



16 October 2020

Contact for Apologies: General Manager

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File Ref: GOV9.14.041

Dear Board Member

NOTICE OF MEETING

Notice is hereby given pursuant to the Victor Harbor Horse Tram Authority Charter and Section 87(4) of the Local Government Act, 1999, as amended that a meeting for the **Victor Harbor Horse Tram Authority** has been called for:-

DATE: Tuesday, 20 October 2020

TIME: 10:00am

PLACE: Encounter Room, Civic Centre, 1 Bay Road, Victor Harbor

Please find enclosed a copy of the Agenda for the meeting.

Yours faithfully

Megan Whibley

General Manager

Victor Harbor Horse Tram Authority

Please be advised that filming, photography and audio recording may take place at this meeting when the public and media are not lawfully excluded under Section 90 of the Local Government Act 1999.



1. Open Meeting/Welcome

2. Attendance

Paul Brown (Chair)
Cr Carol Schofield AM
Nigel Catt
Rachel Kennedy
Natasha Hunt

Megan Whibley (General Manager VHHTA)
Tamar Herron (Minute Secretary VHHTA)

Kellie Knight-Stacey (Director Corporate and Customer Service)

3. Apologies

4. Minutes of Previous meeting

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4.3	Minutes VHHTA Circular Resolution 2 October 2020	9

5. Adjourned Item(s)

5.1	Adjourned Item(s)	N/A
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6. Reports for Receiving and Noting only

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7. Reports for Decision

7.1	2020 Annual Report	18
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8. Presentation(s)

Victor Harbor Horse Tram Authority
Board Meeting Agenda
For meeting Tuesday 20 October 2020
Commencing at 10.00am



9. Discussion Items – No decision(s)
10. Correspondence Received
11. Urgent Business without Notice
12. Confidential Reports

Next Meeting

Tuesday 1 December 2020, 3pm – Encounter Room

Meeting Close

Please be advised that filming, photography and audio recording may take place at this meeting when the public and media are not lawfully excluded under Section 90 of the Local Government Act 1999.



2. Present

Paul Brown (Chair)
Cr Carol Schofield AM
Nigel Catt
Rachel Kennedy (via Zoom)
Natasha Hunt
Megan Whibley (General Manager VHHTA)
Tamar Herron (Minute secretary VHHTA)

In attendance

Kellie Knight-Stacey (Group Manager Governance & Finance CVH)

Commencement

The meeting commenced at 3:05 pm

3. Apologies

Nil

4. Minutes of the Previous Meeting

4.1 Minutes VHHTA Board Meeting 16 June 2020

VHHTA176 Moved: Natasha Hunt
 Seconded: Carol Schofield

That the minutes of the previous Victor Harbor Horse Tram Authority meeting held on 16 June 2020, as per copies supplied to members, be adopted as a true and correct record of the meeting.

CARRIED

5. Business Arising

Nil

6. Reports for Receiving and Noting only

6.1 General Manager Operations Report

VHHTA177 Moved: Rachel Kennedy
 Seconded: Natasha Hunt

That the Victor Harbor Horse Tram Authority receive and note the General Manager Operations Report.

A handwritten signature in black ink, consisting of a stylized 'R' followed by a horizontal line, positioned at the end of the page.



1. That the Victor Harbor Horse Tram Authority receive and note the Karni's Retirement Plan report
2. That the Victor Harbor Horse Tram Authority recommend to Council's Chief Executive Officer that the Horse known as Karni, who is currently retired from duties with the Victor Harbor Horse Tram, be the subject of a transfer of ownership, ensuring that the new owner has demonstrated capability, capacity and an appropriate environment that will provide for the horse's ongoing care and wellbeing.
3. That the Victor Harbor Horse Tram Authority support the rehoming of Karni to Aleysha Austin and recommend this option to Council's Chief Executive Officer.
4. That the conditions of sale include that Karni is not to be used for any commercial purpose.
5. That the sale of Karni will proceed only after a successful trial period has been undertaken.

CARRIED

At 3:43 pm Rachel Kennedy left the meeting due to technical difficulties.

At 3:43 pm Rachel Kennedy joined the meeting.

8. Presentations

Nil

9. Discussion Items – No decision(s)

Nil

10. Correspondence Received

Nil

11. Urgent Business without Notice

Nil

12. Confidential Item(s)

VHHTA181

Moved: Carol Schofield

Seconded: Nigel Catt

A handwritten signature in black ink, consisting of a stylized 'R' followed by a horizontal line.

Minutes of the Victor Harbor Horse Tram Authority
Board Meeting
For meeting Monday 14 September 2020
Commencing at 3.00pm Encounter Room



2. Present

Paul Brown (Chair)
Cr Carol Schofield AM
Rachel Kennedy
Natasha Hunt
Megan Whibley (General Manager VHHTA)
Tamar Herron (Minute secretary VHHTA)

In attendance

Kellie Knight-Stacey (Group Manager Governance & Finance CVH)

Commencement

The meeting commenced at 3:00 pm

3. Apologies

Nigel Catt

4.0 Reports for Decision

VHHTA184 Moved: Natasha Hunt
 Seconded: Rachel Kennedy

1. That the Victor Harbor Horse Tram Authority receive and note the Annual Report 2019/20 - Update.
2. That the Victor Harbor Horse Tram Authority formally request that Council extend the deadline for the provision of the Annual Report to 31 October 2020 with the draft financial statements to be provided for the audit by 30 September 2020.

CARRIED

VHHTA185 Moved: Rachel Kennedy
 Seconded: Carol Schofield

1. That the Victor Harbor Horse Tram Authority receive and note the 8 December 2020 Board meeting Date Change report.
2. That the Victor Harbor Horse Tram Authority approve 2 weeks annual leave for the General Manager from 7 December to 18 December 2020.

**Minutes of the Victor Harbor Horse Tram Authority
Board Meeting
For meeting Monday 14 September 2020
Commencing at 3.00pm Encounter Room**



3. That the Victor Harbor Horse Tram Authority amend the meeting scheduled for the 8 December to 1 December 2020.

CARRIED

5.0 Discussion Items – No decision(s)

1. The Board may need to attend a Council workshop to put forward its request to use the recently acquired land on Canton place and answer any questions relating to the land requirements.
2. The council have an Informal Gathering scheduled for Monday, 12 October at 4.30pm.

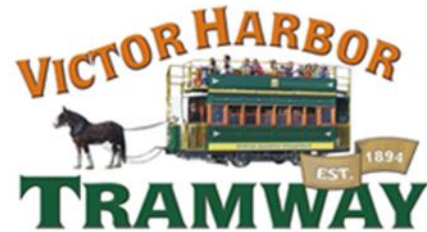
14. Meeting Closed.

3:42 pm

***Please be advised** that filming, photography and audio recording may take place at this meeting when the public and media are not lawfully excluded under Section 90 of the Local Government Act 1999.*

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**Minutes of the Victor Harbor Horse Tram Authority
Board Meeting
For meeting Friday 2 October 2020
Commencing at 11.00am (via circular resolution)**



On behalf of the General Manager, the Corporate Administration and Customer Service Officer of the City of Victor Harbor emailed the agenda to the Victor Harbor Horse Tram Authority Board Members on Monday 28 September 2020.

The purpose of the Circular Resolution Agenda was to seek (via circular resolution) the Board's decision relating to a Formal Request to Council for a peppercorn lease of land known as CT 6241-993 Lot 23 and CT 6241-994 Lot 580 and future peppercorn lease of a portion of section 696, 20 Canton Place.

1. Present

Paul Brown (Chair) (via email)
Cr Carol Schofield AM (via email)
Nigel Catt (via email)
Rachel Kennedy (via email)

Megan Whibley (General Manager VHHTA)

At 11 am, Friday 2 October 2020, the General Manager contacted all Board Members by email. The listing below details the results of those contacts:

Confirmed (4)

Board Members: Paul Brown, Rachel Kennedy, Nigel Catt, Cr Carol Schofield

Therefore a quorum of 3 Board Members was achieved (via circular resolution)

2. Apologies

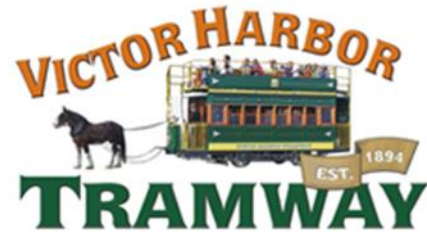
Natasha Hunt

3.1 - Report

Paul Brown, Nigel Catt, Rachel Kennedy and Cr Carol Schofield AM attended the meeting via email, therefore a quorum was achieved (via circular resolution).

Paul Brown – voted in favour of the recommendation (via email)
Nigel Catt – voted in favour of the recommendation (via email)
Rachel Kennedy – voted in favour of the recommendation (via email)
Cr Carol Schofield AM - voted in favour of the recommendation (via email)

**Minutes of the Victor Harbor Horse Tram Authority
Board Meeting
For meeting Friday 2 October 2020
Commencing at 11.00am (via circular resolution)**



In accordance with the Victor Harbor Horse Tram Authority Code of Practice for Meeting procedures, if the majority of the Board Members vote in favour, the resolution/s will be a resolution of the Board and will be a valid and effective as if it had been passed at a meeting of the Board duly convened and held.

3.2 Circular Resolution

VHHTA186

1. That the Victor Harbor Horse Tram Authority receive and note the Formal Request for Council to lease to the Victor Harbor Horse Tram Authority for the land known as CT 6241-993 Lot 23 and CT 6241-994 Lot 580
2. That the Victor Harbor Horse Tram Authority endorse the Formal Request to Council to enter into a peppercorn lease of \$1.00 on demand with the Victor Harbor Horse Tram Authority for the land known as CT 6241-993 Lot 23 and CT 6241-994 Lot 580 and present it to Council for their approval/agreement/endorsement.
3. That the Victor Harbor Horse Tram Authority endorse the formal request to Council to enter into a peppercorn lease of \$1.00 on demand with the Victor Harbor Horse Tram Authority for the land already in use by the Victor Harbor Horse Tram Authority identified as a portion of section 696, 20 Canton Place once the purchase occurs in 2021/22.

CARRIED (via circular resolution)

13. Meeting Closed

Not applicable (meeting was conducted via circular resolution)



Meeting **Victor Harbor Horse Tram Authority**

Date **20 October 2020**

From **Megan Whibley**

Subject **Resolutions Register**

Report Number **6.1**

RECOMMENDATION

That the Victor Harbor Horse Tram Authority receive and note the Outstanding Resolutions Register report.

INFORMATION

Purpose

The purpose of this report is to review the outstanding resolutions register and determine the best course of action for items where required.

Background

The General Manager is to maintain a register of outstanding resolutions and implement resolutions of the Board in a timely and efficient manner.

The outstanding resolutions report lists all the outstanding resolutions from previous Board meetings, with a progress note against each resolution. Completed items are removed from the register for the following Board meeting to ensure that the list remains a current working document of outstanding resolutions that require action.

Commentary

The current outstanding resolutions register is provided at attachment A.

RISK ASSESSMENT

Corporate Governance –The Board must manage its governance risk of implementing decisions of the Board and associated actions as well as undertake duties as required by the Local Government Act 1999 Section 99(1)(a) and the Charter within approved budgets and required time frames. This report provides a mechanism for the Board to monitor progress of resolutions, work and actions and to manage the associated governance risk. The risk is assessed as **low**.

Socio Political, Community Issues / Reputation – There may be some concern from former or current Board members, Council and the broader community if resolutions are not actioned in a timely manner or if the current Board determines to resolve contrary to an earlier resolution. The risk is assessed as **medium**.

BUDGET IMPLICATIONS

There are no budget implications associated with the Board receiving and noting this report.

The majority of tasks on the outstanding resolutions register will be undertaken by the General Manager Horse Tram Authority as scheduled and without requirement for additional funds. Where additional funds are required to achieve items on the resolutions register, endorsement by the Horse Tram Authority Board, or where applicable, budget bids to Council, will be applied to individual items as required.



Attachment A
VHHTA – Outstanding Resolutions Register – updated 16-Oct-20

*newest at top

Date	Minute Number	Resolution	Status/Update
		<i>Leave blank</i>	
14 September 2020	VHHTA185	That the Victor Harbor Horse Tram Authority amend the meeting scheduled for the 8 December to 1 December 2020.	Website has been updated to reflect the date change.
14 September 2020	VHHTA184	That the Victor Harbor Horse Tram Authority formally request that Council extend the deadline for the provision of the Annual Report to 31 October 2020 with the draft financial statements to be provided for the audit by 30 September 2020.	The council have extended the deadline for the Annual Plan to be delivered to the council meeting on the 26 Oct 2020.
25 August 2020	VHHTA180	<p>That the Victor Harbor Horse Tram Authority recommend to Council’s Chief Executive Officer that the Horse known as Karni, who is currently retired from duties with the Victor Harbor Horse Tram, be the subject of a transfer of ownership, ensuring that the new owner has demonstrated capability, capacity and an appropriate environment that will provide for the horse’s ongoing care and wellbeing.</p> <p>That the Victor Harbor Horse Tram Authority support the rehoming of Karni to Aleysha Austin and recommend this option to Council’s Chief Executive Officer.</p> <p>That the conditions of sale include that Karni is not to be used for any commercial purpose.</p>	<p>This Request has been formally asked of Victoria Mackirdy on the 3 Sept 2020.</p> <p>The General Manager hasn’t heard back as of the 12 Oct 2020.</p> <p>Trial period is in place and going well.</p> <p>Signed documentation for the trial period has been obtained.</p>



Attachment A

Date	Minute Number	Resolution	Status/Update
		That the sale of Karni will proceed only after a successful trial period has been undertaken.	
25 August 2020	VHHTA179	That the Victor Harbor Horse tram Authority endorse the General Manager is to attend the program during work hours. That the Victor Harbor Horse Tram Authority endorse the payment of the program with the Authority's operational budget.	This has all been endorsed and occurred.
16 June 2020	VHHTA175	That the Victor Harbor Horse Tram Authority determines to engage an External Auditor and that the Board approves appointment of an external auditor for a three year period, with the possibility of a further two years if both parties are in agreeance, through VHHTAs usual procurement processes as delegated to the General Manager or delegate; and that Council's Audit Committee is utilised for oversight of the External Auditor engagement, pending the formation of the Authority's Audit Committee.	Council have engaged an External Auditor so now we will approach that company and potentially engage them for the VHHTA.
16 June 2020	VHHTA 174	That at the conclusion of their review process, the Independent Member Application Appraisal Panel Authority make recommendation to the Victor Harbor Horse Tram Authority Board regarding the appointment of an Independent Member to the Audit Committee, for subsequent recommendation by the Board to Council.	The advert has gone in the Victor Harbor Times and onto the website and the closing date for applications is 5pm Friday, 28 August 2020. Interview taking place 12 Oct 2020.
16 June 2020	VHHTA173	That an Independent Member Application Appraisal Panel be established for the purpose of reviewing, short-listing and interviewing applications for the Independent Member to the Victor Harbor Horse Tram Authority Audit Committee and that the panel consists of: <ul style="list-style-type: none"> • Megan Whibley, Victor Harbor Horse Tram Authority General Manager; • Paul Brown, Board Chair; 	Once the applications are received the Panel will meet to interview the applications. 12 October 2020, 2pm



