holders
Woollen-insulated can or stubby holders were produced as a giveaway item for clients. They carried the Department and Centenary logos and a message "...helping the wool industry".

<table>
<thead>
<tr>
<th>Quantity</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>100</td>
<td>$390</td>
</tr>
</tbody>
</table>

Centenary bunting
Quantities of vinyl Centenary bunting (20 x 30 m lengths) were distributed around offices for use at all public days over Centenary year. The bunting was formed by pennants 290 mm deep x 220 mm wide, alternately arranged at 17 cm intervals to feature the Centenary and big A logos.

<table>
<thead>
<tr>
<th>Quantity</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>20 lengths</td>
<td>$1970</td>
</tr>
</tbody>
</table>

Centenary mobile cards
These 250 mm diameter mobiles were intended for display in all Department reception areas and localities used by the public. The card discs featured the Centenary logo on one side and big A logo on the reverse. Popularly known as 'frisbees', in practice they were not widely displayed.

<table>
<thead>
<tr>
<th>Quantity</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>6000</td>
<td>$2838</td>
</tr>
</tbody>
</table>

Centenary brochure
A Centenary brochure (six-panel, two fold and two colour A4) was produced in time for distribution to guests and staff attending the birthday reunion and afternoon tea on 27 April. The brochure became a standard handout at all Centenary and public functions throughout the year. It was also mailed to schools and libraries and was included in the Department's Direct Mail Service.

<table>
<thead>
<tr>
<th>Quantity</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Two lots (10,000) + (6000)</td>
<td>$5568 + 3241 Total $8809</td>
</tr>
</tbody>
</table>

Centenary caps and mugs
Caps and mugs carrying the Centenary logo were made available for sale to staff in all regions on a non-profit basis.

Caps
<table>
<thead>
<tr>
<th>Quantity</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>400</td>
<td>$2049  (5.12 ea.)</td>
</tr>
</tbody>
</table>

Mugs
<table>
<thead>
<tr>
<th>Quantity</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>356</td>
<td>$2088.60 ($5.87 ea.)</td>
</tr>
</tbody>
</table>
When plans for Centenary activities were prepared in late 1993, a budget total of $105,000 ($95,000 + 10%) was estimated.

Total expenditure to date (to end of November 1994) was $180,752. Net of some large items not initially budgeted for (see below) the net expenditure would be $157,367.

Financial year 1993/94
(January to June)

03/1510 Events: $43,252
i.e. major cost categories for events e.g. hire services, catering, printing, advertising etc.

03/1520 Publications/production $44,224
i.e. major cost categories for general printing and production

Total $87,476

Financial year 1994/95
(July to November)

03/1510 Events: $88,193

03/1520 Publications/production $5083

Total $93,276

Grand Total $180,752

Some large items not initially budgeted for included:

- The Gargantuans from the Garden display at Scitech at request of the Minister $7500
- Luncheon for politicians and industry people (Open Days) $2363
- Computer sign making machine and software $7000
- Booklet for Avondale Landcare Centre launch $6522

Large items necessary for success of the Centenary year:

- Printing and publications (booklets, brochures, posters, giveaways etc.) $37,600
- Catering (including hire of marquees, tables, chairs) $23,000
- Photo processing, laminating, poster production $69,400

Divisional budgets set for Open Days:

Regional Operations $10,000
Plant Industries (including Horticulture) 15,000
Animal Industries 16,000
Policy Analysis & Industry Development 4500
Library 1500

Total $47,000

Discussion
Despite operating with cost codes for expenditure categories, (these available as monthly and year to date totals) it was difficult to establish the rate of budget expenditure by the major Divisional groups. In a future exercise similar to this one, it could be useful for accounting purposes to ‘tag’ items to Divisions by a Division code. Alternatively, arrange for a journal transfer of the requested amounts to Divisions, and allow their administrative officers to manage the funds.