Attachment A

Date	Minute Number	Resolution	Status/Update
		<ul style="list-style-type: none"> Nigel Catt, Board Member 	
16 June 2020	VHHTA 172	That the Victor Harbor Horse Tram Authority General Manager be directed to undertake a recruitment process for one Independent Member position for the Victor Harbor Horse Tram Authority Audit Committee.	Ongoing - Advert has been up loaded onto the Website and placed in the Victor Harbor Times on the August 20, 2020
17 Dec 2019	VHHTA147	That with reference to minute VHHTA40 as detailed in this report regarding improvements to the Causeway Horse Tram Station, the matter be discontinued in light of the new causeway alignment and that the Authority work with DPTI and/or Council to ensure that the future design of any new facilities and infrastructure are suitable to the ongoing needs of the VHHTA.	Ongoing – liaising with Council/DPTI regarding future of Causeway and infrastructure needs of VHHTA.
17 Dec 2019	VHHTA135	That the Board view the video produced by the Friends of the Victor Harbor Horse Tram to determine suitability to display in the office window and give delegation to the General Manager to purchase a monitor up to the value to \$500.	<p>In progress - Carol Schofield has shared video with the other Board members – Discussions with the Board in June 2020 about the actual footage not being of great quality so as better footage is produced the monitor will be purchased.</p> <p>Monitor still to be purchased – Video content needs updating, work in progress.</p>
17 Dec 2019	VHHTA134	That with reference to minute VHHTA59 as detailed in this report, a review of the VHHTA the Code of Practice for Meeting Procedures be undertaken by the Board in the first quarter of 2020.	<p>Email has been sent requesting the Board to review and see if any changes are required.</p> <p>Carol Schofield has emailed back after review and no changes necessary.</p>



Attachment A

Date	Minute Number	Resolution	Status/Update
17 Dec 2019	VHHTA132	That the Board include outstanding items from the Work Program in their review of the VHHTA Business Plan 2019-21 to consolidate the direction of the Authority and streamline reporting so that it is against the current business plan.	<p>In progress - Business Plan to be further revised following presentation to Council in February 2020 – Dan Aubin was the facilitator for the second planning day which was on the 27 July 2020 and work on the business plan is still to be updated.</p> <p>Outstanding items from work program to be incorporated as part of this amendment process.</p>
17 Sept 2019	VHHTA108	That the Victor Harbor Tram Authority modify the works program by delaying the Tram 4 action for 12 months and removing the ticket machine action from the works program	In progress - To be a 2021/22 Budget Bid Current Capital budget bids are with Council for their consideration.
20 Aug 2019	VHHTA96	That the Victor Harbor Horse Tram Authority examine the policy associated with sales and Merchandise.	In progress – this needs to be developed.
20 Aug 2019	VHHTA97	That the Victor Harbor Horse Tram Authority review the volunteer policy.	In progress – email sent to Board with the policy to review.
18 June 2019	VHHTA82	<p>Grazing Land</p> <p>1. That the Victor Harbor Horse Tram Authority (VHHTA) write to the Chief Executive Officer of the City of Victor Harbor to seek approval to access the Council owned land outlined in Option 1 (known as Gillespie Land) as a short term grazing solution.</p>	Complete



Attachment A

Date	Minute Number	Resolution	Status/Update
		2. The VHHTA request that the General Manager commence negotiations with SA Water to access land identified as Options 2 & 3 and report back to the Board.	In progress - Negotiations with SA Water are nearly completed by Council, and the takeover date is 28 August 2020.



General Manager Report

Meeting	Victor Harbor Horse Tram Authority
Date	20 October 2020
From	Megan Whibley
Subject	Draft Annual Report 2019/20
Report Number	7.1

RECOMMENDATION

1. That the Victor Harbor Horse Tram Authority Board receive and note the Draft Annual Report 2019/20.
2. That subject to finalisation of the external audit and certification of the 2019/20 Annual Financial Statements, the Board adopt the 2019/20 Annual Report as provided at Attachment A.

Purpose

The purpose of this report is to present the Draft Annual Report 2019/20 to the Victor Harbor Horse Tram Authority (VHHTA) Board for endorsement.

Background

In accordance with Clause 12 of Schedule 2 of the Local Government Act (the Act) the VHHTA is required to furnish an annual report to the Council. In accordance with the Charter, the VHHTA must provide the report to Council by 30 September each year. At the Special meeting held on the 14 Sept 2020 the Board endorsed the extension request to go to the City of Victor Harbor for approval on the 28 Sept 2020 council meeting. This was approved.

Once endorsed by the Board, the annual report will then be included in the draft annual report of City of Victor Harbor which is to be presented to the 23 November 2020 Council meeting for Council endorsement. As a subsidiary of City of Victor Harbor, it is a requirement under the Act that the VHHTA annual report be included with the Councils annual report which is provided to the Minister.

Commentary

A draft 2019/20 annual report has been prepared for endorsement by the Board and is provided with this report at Attachment A. Endorsement by the Board at this meeting will ensure that it can be included with the City of Victor Harbor draft 2019/20 annual report which is to be provided to Council for endorsement at their 23 November 2020 Council meeting.

RISK ASSESSMENT

The risks associated with the recommendation have been assessed as follows:

Corporate Governance –The VHHTA was unable to meet the required deadline for providing their annual report to Council due to delays in preparation of financial statements, being only the second year of the VHHTA and reliance on Council’s financial audit arrangements. By the board endorsing the annual report 2019/20 at the 20 October 2020 board meeting, the annual report can still be provided to Council in time for inclusion with the Council’s annual report which is scheduled for endorsement at the November Council meeting. The VHHTA will be in a better position in subsequent years to prepare financial statements in time for the 30 September deadline. The risk is assessed as ***medium***.

BUDGET IMPLICATIONS

There are no Budget Implications associated with the board receiving and endorsing the Annual Report.



VICTOR HARBOR
HORSE TRAM AUTHORITY

2019/20 Annual Report



Victor Harbor Horse Tram Authority Annual Report 2019/20

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Introduction from the Chair

It has been another interesting year for the Victor Harbor Horse Tram Authority.

We were well on track to achieve a positive budget result but the impact of the COVID-19 pandemic impacted us severely, as it did many other tourism businesses. The horse tram operation was shut to the public from 23 March 2020 to 5 June 2020 and our passenger numbers on the tram were reduced from 40 to 20 to allow for social distancing and passenger numbers were only restored to regular values at the beginning of October 2020. This alone reduced our income potential from \$6,000 per day to only \$1200 per day. In fact, we were shut for 124 days during the 2019/20 financial year which included 73 days as a result of COVID restrictions.

With the change in ticketing and other cost savings I am pleased and proud to say that we achieved close to a breakeven budget. This minimised the financial impact on the City of Victor Harbor during such an unprecedented year. Congratulations to Meg and her team.

An example of those cost savings was the restoration of Tram no. 3 during the lockdown by horse team staff members, with a cost saving by using internal labour of approximately \$250,000. It was a fantastic way of keeping valuable team members employed and occupied during this difficult time.

Whilst we were not eligible for most of the grants available, we were able to secure \$10,000 from a Business SA grant.

Having established our own sponsorship guidelines, we are now well advanced down the sponsorship path and thanks to board member Nigel Catt, we should be able to make an announcement about this soon.

We conducted our annual review and planning day in July and as always received great input from all of the board under the guidance of an external facilitator. These days are vital to planning the future for the Tram and setting our goals for the next 12 months and an opportunity to look well into the future. I am pleased to say that this year's planning day moved from an operational review last year, to a more strategic focus this time around.

One of the key projects in the next 12 months will be the construction of new stables, which are well overdue for both the horses and staff. There are no showers or power to the current facilities, and this has been a concern of the board for some time. We will start this project as soon as we have security of land tenure. We also have further plans to develop a VIP visitor experience in conjunction with the stables as we strongly believe that we need to value add to the horse tram experience if we are going to be successful in our goal of reducing the financial impact of the horse tram operation on the City of Victor Harbor.

Another major project that has been completed is the transition of staff from Council, over to the Authority. This has been a time-consuming activity for the General Manager but will ultimately lead to greater staff efficiencies.

The Victor Harbor Horse Drawn Tram is an icon, not only in the region but for South Australia. It is one of two such experiences in the world and our survey data indicates that it brings significant visitor numbers, employment and money to the region. It is my view that due to the impact of COVID-19 on the international market for outbound travel we will see greater domestic numbers on the tram as the state borders are further opened.

We are looking forward to a positive year in 2020/21, with the planned completion of the new stable complex and whilst there will be some disruption during the construction of the causeway, we are looking forward to its completion and the surety it will bring to horse tram operations.

Finally, my sincere thanks to Meg and all of the Victor Harbor Horse Tram team for their passion and commitment, and to the board for their unequivocal support of the tram and for the time that they commit. We clearly have a fabulous team driving our vision.

About the Authority

The Victor Harbor Horse Tram Authority (the Authority) is a subsidiary of the City of Victor Harbor (Council), established under section 42 of the *Local Government Act 1999*. The Authority is governed by a Charter approved by the Minister on 17 October 2018, which details its purpose, powers, functions, duties, funding, property and delegation as well as the role, function and requirements of the Authority Board, among other things. The Charter was gazetted on 25 October 2018.

The Horse Tram, like many other services, is subsidised by Council and provides a valuable service to the City of Victor Harbor community on behalf of ratepayers. It serves as an important and highly significant contributor to the economy of Victor Harbor. The Horse Tram is a part of what makes this city thrive!

Strategic Direction

The Victor Harbor Horse Tram's Annual Business Plan outlines the strategic direction for the Authority.

Vision Statement

To deliver historic experiences and create memories.

Mission

To showcase Victor Harbor through the world's leading horse tram experience

Goals

High quality, efficient operation with a reduced financial reliance on City of Victor Harbor.



Picture: Celebrating the horses' birthday in August 2019.

The Board



Paul Brown (Chair)

Paul Brown is the Owner and Director of Kangaroo Island Wilderness Tours, a high-end tour company on Kangaroo Island with up to 25 team members. They have been looking after guests from around the world for 17 years.

Paul is a former Chair of Tourism Kangaroo Island and the Australian Tourism Export Council (ATEC) SA Branch, as well as a board member of ATEC nationally. He is currently on the Food, Wine, Tourism & Hospitality Industry Skills Council Advisory Group, a member of the Collaborative Project to develop a Professional Certificate in Older People's Mental Health, as well as the board of the Victor Harbor Horse Drawn Tram Authority.

A graduate of the Australian Institute of Company Directors course Paul has always sought to make a contribution to his industry and community.



Councillor Carol Schofield AM

Councillor Carol Schofield AM is the City of Victor Harbor's Elected Member representative on the Victor Harbor Horse Tram Authority Board. Carol was Chair of the City of Victor Harbor's Horse Tram Advisory Committee before it transitioned to form the Inaugural Victor Harbor Horse Tram Authority. She brings to the Board skills in business management, event management, tourism and agribusiness.

Carol is a long-time resident of Victor Harbor and has been involved in many local organisations. She was a dairy farmer and established her own agriculture business in Inman Valley.



Rachel Kennedy

Professor Rachel Kennedy (PhD, B.Bus(Hons), GAICD) is a globally recognised expert in marketing and evidence-based growth. As a co-founder and director of the Ehrenberg-Bass Institute, she has a proven track record of successful industry engagements that profitably grow businesses and build and protect their iconic assets. She combines this with hands-on experience marketing a local tourism reliant business.

Rachel is passionate about her community in Victor Harbor where she can often be seen running, at the beach patrolling or playing hockey with her family. She is excited to bring her skills and knowledge to our Horse Tram.



Nigel Catt

Nigel Catt has been in the Australian Wine Industry since 1983 in various roles such as senior winemaker for a number of large and medium wine companies, as well as owning his own vineyards, wineries and wine brands.

During this time, Nigel has produced wines in other countries, consulted to other wineries and the State Government, run Industry Supply Companies at board and management level. He owned the Middleton Winery and Vineyards, developed and built the Flying Fish Café and has been a board member for 10 years at Encounter Lutheran College. National Sales and Marketing Consultant for Radoux, a French oak barrel company that he still represents here in Australia.

Nigel has supported and developed many business', and mentored young business people here and overseas. The majority of Nigel's focus and life has been spent in the Fleurieu Peninsula, specifically Victor Harbor, where he is based with his family.



Natasha Hunt

Natasha Hunt has over 15 years experience working in local government and the tourism industry. She is the Team Leader of the Fleurieu Coast Visitor Centre, who won the 2018 South Australian Tourism Award for Visitor Information Services. Natasha is responsible for the marketing of the Fleurieu Coast region and manages the District Council of Yankalilla's volunteer programs. Natasha represented the Fleurieu Peninsula on the South Australian Tourism Commission's Industry Skills Advisory Committee and was an inaugural member of the South Australian Accredited Visitor Information Centre Network.

Natasha grew up on the Fleurieu Peninsula on her family's farm where they operate two horse-based businesses. Natasha is passionate about the Fleurieu and has volunteered in many community organisations including the Normanville New Year's Eve Pageant, Yankalilla Football and Netball Club and the Fleurieu Horse and Pony Club.

Final Inductions of Board Members

A final induction of Authority Board Members took place in July 2019. The inductions provided an overview of the legislative requirements of the Authority, a briefing on the Victor Harbor Horse Tram Authority Charter, details about the roles and responsibilities of the Board of Management and individual Board Members. As part of their induction, Board Members were taken on a tour of key sites relating to the Horse Tram operation. This included visits to the Causeway office and stables, the tram barn at Warland Reserve, the stables on Armstrong Road and the preferred site for the new and very exciting stable build.

Audit and Risk Committee

In accordance with the Charter, the Authority is required to establish an Audit Committee and may establish its own or with agreement of Council, use the Council's Audit Committee. In 2019/20, Audit Committee requirements were met through the City of Victor Harbor. The Authority has decided to form its own Audit Committee for the 2020/21 and the Authority will engage an Auditor of their own for the 2020/21 financial statements. The Authority is currently reaching out to the public for expressions of interest for Audit Committee members with appropriate experience.

The General Manager talks on our team

Our People

The Victor Harbor Horse Tram Authority Board provides strategic direction to the General Manager who is responsible for the day to day operations of the tram service.

The General Manager is responsible for managing the continual transition of the Victor Harbor Horse Tram Authority's independence. This includes implementing policies and procedures, undertaking recruitment and induction of new staff, reporting of operations to Council, undertaking improvements for the Tramway with the help of Council, forming and implementing work health and safety policies, running of payroll, finances including all payments and budgeting requirements at the same time as keeping the day to day operations running smoothly.

During 2019/20, the Victor Harbor Horse Tram was supported by a team of 13 staff, ranging from casual junior staff through to an assistant manager. For the reporting period there were three permanent full time equivalent (FTE) staff members, with the remainder engaged as casual employees.

Our Horses

Our Team of Clydesdales are such a magnificent part of the Victor Harbor Horse Tram and getting to know their personalities and characters has been a highlight.

Our Team consists of:

Albert, who is our oldest and steadiest Clydesdale. Having said that, he is still young at only twelve years of age. He has a regal attitude and performs his work with effortless elegance. Albert is a smooch with the staff and a favourite of all. Albert is now our lead horse when training youngsters and reassures them with his soothing and zen-like demeanour.

Jay Jay is eleven and is similar in height to Albert. Jay is especially soft and fluffy, inside and out. He is a sensitive boy and requires a lot of encouragement, reassurance and love. He has no idea how large he is, and although he performs his work easily, he can also readily lose his confidence. All of the staff go out of their way to ensure that Jay only has positive experiences on the tram, and with competent care, Jay is flourishing as a tram horse.

Murray is ten years old and is that tram horse that everyone wants to drive. He always performs his best and tries to do everything right. He pulls the tram so fast, with calm forward-moving energy, and with him on the tram, it is up and back before you can believe it. Murray learns very fast, as he aims to please, and staff try hard to please Murray as well. Murray is sensitive on the outside and is not a fan of being primped and preened. The staff have special soft, natural bristled brushes that they use especially for Murray so that he can enjoy his grooming experiences. The staff love grooming Murray as he is pretty easy on the eye.

Isabella is the princess of the team, but she is no shrinking violet. Boy can she really move a tram! She is all "I am woman, hear me roar....past". When Isabella is at rest she is the softest, most serene being. People express honour just being in her presence. But when there is a job to do she gets it done, and you'd better keep up. She is a brave, sensible, sweet and joyous horse. She adores adoration and knows full well she deserves it and more. At ten years of age she is wise beyond her years.

Elliot is one of our youngest established horses, but nobody tell him. He is our slowest and calmest team member even though he is only 9. He is our steady horse used to train new drivers and staff and is an irreplaceable member of the team. He is quite goofy and loving, and a long term favourite of the public. He has a large following with people returning frequently to visit him. Staff are often asked if Elliot is working that day and are met with either excitement or extreme disappointment depending on the answer they give. Elliot has recently had a clip as he has quite a luxurious coat, not quite conducive to our summer climate. He is loving his new short coat and is looking stylish as well.

Scotty is our new little powerhouse and proving to be a reliable team member, despite being a seven year old P plater. Scotty is adorable and full of cheeky character. He loves to play games with staff and his other team members. He is brave on the causeway and not much worries him. Staff describe him as a little trooper. He is a youngster and gets special attention to make sure he stays on track to become the tram horse he deserves to be.

Chester is a late starter at the age of nine. He retired from his previous job as a 'stallion' and is settling in to the idea of having a long term career as a famous horse tram horse. Chester is larger than words, both in personality and in size. Standing above 19 hands tall, he really throws a shadow. His personality is just as huge and he has won the hearts of all of our staff. He is Isabella's full brother and the two are incredibly similar in their looks and their softness. Like his sister, Chester adores the pampering, his massages, chiro, grooming, getting his toes done and all of the cuddles too. He loves to be with people and doesn't like to be left out. When there is love and attention being given, he is always front and centre with his commanding presence. He loves to please and is working well as an L plater. He will soon be ready to make his debut as a tram horse, as he is progressing in leaps and bounds.

Karni has been a valuable member of the team for many years. A staff favourite, with a can do attitude, he might have been the smallest Clydesdale on the team but he definitely didn't know it. Karni always has had a lot of spunk, sparking the affectionate nickname Crazy Karni. Much to the sadness of staff, Karni has had a long term physical condition to do with his stifle that the vet has determined won't be fixable to the point of him being able to undertake further tram duties. Consequently, he has now been retired and is on trial at an amazing property at Kangarilla with a family of experienced horse owners. Karni is looking quite chuffed with his new digs and is getting the best of care.



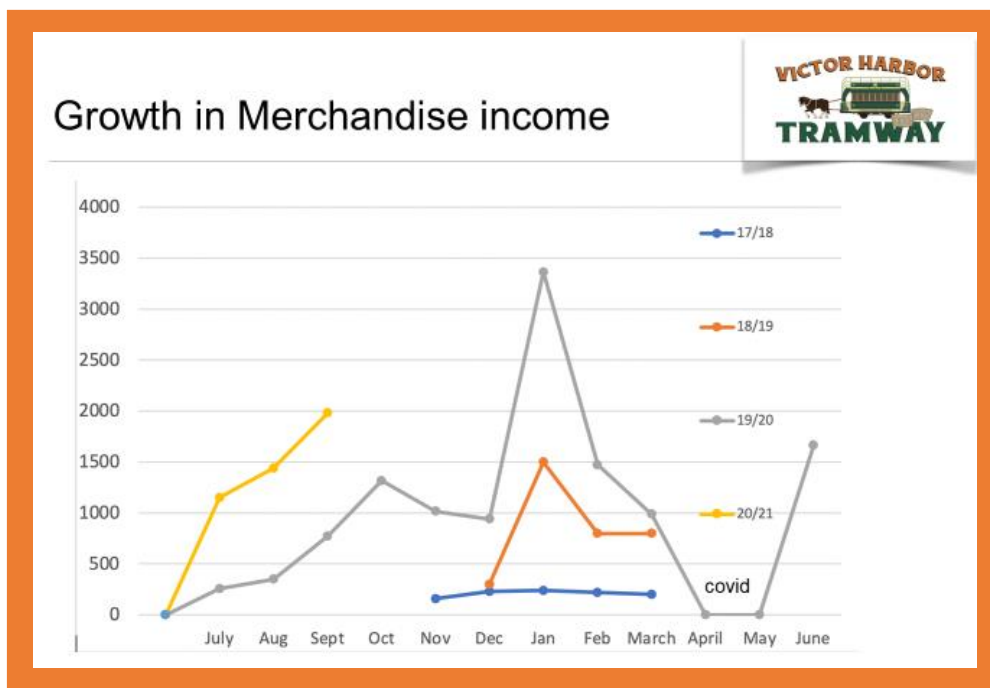
Our Volunteers

The team of volunteers are involved in activities that include providing information on the platform, history talks on the tram and Merchandise sales in our merchandise area. Future plans to increase volunteer support include the development of new job descriptions that will facilitate the assignment of volunteers to duties that are required to support the operations and which are suited to their expertise. This has been slow to develop due to COVID-19 putting volunteer recruitment temporarily on hold, however the Victor Harbor Horse Tram Authority is looking forward to growth in this area in 2020/21.

Despite small volunteer numbers the Merchandise shop and volunteers have been progressing really well, with figures growing continuously. New lines of merchandise are proving to be popular and continual growth in this area is an important part of the Victor Harbor Horse Tram.

The Victor Harbor Horse Tram has annual passes available at really reasonable prices and have gone from 11 annual passes in July 2019 to 51 annual passes as at 30 June 2020. This is all thanks to our Merchandise shop being open and the volunteers who are great at up-selling.

The graph below shows the growth in merchandise income, comparing financial years from 2017/18 through to the first few months of 2020/21.



2019/2020 Achievements

On 21 July 2019, Dan Aubin of Daring Humans facilitated a workshop with the Board, General Manager and Assistant Manager. He assisted the Board and Managers to become a more cohesive group and to find a focused direction, culminating in the first Business Plan. The workshop helped to shape us as a working group. The day was a huge success and the progress made because of this day was a compliment to Dan's facilitating ability.

After reviewing the ticket price structure, the Board and General Manager decided to trial a new ticket structure during the month of August as the Horses Birthday Special. The trial worked well and it was then continued beyond the period of the trial. The success of the new pricing had the Authority heading for a surplus budget until COVID-19 hit.

In August 2019, two specific part-time roles were formed and staffed for horse husbandry, an area that had been repeatedly highlighted by the staff and Board as a priority. These staff members share the role, and combine their individual skills and expertise to lead our horse team to be the absolute best they can be, in relation to their health, training and morale. The outcome of this team work has been effective and positive for the Authority.

As the Authority continues to become increasingly independent from the City of Victor Harbor, a new Enterprise Bargaining Agreement needed to be developed for the Victor Harbor Horse tram Authority. This was achieved and signed off in October 2019 by the Registrar of the SA Employment Tribunal and the General Manager was able to take over the payroll duties as of the 21 October 2019.

Social media guidelines have been developed, along with a Facebook profile for the Horse Tram which has generating significant interest and enthusiasm for the Tram and its horses. This platform is also now used in addition to the website, to update the public on service closures due to weather and general information regarding the horses and their activities.

A two tram service, requiring four horses per day, was operated every day for the entire six weeks of the Christmas Holiday period, despite only having five horses fit for work duties at that time. This required careful management by horse husbandry staff, and amazing care by all staff, to look after the welfare of the horses during such a demanding schedule.

A presentation was made to the City of Victor Harbor on the 18 February 2020 to bring the Council along on the horse tram journey and to give them an insight into the vision of the Authority into the future. This was well received and also acted as an introduction of Board members to the Council.

Our youngest horse, Scotty, had significant and successful training in this period, starting out with long reining and heavy horse activities in the paddock and then long reining over and back to Granite Island. He was introduced to the public, the ocean, sideshows, beach camels and ponies, and to the sound of the tram. Scotty followed the tram with his helpers until his confidence and comfortability had grown high enough. Scotty was then ready to pull a tram, and he has never looked back. Scotty is now a reliable powerhouse member of the team. Another horse, Chester (pictured right), is currently being trained and is almost ready to start pulling trams. Jay Jay, one of our existing Clydesdales, has had effective and successful remedial training for psychological issues that had the potential to result in an early retirement. He is now a useful member of the team again, and is going strong, with his confidence growing with every step.



Market research has been undertaken, by both our volunteers and staff, via a survey. The City of Victor Harbor surveyed people visiting the area and had a counter set up on the causeway to get some data around the numbers visiting Granite Island. The results demonstrated the importance of the Horse Tram as a key attraction for tourism in the area.

The survey was undertaken by 287 people, of which 23% indicated that they were motivated to come to Victor Harbor to experience the Horse Tram. In addition to this, 45% of those surveyed travelled on the tram. Comments from other local business owners highlighted just what an economic driver the Horse Tram is for the Fleurieu Peninsula. In March 2020 when COVID-19 caused the Tram service to shut down, staff worked tirelessly to keep the horses fit and well, in order to resume operations immediately once the restrictions were lifted, and as a result of those efforts the tram able to recommence promptly when they did.

The entire staff base was retained throughout the COVID shut down. As a result the Horse Tram was able to resume operations on the 5 June 2020, as soon as restrictions lifted. The tram service has been tailored to maximize the safety of our passengers and staff. The tram continues to perform a daily service in a way that provides a positive, memorable experience during these difficult circumstances and provides a continuing drawcard to Victor Harbor.

During the shutdown period between March and June 2020, a thorough and full renovation of Tram 3 was undertaken and the tram is now ready to paint and be put back together in time for the 2020/21 summer trade. This ensured productive use of staff hours while achieving a much needed renovation. The trams are irreplaceable, both physically and financially, so the importance of this undertaking cannot be overstated, with savings of up to \$250,000 achieved through use of in-house labour to undertake the renovation.

The Authority applied for various Grants during COVID-19 and were successful with Business SA, receiving a \$10,000 grant on 19 June 2020. After finding that the Authority was ineligible to receive Job Keeper (being an Authority of the Council), this was a fantastic help.

A clear vision of the stable complex and housing requirements for the horses has been developed. Plans have been drawn up, and the Authority is eagerly awaiting progress in relation to the land options on Canton Place in order to put these plans into action.

The upgrade of outdated horse harnesses has continued, delivering a polished and professional look for the Victor Harbor Horse Tram, with harness pieces being precision-made to fit each individual horse's unique dimensions. Processes have been put into place to clean and care for this gorgeous and much needed tack so that it will serve the Authority for a long time to come.

Electronic Work Health and Safety systems have been implemented, allowing for efficient and effective methods of WHS record keeping, safety management and preparation and implementation of WHS requirements of the Authority. The Authority addressed some significant WHS issues related to Horse Tram buildings and infrastructure including the removal of a redundant wall in the barn to allow for the safer passage of horses and installation of a second emergency exit for the horse's office yard. Significant attention has been focused on WHS. Team spirit has been key to the constant improvement of work health safety aspects and has resulted in significant improvement in this area.

Key Performance Results against 2019/20 Annual Business Plan

The Authority's Annual Business Plan outlines what it intends to do to contribute to achieving our vision and objectives. The status of these actions for 2019/20 is provided over the following pages.

1.1 Develop and Implement an Effective Finance Plan and Tracking Process			
Actions	Indicator	Target	Achieved
Review the existing financial plan	Meeting Budget Targets	Quarterly	On track
Provide the Board with regular budget/finance tracking reports	At Board meetings and informal gatherings	Monthly	On track
Provide quarterly budget/finance reports to the City of Victor Harbor	November 2019, February 2020, May 2020 and September 2020 for EOFY	Quarterly	✓
Undertake budget reviews in line with legislative requirements		March 2020 Oct 2020 Dec 2020 – Mid-Year Review	On track
1.2 Develop and Diversify Income Streams			
Actions	Indicator	Target	Achieved
Develop a sponsorship policy	Ongoing	February 2020	✓
Secure sponsorships for the Victor Harbor Horse Tram	\$30,000 by 30 June 2020	10% increase following years	On track
Review and adjust ticket pricing	September 2019	then at least once annually, or as required	✓
Consider options for a new merchandise range	Trail March 2020 plus ongoing	Increase Merchandise income in first 12 months. Double it in 24 months	✓

2.1 Develop and Implement a Marketing Plan			
Actions	Indicator	Target	Achieved
Finalise a marketing plan for the Authority		In Business Plan	✓
Undertake a Market Research survey	Sept 2019	Results in October 2019	✓
Develop an Event Schedule and Public Relations Plan		February 2021	On track
Trial new merchandise	Ongoing	October 2019	✓
Develop stories and relevant photos as content for a Public Relations database	Ongoing	June 2020	✓
Partner with SA icons, as well as Visitor Experience/Tour Operators to increase Horse Tram promotions/exposure		June 2020	On hold
2.2 Effectively Utilise Social Media for Promotion of the Horse Tram Service			
Actions	Indicator	Target	Achieved
Develop social media policy guidelines, create Facebook and Instagram profiles for the Horse Tram		February 2020	✓
Design and implement a suitable selfie spot (including signage)	With new Causeway	June 2021	On hold
Create and plan new social media content	December 2019	Measure success by June 2020	✓
2.3 Effectively Utilise Social Media for Promotion of the Horse Tram Service for Promotion of the Horse Tram Service			
Actions	Actions	Actions	Actions
Develop website content including live schedules and weather forecasts		Ongoing	✓
Link Horse Tram website with <i>Encounter It All</i> website.		February 2020	✓
Train Horse Tram staff in being able to undertake website updates		February 2020	✓
Investigate automation of web updates, potential info screens at both terminals	With new Causeway	2021	On hold

3.1 Develop the Front-of-House, Stables and Horse Harness upgrades			
Actions	Indicator	Target	Achieved
Renovate office to support improved customer service and merchandise sales	December 2019		✓
Build/develop an appropriate stable facility for the horses	Awaiting council land approval	2020/21	ongoing
Liaise with City of Victor Harbor around the needs of the Authority to ensure that appropriate grazing land is available for the horses		May 2020	✓
Upgrade of outdated, old horse harness equipment to continue the overall professional look of the Victor Harbor Horse Tram.		2020	✓
3.2 Develop and Maintain Effective Communications System			
Actions	Indicator	Target	Achieved
Upgrade systems – investigate electronic screens at Tram office and Island platform.	Ongoing	2020	New Platform budget 21/22
Internal communication through staff meetings, board meetings, staff face book page, mobile phones and emails.		Ongoing	✓
Upgrade of office customer info window allowing better communication with the public.		December 2019	✓
3.3 Recognise and Reduce Risk to the Authority			
Actions	Indicator	Target	Achieved
Prepare/update WHS plan for the Authority	Ongoing	March 2020	✓
Implement WHS requirements for the Authority	Ongoing	March 2020	✓
Train staff and embed WHS policies and procedures into the day-to-day operations of the Horse Tram	Ongoing	April 2020	✓
Update maintenance records, schedule and asset management systems	Ongoing	February 2020	✓
Develop a risk register to support a process to recognise and address strategic and operational risks to the Horse Tram service	Ongoing	May 2020	✓
Implement an appropriate staffing structure to ensure that the legislative and operational needs of the Authority are met	Ongoing	February 2020	Partially achieved
3.4 Express Interests/Needs of the Authority in Relation to the Causeway			
Actions	Indicator	Target	Achieved
Keep abreast of DPTI plans for the construction of the new Causeway		Ongoing	Updates through COVH
Maintain dialogue with DPTI in relation to needs and interests of the Authority in relation to new causeway design and throughout construction		Ongoing	Through council
Maintain communication between the Board and General Manager in relation to impacts of the new causeway		Ongoing	happening
To the extent possible, manage risks and disruption to Horse Tram service through causeway construction, and take steps to reduce losses over this period		Ongoing	Discussions with DIT ongoing

4.1 Transition Staff from City of Victor Harbor to the Authority			
Actions	Indicator	Target	Achieved
Full time staff transfer agreement finalised Casual Staff transition to VHHTA finalisation.		February 2020 October 2019	✓
4.2 Maintain, Develop and Train Excellent Staff			
Actions	Indicator	Target	Achieved
Develop a clear structure for employment induction process	Ongoing	February 2020	✓
Ensure staff are well equipped to undertake their roles by providing training and updating knowledge through regular staff meetings	Monthly	Ongoing	✓
Undertake regular Performance Reviews of Horse Tram staff		February 2020	✓ ongoing
General Manager to Coach/Mentor Horse Tram staff	Ongoing	February 2020	✓ ongoing
Leadership Opportunities within different sectors of the VHHTA staff team from the horse husbandry role to the maintenance schedule coordinator for the trams.		February 2020	✓ ongoing
More consultation with stakeholders	Ongoing	June 2020	
4.3 Develop an Effective Volunteer Program			
Actions	Indicator	Target	Achieved
Create a database of volunteers and experience		April 2020	Still to be achieved
Create appropriate Job description(s) for volunteer roles		April 2020	Still to be achieved
Create a Volunteer Policy for the Authority		April 2020	To be reviewed
Recruit and maintain an appropriate pool of volunteers to meet the needs of the Authority	6 volunteers at Feb 2020	12 by Dec 2020	Due to COVID-19, still to be reviewed
4.4 Continual Growth of Horse Team			
	Indicator	Target	Achieved
Increase Horse stock levels	8 with 6 working stock Feb 2020	10 with 8 horse working stock June 2021	No Budget funds for 2020/21 so 7 with 6 workers.
Create a training program for all horses utilising the Horse Husbandry role	Oct 2019 in practise	Prioritise written program April 2020	Happening but not written
Replacement and Retirement program	Ongoing		

Financial Results

The results of the financial year 2019/20 are remarkable considering the COVID-19 shut down and the limitations of the number of passengers able to travel on the Tram at any one time. With the expertise of the management team, the Tram service was able to limit the financial impact of closures due to the causeway and from COVID-19 on the City of Victor Harbor, and at the same time still deliver a high quality experience to tourists.

	Actuals	Budget 2019/20	Variance	
CVH contribution	\$ 392,500	\$ 364,000	\$ 28,500	Extra approved by Council
Ticket Sales income	\$ 360,085	\$ 405,000	-\$ 44,915	Covid
Other Income	\$ 35,007	\$ 21,500	\$ 13,507	Extra Merch, plus grant
Total income	\$ 787,593	\$ 790,500	-\$ 2,907	
Administration charges	\$ 98,125	\$ 102,000	-\$ 3,875	Charged from the council
Wages and staff costs	\$ 473,337	\$ 501,400	-\$ 28,063	Saved during Covid
Maintenance costs - Tram, building & Paddock	\$ 54,573	\$ 55,500	-\$ 927	
Horse costs	\$ 56,516	\$ 57,000	-\$ 484	
Utility, security, staff amenity and cleaning	\$ 29,140	\$ 19,100	\$ 10,040	Higher than budgeted due to seperation.
Banking, Professional and insurance costs	\$ 56,645	\$ 30,500	\$ 26,145	Insurance not accounted for in Budget
Souvenir costs	\$ 6,699	\$ 2,500	\$ 4,199	
Office costs, advertising and IT	\$ 14,496	\$ 22,500	-\$ 8,004	
Total expenses	\$ 789,530	\$ 790,500	-\$ 970	
Net Profit	-\$ 1,937			

Looking Ahead

With COVID-19 still very prominent in the world, the future for the Victor Harbor Horse Tram involves adapting to the new norms.

The new stable complex which is progressing along nicely, with completion expected in 2021, is an exciting time for the Authority. To be able to provide the horses and the staff with this well-overdue facility will be extremely rewarding. As the stable complex, is built the Authority will look forward to future projects and goals such as developing a “VIP Experience” and also “Up Close and personal experiences” with the horses. The Board, with its vast array of skills, ideas and talents can at times struggle to hold back its enthusiasm and marketing ideas for this amazing, iconic, public service that this Council is able to offer the public.

The Authority is also continuing to build its horse stock to support the delivery of a premium service, now and into the future. New staff are being trained methodically, thoroughly and with a view to continually presenting the horse tram as the professional and iconic service that it is.

While our onsite, volunteer driven merchandise store has grown, an online merchandise store is on the horizon, reaching a far wider audience, and facilitating the continued growth of merchandise sales.

Further separation from the operations of Council will continue into 2020/21, which will help the Authority meet Charter requirements into the future. The process is slowly coming to fruition and the Authority board are cognisant that all of the corporate and governance functions of Council are required to be adhered to by staff of the Authority. Whilst the burden may appear insurmountable for the small staffing contingent at the Horse Tram, the Authority is pleased with the progress it has already made to-date. The General Manager has put in place a number of processes and has altered the staffing structure to better meet these needs into the future. The Authority is excited for the 2020/21, having now found its feet and continuing to move things forward.



Financial Statements

VICTOR HARBOR HORSE TRAM AUTHORITY

General Purpose Financial Report for the year ended 30 June 2020

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VICTOR HARBOR HORSE TRAM AUTHORITY

**ANNUAL FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 June 2020**

CERTIFICATION OF FINANCIAL STATEMENTS

I have been authorised by Victor Harbor Horse Tram Authority to certify the financial statements in their final form. In our opinion:

- the accompanying financial statements comply with the *Local Government Act 1999, Local Government (Financial Management) Regulations 2011 and Australian Accounting Standards.*
- the financial statements present a true and fair view of the Authority's financial position at 30 June 2020 and the results of its operations and cash flows for the financial year.
- internal controls implemented by the Authority provide a reasonable assurance that the Authority's financial records are complete, accurate and reliable and were effective throughout the financial year.
- the financial statements accurately reflect the Authority's accounting and other records.

.....

Chief Executive Officer

.....

Chairperson

Date:

VICTOR HARBOR HORSE TRAM AUTHORITY

STATEMENT OF COMPREHENSIVE INCOME
for the year ended 30 June 2020

	Notes	2020 \$'000	2019 \$'000
Income			
User charges	2	383	159
Other	2	404	275
Total Income		787	434
Expenses			
Employee costs	3	467	-
Materials, contracts & other expenses	3	317	432
Finance costs		-	-
Depreciation, amortisation & impairment	3	-	-
Total Expenses		784	432
Operating Surplus / (Deficit)		3	2
Asset disposal & fair value adjustments		-	-
Amounts received specifically for new/upgraded assets		-	-
Net Surplus / (Deficit)		3	2
Other Comprehensive Income			
Changes in revaluation surplus - property, plant & equipment		-	-
Total Other Comprehensive Income		-	-
Total Comprehensive Income		3	2

This Statement is to be read in conjunction with the attached Notes.

VICTOR HARBOR HORSE TRAM AUTHORITY

STATEMENT OF FINANCIAL POSITION
as at 30 June 2020

Assets	Notes	2020 \$'000	2019 \$'000
Current Assets			
Cash and cash equivalents	4	70	7
Trade & other receivables		55	-
Total Current Assets		<u>125</u>	<u>7</u>
Non-current Assets			
Infrastructure, Property, Plant & Equipment		-	-
Total Non-current Assets		<u>-</u>	<u>-</u>
Total Assets		<u>125</u>	<u>7</u>
Liabilities			
Current Liabilities			
Trade & Other Payables	5	105	5
Provisions		15	-
Borrowings		-	-
Total Current Liabilities		<u>120</u>	<u>5</u>
Non-Current Liabilities			
Borrowings		-	-
Provisions		-	-
Total Non-current Liabilities		<u>-</u>	<u>-</u>
Total Liabilities		<u>120</u>	<u>5</u>
Net Assets		<u>5</u>	<u>2</u>
Equity			
Accumulated Surplus		5	2
Total Equity		<u>5</u>	<u>2</u>

This Statement is to be read in conjunction with the attached Notes.

VICTOR HARBOR HORSE TRAM AUTHORITY

**STATEMENT OF CHANGES IN EQUITY
for the year ended 30 June 2020**

	Accumulated Surplus \$'000	Total Equity \$'000
Balance at start of period - 1 July 2019	2	2
Net Surplus/ (Deficit) for Year	<u>3</u>	<u>3</u>
Balance at end of period - 30 June 2020	<u><u>5</u></u>	<u><u>5</u></u>
Balance at start of period - 1 July 2018	-	-
Net Surplus/ (Deficit) for Year	<u>2</u>	<u>2</u>
Balance at end of period - 30 June 2019	<u><u>2</u></u>	<u><u>2</u></u>

This Statement is to be read in conjunction with the attached Notes

VICTOR HARBOR HORSE TRAM AUTHORITY

STATEMENT OF CASH FLOWS
for the year ended 30 June 2020

	Notes	2020 \$'000	2019 \$'000
Cash Flows from Operating Activities			
Operating receipts from customers		732	434
Investment receipts		-	-
Employee Costs		(452)	-
Materials, contracts & other expenses		(217)	(427)
Finance payments		-	-
Net Cash provided by (or used in) Operating Activities	6	<u>63</u>	<u>7</u>
Cash Flows from Investing Activities			
Net Cash provided by (or used in) Investing Activities		<u>-</u>	<u>-</u>
Cash Flows from Financing Activities			
Net Cash provided by (or used in) Financing Activities		<u>-</u>	<u>-</u>
Net Increase (Decrease) in cash held		63	7
Cash & cash equivalents at beginning of period	6	7	-
Cash & cash equivalents at end of period	6	<u><u>70</u></u>	<u><u>7</u></u>

This Statement is to be read in conjunction with the attached Notes

VICTOR HARBOR HORSE TRAM AUTHORITY

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
for the year ended 30 June 2020

Note 1 - SIGNIFICANT ACCOUNTING POLICIES

The principal accounting policies adopted in the preparation of the financial report are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

1 Basis of Preparation

1.1 Compliance with Australian equivalents to International Financial Reporting Standards

This general purpose financial report has been prepared in accordance with Australian Accounting Standards as they apply to not-for-profit entities, other authoritative pronouncements of the Australian Accounting Standards Board, Interpretations and relevant South Australian legislation.

The financial report was authorised for issue by certificate under regulation 14 of the *Local Government (Financial Management) Regulations 2011*.

The Authority is a Local Government Authority Section 43 Regional Subsidiary under the control of THE City of Victor Harbor.

1.2 Historical Cost Convention

Except where stated below, these financial statements have been prepared in accordance with the historical cost convention.

1.3 Critical Accounting Estimates

The preparation of financial statements in conformity with Australian Accounting Standards which requires the use of certain critical accounting estimates, and requires management to exercise its judgement in applying the Authority's accounting policies.

The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements are specifically referred to in the relevant sections of this Note.

1.4 Rounding

All amounts in the financial statements have been rounded to the nearest thousand dollars (\$'000).

2 The Local Government Reporting Entity

The Victor Harbor Horse Tram Authority operates as a subsidiary pursuant to the Local Government Act 1999.

These financial statements have been prepared for use by the Constituent Council of the Authority.

3 Income Recognition

The Authority recognises revenue under AASB 1058 *Income of Not-for-Profit Entities* (AASB 1058) or AASB 15 *Revenue from Contracts with Customers* (AASB 15) when appropriate. In cases where there is an 'enforceable' contract with a customer with 'sufficient specific' performance obligations, the transaction is accounted for under AASB 15 where income is recognised when (or as) the performance obligations are satisfied. Revenue is measured based on the consideration to which the Authority expects to be entitled in a contract with a customer. In other cases, AASB 1058 applies when a not-for-profit (NFP) entity enters into a transaction where the consideration to acquire the asset is significantly less than the fair value of the asset principally to enable the entity to further its objectives. The excess of the asset recognised (at fair value) over any 'related amounts' is recognised as income immediately, except in the case where a financial asset that has been received to enable the Authority to acquire or construct a recognisable non-financial asset that is to be controlled by the Authority. In this case, the Authority recognises the excess as a liability that is recognised over time in profit and loss when (or as) the Authority satisfies its obligations under the transfer.

6

VICTOR HARBOR HORSE TRAM AUTHORITY

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
for the year ended 30 June 2020

4 Cash, Cash Equivalents and other Financial Instruments

Cash Assets include all amounts readily convertible to cash on hand at the Authority's option with an insignificant risk of changes in value with a maturity of three months or less from the date of acquisition.

Receivables are generally unsecured and do not bear interest.

All receivables are reviewed as at the reporting date and adequate allowance made for amounts the receipt of which is considered doubtful.

All financial instruments are recognised at fair value at the date of recognition. A detailed statement of the accounting policies applied to financial instruments forms part of Note 9.

5 Property, Plant & Equipment

All non-current assets purchased or constructed are capitalised as the expenditure is incurred and depreciated as soon as the asset is held "ready for use".

5.1 Initial Recognition

All assets are initially recognised at cost. Cost is determined as the fair value of the assets given as consideration plus costs incidental to the acquisition, including architects' fees and engineering design fees and all other costs incurred. For assets acquired at no cost or for nominal consideration, cost is determined as fair value at the date of acquisition.

The cost of non-current assets constructed by the Authority includes the cost of all materials used in construction, direct labour on the project and an appropriate proportion of variable and fixed overhead.

As at reporting date, the Authority held no property, plant & equipment assets.

All plant and equipment assets deployed to provide services are hired by the Authority from the City of Victor Harbor as/when needed.

6 Payables

6.1 Goods & Services

Creditors are amounts due to external parties for the supply of goods and services and are recognised as liabilities when the goods and services are received.

Creditors are normally paid 30 days after the month of invoice. No interest is payable on these amounts.

7 Employee Benefits

7.1 Salaries, Wages & Compensated Absences

Liabilities for employees' entitlements to salaries, wages and compensated absences expected to be paid or settled within 12 months of reporting date are accrued at nominal amounts (including payroll based oncosts) measured in accordance with AASB 119.

Liabilities for employee benefits not expected to be paid or settled within 12 months are measured as the present value of the estimated future cash outflows (including payroll based oncosts) to be made in respect of services provided by employees up to the reporting date. Present values are calculated using government guaranteed securities rates with similar maturity terms.

No accrual is made for sick leave as the Authority's experience indicates that, on average, sick leave taken in each reporting period is less than the entitlement accruing in that period, and this experience is expected to recur in future reporting periods. The Authority does not make payment for untaken sick leave.

7

VICTOR HARBOR HORSE TRAM AUTHORITY

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
for the year ended 30 June 2020

7.2 Superannuation

The Authority makes employer superannuation contributions in respect of its employees to Statewide Super (formerly Local Government Superannuation Scheme). The Scheme has two types of membership, each of which is funded differently. Permanent and contract employees of the South Australian Local Government sector with Salarylink benefits prior to 24 November 2009 have the option to contribute to the Accumulation section and/or Salarylink. All other employees (including casuals) have all contributions allocated to the Accumulation section.

Accumulation only Members

Accumulation only members receive both employer and employee contributions on a progressive basis. Employer contributions are based on a fixed percentage of ordinary time earnings in accordance with Superannuation Guarantee Legislation (9.5% in 2019/20; 9.5% in 2018/19). No further liability accrues to the Authority as the superannuation benefits accruing to employees are represented by their share of the net assets of the Fund.

Salarylink (Defined Benefit Fund) Members

Salarylink is a defined benefit scheme where the benefit payable is based on a formula determined by the member's contribution rate, number of years and level of contribution and final average salary. The Authority makes employer contributions as determined by the Fund's Trustee based on advice for the appointed Actuary. The rate is currently 6.3% (6.3% in 2018/19) of 'superannuation' salary.

In addition, the Authority makes a separate contribution of 3% of ordinary time earnings for Salarylink members to their Accumulation account. Employees also make member contributions to the Salarylink section of the Fund. As such, assets accumulate in the Salarylink section of the Fund to meet the member's benefits, as defined in the Trust Deed, as they accrue.

The Salarylink section is a multi-employer sponsored plan. As the Salarylink section's assets and liabilities are pooled and are not allocated by each employer, and employees may transfer to another employer within the local government sector and retain membership of the Fund, the Actuary is unable to allocate benefit liabilities, assets and costs between employers. As provided by AASB 119.32(b), the Authority does not use defined benefit accounting for these contributions.

The most recent actuarial investigation was conducted by the Fund's actuary, Louise Campbell, FIAA, of Willie Towers Watson as at 30 June 2020. The Trustee has determined that the current funding arrangements are adequate for the expected Salarylink liabilities. However, future financial and economic circumstances may require changes to the Authority's contribution rates at some future time.

Contributions to Other Superannuation Schemes

The Authority also makes contributions to other superannuation schemes selected by employees under the 'choice of fund' legislation. All such schemes are of the accumulation type, where the superannuation benefits accruing to the employee are represented by their share of the new assets of the scheme, and no further liability attaches to the Authority.

8 Comparative Information

Comparative information has been reclassified to be consistent with the current year disclosure of equivalent information in accordance with Australian Accounting Standards. Comparative information has not been amended for any changes to accounting standards.

9 Critical Accounting Estimates and Judgements

The Board evaluate estimates and judgements incorporated into the financial report based on historical knowledge and best available current information.

Estimates assume a reasonable expectation of future events and based on current trends and economic data, obtained both externally and within the Authority.

10 GST Implications

In accordance with UIG Abstract 1031 "Accounting for the Goods & Services Tax"

VICTOR HARBOR HORSE TRAM AUTHORITY

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
for the year ended 30 June 2020

- Receivables and Creditors include GST receivable and payable.
- Except in relation to input taxed activities, revenues and operating expenditures exclude GST receivable and payable.
- Non-current assets and capital expenditures include GST net of any recoupment.

Amounts included in the Statement of Cash Flows are disclosed on a gross basis.

11 New Accounting Standards

New accounting standards have come into effect as at 1 July 2019. The Authority has assessed that there is no impact to the accounting policies of the Authority as a result of the new requirements under these accounting standards given it has no deferred revenue arrangement nor long-term operating leases in existence.

12 Economic Dependence

The Authority provides horse tram services to the City of Victor Harbor and annually charges a fee to the Council to fund the costs of operating the Authority. The Authority is economically dependent on the Council annually funding the cost of the Authority's operations given insufficient income is generated through other services provided to fund the costs of operating the Authority.

For the 2018/19 financial year, the Council's contributed income accounted for 51.2% (2019: 63.13%) of total Operating Income recorded by the Authority.

VICTOR HARBOR HORSE TRAM AUTHORITY

**NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
for the year ended 30 June 2020**

	Notes	2020 \$'000	2019 \$'000
Note 2 - INCOME			
USER CHARGES			
Ticket Sales		368	157
Souvenir Sales		15	2
		<u>383</u>	<u>159</u>
OTHER INCOME			
Council Contributions		403	274
Donations		1	1
		<u>404</u>	<u>275</u>
Note 3 - EXPENSES			
EMPLOYEE COSTS			
Salaries and Wages		420	-
Employee leave expense		(5)	-
Superannuation		43	-
Workers' Compensation Insurance		3	-
Other		6	-
		<u>467</u>	<u>-</u>
<p>Employees from the Member Council transferred their employment and entitlements to the Authority in October 2019. The Authority had 3 full time equivalent employees as at reporting date.</p>			
MATERIALS, CONTRACTS & OTHER EXPENSES			
Auditor's Remuneration		-	-
Board Expenses		16	17
Advertising		7	14
Contractor Labour Costs (including on-costs)		-	238
Equipment Rental		44	28
External Contractors		4	3
Horse & Tram Maintenance Costs		111	59
Insurance		28	17
Other Expenses		39	17
Printing, Stationery & Postage		5	1
Professional services		63	38
		<u>317</u>	<u>432</u>
Note 4 - CURRENT ASSETS			
CASH & EQUIVALENT ASSETS			
Cash on Hand and at Bank		70	7
Deposits at Call		-	-
		<u>70</u>	<u>7</u>

VICTOR HARBOR HORSE TRAM AUTHORITY

**NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
for the year ended 30 June 2020**

Note 5 - LIABILITIES

	Notes	2020 \$'000		2019 \$'000	
		Current	Non-current	Current	Non-current
Trade & Other Payables					
Goods & Services		105	-	5	-
Accrued expenses - other		-	-	-	-
		105	-	5	-
Provisions					
Annual Leave		6	-	-	-
Long Service Leave		9	-	-	-
		15	-	-	-

Note 6 - RECONCILIATION TO CASH FLOW STATEMENT

(a) Reconciliation of Cash

Cash Assets comprise highly liquid investments with short periods to maturity subject to insignificant risk of changes of value. Cash at the end of the reporting period as shown in the Statement of Cash Flows is reconciled to the related items in the Statement of Financial Position as follows

	Notes	2020 \$'000	2019 \$'000
Total cash & equivalent assets	4	70	7
Less: Short-term borrowings		-	-
Balances per Cash Flow Statement		70	7

(b) Reconciliation of Change in Net Assets to Cash from Operating Activities

Net Surplus (Deficit)		3	2
Non-cash items in Income Statement			
Leave provision movement		15	-
		18	2
Add (Less): Changes in Net Current Assets			
Net (increase) decrease in receivables		(55)	-
Net increase (decrease) in trade & other payables		100	5
Net increase (decrease) in other provisions		-	-
Net Cash provided by (or used in) operations		63	7

(c) Financing Arrangements

The Authority has no additional financing arrangements to disclose.

VICTOR HARBOR HORSE TRAM AUTHORITY

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2020

Note 7 - FINANCIAL INSTRUMENTS

Recognised Financial Instruments

Bank, Deposits at Call, Accounting Policy: Carried at lower of cost and net realisable value; Interest is recognised when earned.
Short Term Deposits

Terms & conditions: Deposits on Call do not have a maturity period.

Carrying amount: approximates fair value due to the short term to maturity.

Receivables - Gate Fees & Accounting Policy: Carried at nominal values less any allowance for doubtful debts. An allowance for doubtful Associated Charges debts is recognised (and re-assessed annually) when collection in full is no longer probable.

Carrying amount: approximates fair value (after deduction of any allowance).

Liabilities - Creditors and Accounting Policy: Liabilities are recognised for amounts to be paid in the future for goods and services received, whether or not billed to the Authority.
Accruals

Terms & conditions: Liabilities are normally settled on 30 day terms.

Carrying amount: approximates fair value.

Net Fair Value

All carrying values approximate fair value for all recognised financial instruments. There is no recognised market for the financial assets of the Authority.

Risk Exposure

Credit Risk represents the loss that would be recognised if counterparties fail to perform as contracted. The maximum credit risk on financial assets of the Authority is the carrying amount, net of any provision for doubtful debts. All investments are made with the SA Local Government Finance Authority and Bank SA. There is no material exposure to any individual debtor.

Market Risk is the risk that fair values of financial assets will fluctuate as a result of changes in market prices. All of the Authority's financial assets are denominated in Australian dollars and are not traded on any market, and hence neither market risk nor currency risk apply.

Liquidity Risk is the risk that the Authority will encounter difficulty in meeting obligations with financial liabilities. In accordance with the model Treasury Policy (LGA Information Paper 15), liabilities have a range of maturity dates based on cash inflows. The Authority also has available a range of bank overdraft and short-term draw down facilities that it can access.

Interest Rate Risk is the risk that future cash flows will fluctuate because of changes in market interest rates. Most of the Authority's financial instruments are at fixed rates. Any such variations in future cash flows will not be material in effect on either the Authority's incomes or expenditures.

VICTOR HARBOR HORSE TRAM AUTHORITY

**NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
for the year ended 30 June 2020**

Note 7 - FINANCIAL INSTRUMENTS

Liquidity Analysis

2020	≤ 1 year \$'000	Maturity		Non- interest bearing \$'000	Total \$'000
		> 1 year ≤ 5 years \$'000	> 5 years \$'000		
Financial Assets					
Amortised Cost					
Cash Assets	70	-	-	-	70
Receivables	-	-	-	55	55
Total	70	-	-	55	125
Financial Liabilities					
Payables	-	-	-	105	105
Borrowings	-	-	-	-	-
Total	-	-	-	105	105

2019	≤ 1 year \$'000	Maturity		Non- interest bearing \$'000	Total \$'000
		> 1 year ≤ 5 years \$'000	> 5 years \$'000		
Financial Assets					
Amortised Cost					
Cash Assets	7	-	-	-	7
Receivables	-	-	-	-	-
Total	7	-	-	-	7
Financial Liabilities					
Payables	-	-	-	5	5
Borrowings	-	-	-	-	-
Total	-	-	-	5	5

VICTOR HARBOR HORSE TRAM AUTHORITY

**NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
for the year ended 30 June 2020**

Note 8 - COMMITMENTS FOR EXPENDITURE

	Notes	2020 \$'000	2019 \$'000
Expenditure Commitments			

The Authority has no expenditure commitments to disclose.

Note 9 - OPERATING LEASES

Lease payment commitments of Authority

The Authority has no operating lease commitments to disclose.

The Authority has entered into a hire agreement with the City of Victor Harbor for the use of all plant and equipment used in the delivery of horse tram services provided. No formal long-term lease has been executed between the Authority and the City of Victor Harbor given the Authority is a wholly owned entity of the City of Victor Harbor.

Note 10 - EVENTS OCCURRING AFTER REPORTING DATE

There were no events that occurred after reporting date that requires to be disclosed.

VICTOR HARBOR HORSE TRAM AUTHORITY

**NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
for the year ended 30 June 2020**

Note 11 - RELATED PARTY TRANSACTIONS

The Key Management Personnel include the Chair of the Board, Chief Executive and other prescribed officers as defined under Section 112 of the *Local Government Act 1999*. In all, 1 person was paid the following compensation:

	2020 \$'000	2019 \$'000
Salaries, allowances & other short term benefits	72	17
Long term benefits	-	-
TOTAL	72	17

Transactions with Related Parties:

The following transactions occurred with Related Parties:

Related Party Entity	Sale of Goods and Services (\$'000)	Amounts Outstanding from Related Parties (\$'000)	Description of Services Provided to Related Parties
City of Victor Harbor	426	55	Provision of Horse Tram services to local community

The Related Parties disclosed is the 100% equity owner of the Authority and are referred to as the Member Council. The Member Council has 100% control and influence on the financial and operating decisions of the Authority.



Meeting **Victor Harbor Horse Tram Authority**
Date **20 October 2020**
From **Megan Whibley**
Subject **The First Quarter Review of the 2020/21 Budget Report**
Report Number **7.2**

RECOMMENDATION

- 1. That the Victor Harbor Horse Tram Authority receive and note The First Quarter Review of the 2020/21 Budget Report.**
- 2. That the Victor Harbor Horse Tram Authority endorse The First Quarter Review of the 2020/21 Budget Report as presented at attachment A to this report, noting an unchanged contribution from Council (operating deficit) of \$415,400.**

INFORMATION

Purpose

The purpose of this report is for the Victor Harbor Horse Tram Authority (VHHTA) to endorse The First Quarter Review of the 2020/21 Budget Report. To provide a projection of the Victor Harbor Horse Tram Authority ('Authority') operating budget for 2010-21 identifying any variations sought to the Authority's original budget and the cumulative financial implications.

Background

Section 9 of the Local Government (Financial Management) Regulations 2011 provides the requirements for regular budget reviews. Regulation 9(1)(b) and 9(2) of the Local Government (Financial Management) Regulations 2011 requires a budget review to include a revised forecast of the Authority's operating and capital investment activities compared with estimates set out in the budget.

Further, the Victor Harbor Horse Tram Authority are required by the Charter to provide reports on the financial position of the Authority each quarter:

5.5 Quarterly reports summarising the financial position and performance of the Authority against the Budget must be prepared and presented to the Board within thirty days of the conclusion of each quarter and copies provided to the Council.

The first quarterly report has been prepared on schedule. This First Quarter Review of the 2020/21 Budget, is a review addressing the first three months of the 2020/21 financial year.

Commentary

The Victor Harbor Horse Tram Authority 2020/21 budget was prepared by the VHHTA, utilising the software package 'Xero' to manage Authority finances. Previously the City of Victor Harbor's 'Synergy' software package was being utilised for this purpose. As of 2020/21, a full financial year has now occurred using only the 'Xero' software package,

The 2020/21 budget is tracking well, albeit with some notable inaccurate budget income estimations as a result of limitations on tram passenger numbers due to Covid-19 and social distancing requirements. Fortunately, trams are now able to run at full capacity. If Covid-19 infections remain low in the state of South Australia and managed effectively, then trams are expected to stay at capacity, which means that the variance does not continue to track in the wrong direction.

Given that only the first quarter has been affected by passenger limitations, and that now those restrictions have been lifted, combined with increased local tourism due to some suspended interstate and international travel, the Victor Harbor Horse Tram has a good opportunity to recover this difference in lost revenue in the remaining three quarters of the financial year.

The First Quarter Review of the 2020/21 Budget Report for Board endorsement is provided at attachment A.

RISK ASSESSMENT

Risks associated with the recommendation have been assessed as follows:

Financial Management – The VHHTA is on track to achieve an end of financial year position in accordance with the adopted budget. The Board are continuing to find ways to generate own-source income outside of ticket sales to improve the bottom line into the future. The risk is assessed as **low**.

Socio Political, Community Issues / Reputation - The Board are continuing to find ways to generate own-source income to reduce the dependency on Council funding which will go toward appeasing any community concern regarding the use of ratepayer money to fund horse tram operations. There could be opportunity for the VHHTA to provide information to the Victor Harbor community around the benefits of the iconic Horse Tram as a driver of the tourist economy and as an attraction for Victor Harbor versus the relatively low cost of keeping the service running. This risk is assessed as **medium**.

Governance - the recommendation meets the requirements of the Charter and legislation. The risk is assessed as **low**.

REFERENCES

Victor Harbor Horse Tram Authority Charter

Local Government (Financial Management) Regulations 2011

BUDGET IMPLICATION

The contribution required from City of Victor Harbor (operating deficit) presented in the budget review at attachment A remains unchanged at \$415,400, with additional revenue going forward to sufficiently offset additional expenses.

CONSULTATION

SMP Chartered Accountants



Meeting **Victor Harbor Horse Tram Authority**
Date **20 October 2020**
From **Megan Whibley**
Subject **Reappointment of Board Members Report**
Report Number **7.3**

RECOMMENDATION

- 1. That the Victor Harbor Horse Tram Authority Board receive and note the Reappointment of Board Members Report.**
- 2. That the Victor Harbor Horse Tram Authority Board recommend to Council that Paul Brown and Nigel Catt be appointed as Independent Board Members for a second term commencing on 1 March 2021 and concluding 1 March 2024**

INFORMATION

Purpose

The purpose of this report is for the Authority to consider and recommend to Council to give consideration to reappointing Paul Brown and Nigel Catt as Independent Board Members for a second term.

Background

The Victor Harbor Horse Tram Authority Charter sets out the requirements for a Board Member to be eligible for reappointment as follows:

- 2.9.5 A Board Member is eligible for reappointment at the expiration of a term of office except that no person shall hold office as a Board Member for more than two consecutive terms.*
- 2.9.6 Prior to the conclusion of the term of office of any Board Member, a further appointment will be made by the Council.*
- 2.9.7 The Council must give to the Authority a written notice of appointment of a Board Member*

At the Ordinary Council meeting held on Monday, 25 February 2019, Council appointed Paul Brown and Nigel Catt to the Victor Harbor Horse Tram Authority as Independent Board Members for a two year term commencing on 1 March 2019.

Commentary

With Paul Brown and Nigel Catt's terms due to conclude on 1 March 2021, both members have indicated they wish to be reappointed to the Board for a further term.

As the Board has entered **an established and** effective stage, it's considered it to be advantageous for the Authority to recommend to Council to consider and reappoint both Paul Brown and Nigel Catt to the Authority Board for a second term. The advantages of reappointing both members, will ensure the Authority retains their knowledge and valuable skills.

The terms of remaining Independent Board Members, Natasha Hunt and Rachel Kennedy term is due to conclude on 1 March 2022.

To ensure the Authority meets the requirements of Clause 2.9.3 of the Charter, it's recommended that Paul Brown and Nigel Catt be appointed for a three-year term.

This will make sure, that no more than two Board Members terms of office expire in the same 12 month period.

RISK ASSESSMENT

The risks associated with the recommendations have been assessed as follows:

Legal and Compliance – The recommendations meet the requirements of the Victor Harbor Horse Tram Authority. This risk is assessed as **low**.

REFERENCES

Victor Harbor Horse Tram Authority Charter

Local Government Act 1999

BUDGET IMPLICATIONS

There are no budget implications associated with the Board receiving and endorsing this report.

CONSULTATION

Victor Harbor Horse Tram Board Members



Meeting **Victor Harbor Horse Tram Authority**
Date **20 October 2020**
From **Megan Whibley**
Subject **Audit Committee Establishment Process Report**
Report Number **7.4**

RECOMMENDATION

- 1. That the Victor Harbor Horse Tram Authority receive and note the Audit Committee Establishment Process Report.**
- 2. That the Victor Harbor Horse Tram Authority recommends to Council that the following Authority Board Member(s) _____, and _____] be appointed to the Victor Harbor Horse Tram Authority Audit Committee for a term of two years.**
- 3. That the Victor Harbor Horse Tram Authority recommends to Council that John Morgan be appointed as the Independent member to the Victor Harbor Horse Tram Authority Audit Committee for a term of two years.**

INFORMATION

Purpose

The purpose of this report is for the members of the Authority consider and recommend to Council the Board Members and Independent Board Member to be appointed to the Victor Harbor Horse Tram Audit Committee.

Background

At the Victor Harbor Horse Tram Authority meeting held on Wednesday, 16 June 2020, the Authority resolved to adopt the Audit Committees Terms of Reference and the recruitment process for the Independent Audit Committee member(s).

Furthermore, the Authority appointed an Independent Member Application Appraisal panel which consisted of the General Manager, Victor Harbor Authority, Paul Brown and Nigel Catt.

Clause 3.1 within the Victor Harbor Horse Tram Authority Audit Committee Terms of Reference, the membership of the committee shall consist of:

- 3.1.1 Up to two Independent Members who are not a member of the board of management of the Authority and have recent and relevant financial, risk management and internal audit experience; and
- 3.1.2 The Authority General Manager.
- 3.1.3 Two Authority Board Members nominated by the Authority for consideration by Council.

Commentary

The Independent Member Application Appraisal Panel met on Monday, 12 October 2020 to consider the applications received during the recruitment process.

Following advertising for up to two Independent Members, seeking expressions of interest from suitably qualified and experienced persons for appointment to the Authority's Audit Committee as an Independent Member, a total of one application was received.

The appraisal panel interviewed the applicant, at which time the applicant was asked a range of questions in order for the panel to assess whether the application had the relevant skills and experience as outlined in Clause 3.1.1 of the Victor Harbor Horse Tram Authority Audit Committee Terms of Reference.

The panel was very impressed with the caliber of the applicant, and are recommending that the Authority recommends to Council to appoint John Morgan as the Independent Board Member to the Victor Harbor Horse Tram Authority Audit Committee.

Term of Office

Clause 4.1 the term of appointment of a member of the Committee shall be for a term not exceeding two years.

Chair

In accordance with Clause 5.1 of the Charter the Council shall appoint a Chairperson and Deputy Chairperson and the term of office shall be two years.

Furthermore, the Chairperson and deputy Chairperson must not be a Council Member or Employee of the Council.

In summary, the Independent Member Application Appraisal panel are recommending that Authority recommends to Council to appoint John Morgan to the position of Independent Member for a two year term.

Sitting Fee

The sitting fee is nil, as according to the Terms of Reference, however travel expenses will be offered.

RISK ASSESSMENT

Risks associated with the recommendation have been assessed as follows:

Legal and Compliance - the recommendation meets the requirements of the Charter and relevant legislation. This risk is assessed as *low*.

Financial – Financial management of the Authority is highly regulated by the requirements of the Charter and legislation. The risk is assessed as *low*.

REFERENCES

Victor Harbor Horse Tram Authority Charter

The Local Government Act 1999

Local Government Financial Management Regulations 2011

Fleurieu Aquatic Centre Authority: Audit and Risk Management Committee Report 28 July 2017

Victor Harbor Horse Tram Audit Committee Terms of Reference

BUDGET IMPLICATIONS

Should the Authority determine to pay sitting fees to members of the Audit Committee, a budget adjustment will be required based on the number of meetings to be scheduled for 2020/21 and the fees to be paid. Such an adjustment would form part of the 2020/21 first quarter budget adjustment. Other costs such as advertising for Independent Members are anticipated to be minor however would also be included in any budget adjustment.

CONSULTATION

City of Victor Harbor



THE VICTOR HARBOR HORSE TRAM AUTHORITY

AUDIT COMMITTEE

TERMS OF REFERENCE

1. ESTABLISHMENT

- 1.1 The Victor Harbor Horse Tram Authority ('the Authority') is a single council subsidiary established under Section 42 of the *Local Government Act 1999* ('the Act') by the Constituent Council, the City of Victor Harbor ('the Council').
- 1.2 At a meeting held on 16 June 2020, the Authority resolved to establish the Audit Committee ('the Committee') pursuant to Clause 4.1.1 of the Authority Charter.

2. PURPOSE

- 2.1 The Committee is established for the purposes of Section 13(4) of Schedule 2 of the *Local Government Act 1999* and *Local Government (Financial Management) Regulations 2011* to:
 - 2.1.1 reviewing annual financial statements to ensure that they provide a timely and fair view of the state of affairs of the Authority; and
 - 2.1.2 reviewing the adequacy of Authority risk management systems; and
 - 2.1.3 proposing, and providing information relevant to, a review of the Authority's strategic management plans or annual business plan; and
 - 2.1.4 liaising with the Authority's external auditor; and
 - 2.1.5 reviewing the adequacy of the accounting, internal control, reporting and other financial management systems and practices of the Authority on a regular basis.

3. MEMBERSHIP

- 3.1 The membership of the Committee shall consist of:
 - 3.1.1 Up to two Independent Members who are not a member of the board of management of the Authority and have recent and relevant financial, risk management and internal audit experience; and
 - 3.1.2 The Authority General Manager.
 - 3.1.3 Two Authority Board Members nominated by the Authority for consideration by Council.
- 3.2 The Authority's external auditors may be invited to attend meetings of the Committee.
- 3.3 Persons appointed under this Clause 3.1 are referred to as 'Member/Members' throughout the Terms of Reference.

3.4 The current Committee membership is as per Schedule 1 to the Terms of Reference.

4. APPOINTMENT OF MEMBERS

4.1 The term of appointment of a member of the Committee shall be for a term not exceeding two (2) years at the expiry of which such member will be eligible for reappointment.

4.2 Nominations for the Independent Member position/s will be publicly advertised and considered, on the recommendation of the Authority Board, by the Council for appointment on a biennial basis.

4.3 The Board shall submit recommendations to the Council pursuant to Schedule 2, Part 1, Section 13(3) of the *Local Government Act 1999* for appointment.

4.4 The filling of any vacancy occurring by resignation or removal of a member shall be at the discretion of the Council.

4.5 The Council may at any time remove a member of the Committee but shall observe the principles of natural justice.

4.6 Any member absent for three or more consecutive meetings without apology or leave of the Committee, shall have their position declared vacant and clause 4.3 shall be invoked.

4.7 At least two members of the Committee must be neither elected members nor employees of Council in accordance with clause 4.1.2.3 of the Authority Charter.

4.8 Payment of sitting fees for Committee meetings will be paid as follows:

4.8.1 Council Officer or Horse tram Authority Officer members of the Committee will not be paid a sitting fee;

4.8.2 An Independent Authority Board Member who is also a member of the Committee will not be paid a sitting fee per meeting

4.8.3 A Council Authority Board Member who is also a member of the Committee will not be paid a sitting fee in line with non-payment of sitting fees for meetings of the Authority Board; and

4.8.4 An Independent Chairperson of the Committee will not be paid a sitting fee per meeting.

5. APPOINTMENT OF OFFICE BEARERS

5.1 Council shall appoint a Chairperson and Deputy Chairperson and the term of office shall be two (2) years.

5.2 The Chairperson and Deputy Chairperson must not be a Council Member or Employee of the Council.

6. ROLE AND RESPONSIBILITIES OF MEMBERS

6.1 The role of a Committee Member is to:

6.1.1 Participate in the deliberations of the Committee, with regard to the business which is before it;

- 6.1.2 Be mindful of the objectives and policies of the Authority as they relate to the business of the Committee;
- 6.1.3 Give due consideration to laws and regulations of the *Local Government Act 1999*;
- 6.1.4 Participate in induction and ongoing training as required;
- 6.1.5 Be aware of the Committee resources and budget, and the need for efficiency and effectiveness in the activities for which the Committee has been established;
- 6.1.6 Be well informed on issues before the Committee; to prepare adequately for meetings and seek additional information if required;
- 6.1.7 Be mindful of the potential for a Conflict of Interest to occur through participation on the Committee and to declare such Interests as and when they arise; and
- 6.1.8 Observe confidentiality when it is required.

7. Role of the Audit Committee

7.1 Financial reporting:

- 7.1.1 The committee shall monitor the integrity of the financial statements of the Authority, including its annual report, reviewing significant financial reporting issues and judgments which they contain.
- 7.1.2 The committee shall review and challenge where necessary:
 - 7.1.2.1 the consistency of, and/or any changes to, accounting policies;
 - 7.1.2.2 the methods used to account for significant or unusual transactions where different approaches are possible;
 - 7.1.2.3 whether the Authority has followed appropriate accounting standards and made appropriate estimates and judgments, taking into account the views of the external auditor;
 - 7.1.2.4 the clarity of disclosure in the Authority's financial reports and the context in which statements are made; and
 - 7.1.2.5 all material information presented with the financial statements, such as the operating and financial review and the corporate governance statement (insofar as it relates to the audit and risk management).

7.2 Internal controls and risk management systems:

- 7.2.1 The Committee shall:
 - 7.2.1.1 keep under review the effectiveness of the Authority's internal controls and risk management systems; and
 - 7.2.1.2 review and recommend the approval, where appropriate, of statements to be included in the annual report concerning internal controls and risk management.

7.3 External Audit:

- 7.3.1 The Committee shall:
- 7.3.1.1 consider and make recommendations to the Authority Board, in relation to the appointment, re-appointment and removal of the Authority's external auditor. The committee shall oversee the selection process for new auditors and if an auditor resigns the committee shall investigate the issues leading to this and decide whether any action is required;
 - 7.3.1.2 oversee the Authority's relationship with the external auditor including, but not limited to:
 - 7.3.1.2.1 recommending the approval of the external auditor's remuneration, whether fees for audit or non-audit services, and recommending whether the level of fees is appropriate to enable an adequate audit to be conducted;
 - 7.3.1.2.2 recommending the approval of the external auditor's terms of engagement, including any engagement letter issued at the commencement of each audit and the scope of the audit;
 - 7.3.1.2.3 assessing the external auditor's independence and objectivity taking into account relevant professional and regulatory requirements and the extent of the Authority's relationship with the auditor, including the provision of any non-audit services;
 - 7.3.1.2.4 satisfying itself that there are no relationships (such as family, employment, investment, financial or business) between the external auditor and the Authority (other than in the ordinary course of business);
 - 7.3.1.2.5 monitoring the external auditor's compliance with legislative requirements on the rotation of audit partners; and
 - 7.3.1.2.6 assessing the external auditor's qualifications, expertise and resources and the effectiveness of the audit process (which shall include a report from the external auditor on the audit committee's own internal quality procedures);
 - 7.3.3 meet as needed with the external auditor. The committee shall meet the external auditor at least once a year, with the option to not have the Authority General Manager being present; to discuss the external auditor's report and any issues arising from the audit;
 - 7.3.4 review and monitor the findings of the audit with the external auditor. This shall include, but not be limited to, the following:
 - 7.3.4.1 discussion of any major issues which arose during the external audit;
 - 7.3.4.2 any accounting and audit judgments; and
 - 7.3.4.3 levels of errors identified during the external audit;
- The committee shall also review the effectiveness of the external audit.

- 7.3.5 review any representation letter(s) requested by the external auditor before they are signed;
- 7.3.6 review the management letter and management's response to the external auditor's findings and recommendations.

8. MEETINGS

8.1 Ordinary meetings

- 8.1.1 The Committee shall meet at least three times per annum at appropriate times in the budgeting and reporting cycle.
- 8.1.2 The Committee shall resolve by majority a 12 month schedule of the meetings including the date, time and location in accordance with Section 87(2) of *the Local Government Act 1999*.

8.2 Special Meetings

- 8.2.1 Special Meetings may be called by the Presiding Member or by at least two members of the Committee at any time in accordance with the conditions of the Terms of Reference.

8.3 Meeting Procedures

- 8.3.1 The procedures and protocols to be observed at the Committee meetings shall be as provided in Part 3 of *the Local Government (Procedures at Meetings) Regulations 2013*, unless varied by these Terms of Reference.

8.4 Quorum

- 8.4.1 A quorum for the Committee shall constitute three members, one of whom shall be a Board Member.

8.5 Notice of Meetings –

- 8.5.1 A Notice of each meeting is to be provided to each member in writing, setting out the date, time and location of the meeting and be accompanied by an agenda.
- 8.5.2 The agenda for Ordinary Meetings of the Committee shall be forwarded to members of the Committee electronically no later than three clear days prior to the meeting.
- 8.5.3 A minimum of four hours' notice shall be given for any Special Meetings of the Committee.
- 8.5.3 A copy of the notice of meeting, agenda and accompanying reports shall be placed on public display at the principle office of the City of Victor Harbor and the Authority on the Victor Harbor Horse Tram website as soon as practicable following circulation to members of the Committee and shall be kept on display for a period of one month

8.6 Minutes

- 8.6.1 Minutes shall be kept of all meetings of the Committee
- 8.6.2 Each Member shall receive a copy of the minutes within five days of the meeting of the Committee.
- 8.6.3 The minutes shall be confirmed at the next regular meeting with or without amendments.
- 8.6.4 One copy of all minutes shall be supplied to the Authority Board before its next meeting following that of the Committee. Resolutions of the Committee are to be presented to a formal meeting of Authority Board for endorsement before they can be enacted.
- 8.6.4 A copy of the minutes shall be placed on public display at the Principal Office of the City of Victor Harbor and the Authority on the Victor Harbor Horse Tram website within five days of the meeting of the Committee and kept on public display for a period of one month

9. VOTING

- 9.1 A matter for decision at a meeting of the Committee will be decided by simple majority of the members present at the meeting and entitled to vote on the matter.
- 9.2 Each member of the Committee present at the meeting and entitled to vote on a shall have one vote on any matter.
- 9.3 The Chairperson or Deputy Chairperson shall have a deliberative vote only.
- 9.4 Each member present at a meeting of the Committee must vote on all matters arising for a decision at that meeting.

10. CONFLICT OF INTEREST

- 10.1 Section 73-75 of *the Local Government Act 1999* (inclusive) refers to conflict of interest provisions.
- 10.2 Members need to be aware of the circumstances under which a conflict of interest may arise and declare that interest to the membership present at the meeting.

11. COMMITTEE RESOURCES

- 11.1 The Authority's General Manager shall provide support to and attend Committee meetings. Other invited guests may attend meetings as required.
- 11.2 An officer(s) of the Council nominated by the Chief Executive Officer of the Council may attend Audit Committee meetings as an observer in accordance with the Authority Charter clause 4.1.2.2.
- 11.3 The Authority's General Manager will provide administrative/secretarial support as required.

12. REPORTING

- 12.1 The Committee shall supply to the Authority Board a copy of all Committee minutes pursuant to clause 8.6.2, and the Chairperson (or other member in their absence) shall draw to the attention of the Board any significant issues when the minutes are presented.
- 12.2 The Committee shall supply to the Chief Executive Officer of the Council a copy of all Committee minutes within 5 days of the Committee meeting in accordance with Clause 4.1.2.6 of the Authority Charter.
- 12.3 The Committee's yearly activities shall be reported in Authority's Annual Report.
- 12.4 The committee shall make whatever recommendations to the Authority it deems appropriate on any area within its terms of reference where in its view action or improvement is needed.

13. PUBLIC ACCESS

- 13.1 Meetings of the Committee shall be held in public.
- 13.2 The Committee may resolve to exclude the Public from attendance at the meeting if it is considered necessary to receive, discuss or consider in confidence any information or matter listed in Section 90(3) of the *Local Government Act 1999*.
- 13.3 Minutes, Agendas, Reports and Documents produced by the Committee may be inspected at the Principle Office of the City of Victor Harbor.

14. LIABILITY OF MEMBERS

- 14.1 In accordance with Section 39 of the *Local Government Act 1999*, no civil liability attaches to a member of the Committee for an honest act or omission in the exercise, performance or discharge, or purported exercise, performance or discharge, of the member's or Committee's powers, functions or duties.

15. REVIEW

- 15.1 The Committee shall at least once a year, review its own performance in line with the purpose for establishing the Committee; and review its Terms of Reference to ensure it is operating at maximum effectiveness and recommend changes it considers necessary to the Authority for approval.
- 15.2 These Terms of Reference shall be reviewed by the Authority annually.

16. Document History

Version	Date	Resolution No.	Description
1.0	16 June 2020		Draft Terms of Reference



Schedule 1

Victor Harbor Horse Tram Authority

Audit Committee

Committee Membership

Member	Representative	Appointed	Expires
Independent Member(s)			
Authority General Manager			
Victor Harbor Horse Tram Authority Board Member			
Victor Harbor Horse Tram Authority Board Member			
Office Bearers			
Chairperson			



Meeting **Victor Harbor Horse Tram Authority**
Date **20 October 2020**
From **Megan Whibley**
Subject **Policies for Review Report**
Report Number **7.5**

RECOMMENDATION

- 1. That the Victor Harbor Horse Tram Authority do receive and note the Policies for Review Report.**
- 2. That the Victor Harbor Horse Tram Authority Board endorse the following revised policies and documents:**
 - The Meeting Procedures Policy**
 - The Fees and Charges Policy**
- 3. That the Victor Harbor Horse Tram Authority Board note the schedule for future policy / key document review.**

INFORMATION

Purpose

The purpose of this report is to seek consideration by the Victor Harbor Horse Tram Authority (Authority) of policies and key documents due for review, and note the schedule for remaining document review.

Background

When the Authority was formed certain policies were put in place and are now coming up for review.

Commentary

With reference to the Authority Charter – Section 2.3 Strategic Functions of the Board

In overseeing the affairs of the Authority, the Board must:

2.3.2 provide professional input and policy direction to the Authority;

The above policies and key documents were reviewed by the General Manager, who has recommended certain revisions and updates to the Authority Board.

The revised policies and documents are provided as attachments to this report. The Fees and Charges Policy was reviewed and changes have been made to the policy. Two copies of the document are provided, a marked-up copy with tracked changes; and a clean copy (please refer to Attachments A and B of this report). The Meeting Procedures Policy was reviewed and found to require no changes and a clean copy is provided (please refer to Attachment C of this report).

A policy / key document review schedule has also been developed (please refer to Attachment D to this report).

RISK ASSESSMENT

Risks associated with the recommendation have been assessed as follows:

Governance – the recommendation meets the requirements of the Charter and legislation. The risk is assessed as **low**.

REFERENCES

The Victor Harbor Horse Tram Charter

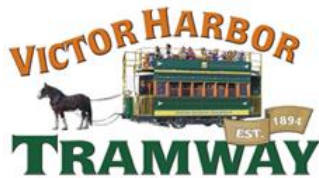
Fleurieu Aquatic Centre Authority: Policy reviews & noting of Policy / Key Document Review Schedule Meeting date Report dated 18 May 2018

BUDGET IMPLICATIONS

There are no direct budget implications associated with the recommendation.

CONSULTATION

Kyla Walker (Governance and Policy Officer)

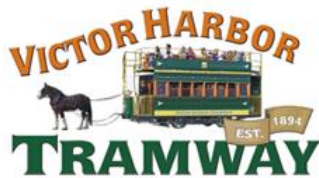


Fees & Charges

202018/19/2020

Adopted 16 June 2020 d-3 December 2018

Fees	Description	2018/19
Tickets		
One-way	Adult	\$107.00
	Child	\$5.00 <u>Children ride free with a paying adult. (limit of 2 children per adult, then &7.00)</u>
	<u>Student / Concession Family</u>	\$720.00
Return	Adult	\$159.00
	Child	\$7.00 <u>Children ride free with a paying adult. (limit of 2 children per adult, then \$10.00)</u>
	<u>Student / Concession Family</u>	\$1028.00
Annual Memberships		
Unlimited return trips on Horse Tram	Adult	\$328.00
	Child	\$13.00 <u>Children ride free with a paying adult. (limit of 2 children per adult)</u>
	Family	\$64.00 <u>Family Tickets are Redundant</u>
	Concession	\$2518.00
Joint Packaging with Whale Centre		
FUN PASS - Return	Adult	\$2017.00
	Child	N/A \$10.00
	Family	\$485.00
	Concession Return	\$153.00
FUN PASS – Annual	Adult	\$52.00
	Child	N/A \$25.00
	Family	\$125.00
	Concession	\$35.00
FUN PASS – Resident	Adult	\$42.00
	Child	N/A \$20.00
	Family	\$105.00
	Concession	\$30.00
Discounts		
Special advertised promotions	<u>Buy One, Get One Free ring a Friend</u>	<u>Entertainment Card 2 for 1 when advertised</u>
	<u>Upgrade to Return Ticket</u>	<u>Buy one-way – get return for free</u>
Groups		
Tour Leader	Free of Charge with Group	FOC
Normal Hours	Discount for > 25 people	10%

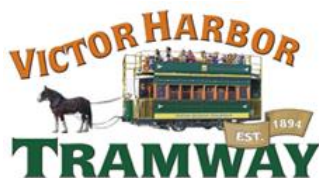


Fees & Charges

202018/19/2020

Adopted 16 June 2020 d-3 December 2018

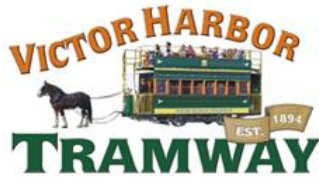
After Hours Groups of up to 50 Excludes public holidays	Return (per group)	\$700.00
	One way (per group)	\$500.00
Public Holiday Groups of up to 50	Return (per group)	\$900.00
	One way (per group)	\$700.00
The Heritage Experience Weddings & Special Functions		
Mid-Week (10am to 4pm) The Ticket includes a trip on the PS Oscar W, Steam Ranger & Horse Tram	Adults One way	\$63.00 \$350.00
	Students/Concession Return	\$55.00 POA
	Child One way	\$35.00 POA
Mid-Week Evenings	Family (2 Adults & 2 Children) Return	\$157 POA
Weekends Mechandise	Post Cards	POA
	Stuffed Toy Horses Hobby Horses Horse Shoes, Some smaller ones bought in and also the original shoes off the Horse Tram horses. Jackets, Rain Coats, Caps One Way	
	Return	POA



Fees & Charges 2019/2020

Adopted 16 June 2020

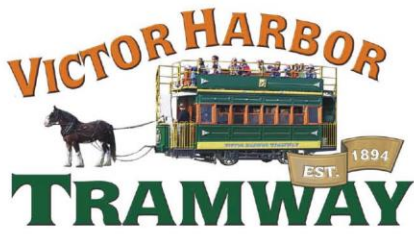
Fees	Description	2018/19
Tickets		
One-way	Adult	\$10.00
	Child	Children ride free with a paying adult. (limit of 2 children per adult, then &7.00)
	Student / Concession	\$7.00
Return	Adult	\$15.00
	Child	Children ride free with a paying adult. (limit of 2 children per adult, then \$10.00)
	Student / Concession	\$10.00
Annual Memberships		
Unlimited return trips on Horse Tram	Adult	\$38.00
	Child	Children ride free with a paying adult. (limit of 2 children per adult)
	Concession	Family Tickets are Redundant \$25.00
Joint Packaging with Whale Centre		
FUN PASS - Return	Adult	\$20.00
	Child	N/A
	Family	\$48.00
	Concession Return	\$15.00
FUN PASS – Annual	Adult	\$52.00
	Child	N/A
	Family	\$125.00
	Concession	\$35.00
FUN PASS – Resident	Adult	\$42.00
	Child	N/A
	Family	\$105.00
	Concession	\$30.00
Discounts		
Special advertised promotions	Buy One, Get One Free	Entertainment Card
Groups		
Tour Leader	Free of Charge with Group	FOC
Normal Hours	Discount for > 25 people	10%
The Heritage Experience		



Fees & Charges 2019/2020

Adopted 16 June 2020

The Ticket includes a trip on the PS Oscar W, Steam Ranger & Horse Tram	Adults	\$63.00
	Students/Concession	\$55.00
	Child	\$35.00
	Family (2 Adults & 2 Children)	\$157
Mechandise	Post Cards Stuffed Toy Horses Hobby Horses Horse Shoes, Some smaller ones bought in and also the original shoes off the Horse Tram horses. Jackets, Rain Coats, Caps	



VICTOR HARBOR HORSE TRAM AUTHORITY

Code of Practice for Meeting Procedures



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Introduction

The provision for the conduct of the Victor Harbor Horse Tram Authority and the decision making processes at those meetings are prescribed by the Local Government Act 1999, Schedule 2, Section 21 and Clause 2.4.5 of the Victor Harbor Horse Tram Authority Charter.

Pursuant to Clause 2.7.2 of the Charter a Code of Practice must be adopted by the Authority.

Code of Practice for Meeting Procedures

- The Board should, at least once in every financial year, review the operation of a code of practice under this regulation.
- The Board may at any time, by resolution supported by at least two-thirds of the members of the board, alter a code of practice, or substitute or revoke a code of practice.
- A person is entitled to inspect (without charge) the code of practice of the Board at the principal office of the City of Victor Harbor during ordinary office hours.
- A person is entitled, on payment of a fee fixed by the Board, to a copy of the code of practice.

Definition

The Authority means the Victor Harbor Horse Tram Authority

The Board means the Board of Management of the Authority set out in Clause 2

Board Member includes a Council Board Member, an Independent Board Member and a deputy Board Member.

Chairperson means the member of the Board appointed pursuant to Clause 2.5.1

Clear days means (in relation to giving notice before a meeting):

The calculation of clear days –

- (a) The day on which the notice is given, and the day on which the meeting occurs, will not be taken into account; and
- (b) Saturdays, Sundays and public holidays will be taken into account.

Leave of the meeting means with the consent of the majority of members present at the meeting by a show of hands.

Presentation means a person or group of persons who wish to appear personally before the Board to present information on a particular matter.

Written Notice means a notice given in a manner or form determined by the Board.

Chairperson

The Chairperson is appointed by the Authority on the appointment of independent Board Members.

The Chairperson must preside at all meetings of the Board and, in the event the Chairperson is absent from a meeting, the Deputy Chairperson shall preside and in the event of both the Chairperson and the deputy Chairperson being absent from a meeting, the Board must appoint one of the Board Members present to preside at that meeting only.

Chairpersons and Deputy Chairperson of Sub-Committees may be appointed by either the Board or the sub-committee.

Board Meetings

Ordinary meetings of the Board will be held at such times and places as determined by the Board except that there must be at least one ordinary meeting of the Board every three months.

An ordinary meeting of the Board will constitute an ordinary meeting of the Authority. The Board shall administer the business of the Authority at the ordinary meeting.

For the purpose of Clause 2.4.4 of the Charter, the contemporary linking together by telephone, audio-visual or other instantaneous means of the Board Members provided that at least a quorum is present, is deemed to constitute a meeting of the Board. Each of the Board Members taking part in the telecommunications meeting, must at all time during the telecommunications meeting be able to hear and be heard by each of the other Board Members present. At the commencement of the meeting, each Board Member must announce his/her presence to all other Board Members taking part in the meeting. A board Member must not leave a telecommunications meeting by disconnecting his/her telephone, audio-visual or other communication equipment, unless that Board Member has previously notified the Chair of the meeting.

A proposed resolution in writing and given to all Board Members in accordance with procedures determined by the Board will be a valid decision of the Board and will constitute a valid decision of the Authority where a majority of Board Members vote in favour of the resolution by signing and returning the resolution to the General Manager or otherwise giving written notice of their consent and setting out the terms of the resolution to the General Manager. The resolution will be deemed a resolution of the Board and will be as valid and effective as if it had been passed at a meeting of the Board duly convened and held.

Meetings of the Board will be open to the public and Chapter 6, Part 3 of the Local Government Act 1999 extends to the Authority as if the Authority were a council and the Board Members were members of the Council.

The General Manager must within one calendar month following a local government periodic election, call an ordinary meeting of the Board at which meeting the time, date and place of ordinary meetings of the Board will be determined.

Operating Procedures

Conduct of Meetings

In general, meeting procedures are flexible however the Chairperson should ensure that:

- The business of the meeting is conducted in a proper and orderly manner
- The views of the meeting on the business before it are determined (in accordance with the Board Charter and this document)
- All members who wish to contribute to the debate have an opportunity to do so
- All motions are legal, clear and able to be implemented
- The discussions are kept to the subject being discussed and irrelevant and repetitious discussions are prevented.

If a member needs to leave the room, he or she should indicate this to the Chairperson. This will provide the minute taker the opportunity to record who leaves the meeting including for the purpose of Declaration of Conflict of Interests.

Quorum

A meeting of the Board must not commence until a quorum of Board Members is present and a meeting must not continue if there is not a quorum of Board Members present. A quorum of Board Members will comprise one half of the Board Members in office, ignoring any fraction, plus one.

Commencement of meetings

A meeting will commence as soon after the time specified in the notice of meeting as a quorum is present.

If the number of apologies received by the General Manager indicates that a quorum will not be present at a meeting, the General Manager may adjourn the meeting to a specified day and time.

If at the expiration of 30 minutes from the time specified in the notice of meeting as the time of commencement a quorum is not present, the Chairperson will, adjourn the meeting, to a specified day and time.

If a meeting is adjourned for want of a quorum, the General Manager will record in the minutes the reason for the adjournment, the names of any members present, and the date and time to which the meeting is adjourned.

If a meeting is adjourned to another day, the General Manager must –

- Give notice of the adjourned meeting to each member setting out the date, time and place of the meeting; and
- Give notice of the adjourned meeting to the public by causing a notice setting out the date, time and place of the meeting to be placed on display at the principal office of the Authority.

Apologies

Apologies for a Board meeting should be provided to the General Manager prior to the Board meeting commencing and will be recorded in the Minutes.

Public Access to Board Meetings

All meetings must be held in public except in special circumstances set out in Section 90 of the Local Government Act 1999.

The General Manager may indicate on a document or report provided to Board Members under Clause 2.4.7 any information or matter contained in or arising from a document or report that may, if the Board determines, be considered in confidence in accordance with Clause 2.4.11 provided that the General Manager at the same time specifies the basis on which an order could be made pursuant to the provisions of Chapter 6 Part 3 of the Act.

Clause 2.4.10 of the Charter does not apply to a document or report:

- That is subject to the operation of Clause 2.4.11; or
- That relates to a matter dealt with by the Board on a confidential basis in accordance with Clause 2.4.3 and Chapter 6 Part 3 of the Act.

Notice of Ordinary or Special Board Meetings

Subject to Clause 2.4.9 of the Charter, notice of an ordinary meeting of the Board will be given by the General Manager to each Board Member not less than three (3) clear days prior to the holding of the meeting.

The General Manager must, in relation to a notice of meeting of the Board for the purpose of considering the making of a recommendation to the City of Victor Harbor to wind up the Authority, provide the notice to all Board Members at least four (4) months before the date of the meeting.

Notice of a meeting of the Board must:

- be in writing; and
- set out the date, time and place of the meeting; and
- be signed by the General Manager; and
- contain, or be accompanied by, the agenda for the meeting.

The City of Victor Harbor, the Chairperson or two (2) Board Members may by delivering a written request to the General Manager require a special meeting of the Board to be held and any such special meeting shall constitute a special meeting of the Authority. The written request must be accompanied by the agenda item/s for the special meeting and if an agenda is not provided the request has no effect.

On receipt of a written request pursuant to Clause 2.4.7, the General Manager and Chairperson must determine the date and time of the special meeting and the General Manager must give notice to all Board Members at least four (4) hours prior to the commencement of the special meeting.

Notice of a Meeting to Board Members

Notice of a meeting to Board Members may be given:

- personally; or
- by email to an email address authorised by the Board Member in writing; or
- by delivering the notice (whether by post or otherwise) to the usual place of residence of the Board Member or to another place authorised in writing by the Board Member; or
- in the case of a Council Board Member by leaving the notice for the Board Member at an appropriate place at the principal office of the City of Victor Harbor which appointed the Board Member; or
- by a means authorised in writing by the Board Member as being an available means of giving notice.

A notice that is not given in accordance with Clause 2.4.7 is taken to have been validly given if the General Manager considers it impracticable to give the notice in accordance with that Clause and takes action the General Manager considers reasonably practicable in the circumstances to bring the notice to the attention of the Board Member.

The General Manager must sign all Authority 'Notices of Meetings' and approve the agenda (including reports) prior to distribution.

The General Manager must ensure that an official record of all 'notices of meetings' including the agenda and minutes are maintained.

All Board Members must authorise in writing where the General Manager should deliver their notice of meeting and agenda.

Notice of a Meeting to the Public

The Executive Officer must give notice to the public of the times and places of meetings of the Board at least three (3) clear days prior to the holding of the meeting by causing a copy of the notice and agenda for the meeting to be placed on public display at the principal office of the Constituent Councils and on the Victor Harbor Horse Tram Authority website.

Agenda

The Notice of meeting and the agenda which includes copies of any documents or reports that are to be considered at the meeting will be provided to Board Members in either hard copy or electronic/digital format and provided on the Victor Harbor Horse Tram website as soon as practicable after providing to Board Members.

Note: it may be necessary to send supplementary agenda items to Members should urgent business items be required, this may be via Notice of Motion.

The General Manager must maintain a record of all notices of Board meetings given under Clause 2.4.8 to Board Members.

Order of Business

The order of business is as set out in the example Agenda template (Attachment 1).

The Chairperson at their discretion or at the request of a Member of Board may bring forward items for debate.

Majority Decision Making and Voting

- 1) All matters for decision at a meeting of the Board will be decided by simple majority of the Board Members present and entitled to vote on the matter.
- 2) All Board Members including the Chairperson present and entitled to vote on a matter are required to vote.
- 3) Where the votes are equal the Chairperson or other Board Member presiding at the meeting does not have a second or casting vote.

Procedures

A person who is not at the meeting may be permitted to vote either through a telecommunications meeting or by signing a written document containing the resolution and returning to the General Manager.

Tied votes – In the event that a vote is tied the matter may be adjourned for further consideration at a future meeting, or be referred to the parent body for deliberation ie the City of Victor Harbor can consider the matter.

Confidentiality

All Board Members must at all times keep confidential all documents and reports provided to them for their consideration prior to a meeting of the Board that is subject to the operation of Clause 2.4.12.1 or that relates to a matter dealt with by the Board on a confidential basis in accordance with Clause 2.4.12.2 and Chapter 6, Part 3 of the Act.

Duration of Board Meetings

After 4 hours the Chairperson will take a vote on whether to continue with the meeting or adjourn the remaining business.

Minutes

The General Manager must cause minutes to be kept of the proceedings at every meeting of the Board and ensure that the minutes are presented to the next ordinary meeting of the Board for confirmation. Where the General Manager is absent or excluded from attendance at a meeting of the Board pursuant to Clause 2.4.14, the person presiding at the meeting shall cause the minutes to be kept.

The General Manager must, within five (5) days after a meeting of the Board provide to each Board Member a copy of the minutes of the meeting of the Board.

Subject to Clause 2.4.14, a copy of the minutes of a meeting of the Board must be placed on public display at the principal offices of the City of Victor Harbor and the Authority on the Victor Harbor Horse Tram website within five (5) days after the meeting and kept on public display for a period of one (1) month.

Clause 2.4.14. does not apply to the minutes of a meeting of the Board that relates to a matter dealt with by the Board on a confidential basis in accordance with Clause 2.4.14 and Chapter 6 Part 3 of the Act.

Procedures

- 1) On the confirmation of the minutes, the presiding member will—
 - (a) initial each page of the minutes, which pages are to be consecutively numbered; and
 - (b) place his or her signature and the date of confirmation at the foot of the last page of the minutes.
- 2) The minutes of the proceedings of a meeting must include—
 - (a) the names of the members present at the meeting and any apologies; and
 - (b) in relation to each member present—
 - (i) the time at which the person entered or left the meeting; and
 - (ii) unless the person is present for the whole meeting, the point in the proceedings at which the person entered or left the meeting; and
 - (e) each motion/resolution; and
 - (f) whether a motion is carried or lost; and
 - (g) any disclosure of interest made by a member; and
 - (h) details of the making of an order under Section 90 of the Act ; and
 - (i) a note of the making of an order under subsection (7) of section 91 of the Act.
 - (j) details of any adjournment of business; and
 - (k) a record of any request for documents to be tabled at the meeting; and
 - (l) a record of any documents tabled at the meeting; and
 - (m) a brief description of any oral briefing given to the meeting on a matter of Board business; and
 - (n) any other matter required to be included in the minutes by or under the Act or the Charter.

The Minutes will also be available on the Authority website as soon as practicable after the minutes are given to members of the Board.

Presentations

Presentations may be made as an opportunity for an organisation, Council officer(s) or member of the public to provide the Board with information relevant to a matter currently under consideration or relevant to the Board purpose (refer Charter). The duration is up to 10 minutes and generally is limited to one presentation per meeting.

Procedures

If notes or other documents are to be distributed for the presentation copies are to be provided to the Minute Secretary prior to the commencement of the meeting for distribution.

- A person or persons wishing to make a presentation at a meeting must deliver the request in writing to the Executive Officer.
- The Executive Officer will consult with the Chairperson prior to placing on the agenda.
- The Chairperson with the consent of the majority of Board Members may refuse to allow a presentation.

Motions without Notice

A member may also bring forward any business by way of a resolution without notice. The Chairperson may refuse to accept a motion without notice if, he or she considers that the motion should be dealt with by way of a written notice of motion.

Examples:

To maintain an open and transparent approach to governance these motions should be restricted to matters closely related to agenda items, house-keeping issues or matters of urgency.

When in the opinion of the Presiding Member, the motion will require action involving the expenditure of unbudgeted resources a Motion on Notice may be requested.

Matter of urgency

A member may raise a matter of urgency.

The standard agenda item provides for Members to raise 'matters of urgency'.

It is recommended that the General Manager and other Board Members are notified prior to the meeting via email of matters that are intended to be raised through this item.

Tabling of information

A member may require the General Manager to table any documents of the Board relating to a resolution that is before a meeting (and the General Manager must then table the documents within a reasonable time, or at a time determined by the Chairperson after taking into account the wishes of the meeting, and if the member who has required the tabling indicates that he or she is unwilling to vote on the resolution until the documents are tabled, then the matter must not be put to the vote until the documents are tabled).

The General Manager may, in tabling a document, indicate that in his or her opinion consideration should be given to dealing with the document on a confidential basis under section 90 or 91 of the Act.

Adjourned Business

A Member may resolve to adjourn an item of business, with leave of the meeting, to a later hour of the same day, to another day, or to another place.

Late Correspondence

Correspondence received after the preparation of the agenda will not be considered at the meeting to which the agenda refers, unless the General Manager in consultation with the Chairperson considers that the correspondence is sufficiently urgent to warrant consideration. Urgent matters will be pursued through 'Matters of Urgency' on the agenda.

First Meeting of the Board

The first meeting of the Board following the establishment of the Authority will be called by the Interim General manager appointed pursuant to Clause 11.3.1 to be held within three (3) Months of the appointment by the City of Victor Harbor.

At the first meeting of the Board, the Board will determine the time, date and place of ordinary meetings of the Board up to the following local government periodic election.

The Interim General Manager must give notice of the first board meeting to Board Members and the public in accordance with Clause 11.3.2

Procedures

When a regular meeting date and time has been established by the Board dates for the year should be publicised on the Victor Harbor Horse Tram website.

Attendance at Board Meetings

The Chief Executive Officer may attend any meeting of any Board or nominate a Senior Officer of the Councils to act in his/her place for any particular occasion or purpose. The Chief Executive Officer or his/her nominee shall not have voting rights.

Deputy Board members are encouraged to attend all meetings, however, will not be counted as part of the quorum or vote unless their Council's Member is absent.

Record of Meetings

Filming, photography and audio recording may take place at a Board meeting when the public and media are not lawfully excluded under Section 90 of the Local Government act 1999 (confidentiality provisions).

No person is permitted to record confidential items of Board Meetings.

Procedures

While no prior approval is required to film, photograph or audio record Authority meetings, the Authority requests that any persons (members of the public, elected members, board members and the media) make their intention to record the meeting known to the General Manager or the Chairperson.

Those members of the public recording the meeting will be required to do so from a dedicated area within the public gallery.

The board respectfully requests that those recording a meeting not fil, record or photograph the public gallery.

While the Board will make every effort to protect members of the public who actively object to being filmed, photographed or recorded, it cannot guarantee the actions of those filming. Other members of the public who don't wish to be filmed or photographed will also be encourage to sit in the back rows of the gallery.

Additionally, recording should not be conducted in a manner that could intimidate a board member from expressing their views and/or performing their functions as members of the Board.

Appropriate use of recordings

The Board expects that those people recording Board meetings will not edit the recordings, film or photographs in a way that could lead to the misinterpretation of the proceedings. This includes refraining from editing an image, or views expressed by those participating in the meeting, in a way that may ridicule, or show lack of respect towards those being photographed, filmed or recorded.

Members of the media will be required to conduct themselves in accordance with the Media, Entertainment and Arts Alliance – Journalists' Code of Ethics (www.alliance.org.au/code-ofethics.html).

Interruption or interference of Meetings

It is an offence under the legislative provisions for any person including the media to interrupt a meeting or to obstruct or interfere with a person seeking to attend the meeting or any of the proceedings at the meeting.

An interference includes, but is not restricted to, the following:

- Obstructing the public gallery area.
- Interfering with a person attending the meeting or any of the proceedings of the meeting including the Chairperson in the organisation or conduct of the meeting.
- Causing a nuisance, as to disrupt the concentration and/or contribution of persons participating and presenting at the meeting ie
 - Excessive noise including in recording or setting up equipment during the meeting;
 - Taking up unreasonable space in the gallery area;
 - Intrusive lighting or use of flash photography;
 - Asking people to repeat statements for the purpose of recording;
 - Providing an oral commentary during the meeting;
 - Behaving in a disorderly, indecent, offensive, threatening or insulting manner;
 - Refusing a reasonable direction of the Chair

The Chairperson of a meeting will use all options available to them to ensure proper meeting conduct. Those who interfere with the good order of the meeting can be excluded from the meeting if they do not desist.

Facilities

Third parties will not have access to the Authority's recording equipment or facilities.

Document History

Version	Document	Action	Date
3.0	Internal approval	Typographical errors in paragraph 1 on page 7, paragraph 2 on page 9 and paragraph 3 on page 11	25 Sept 19
2.0	Internal approval	Typographical errors in paragraph 3 on page 6	23 Jan 19
1.0	Approved version	Victor Harbor Horse Tram Authority endorsement VHHTA07	3 Dec 18

	A	B	C	D	E	F	G	H
1								
2	Victor Harbor Horse Tram Authority - Policy Register							
3	Record Name	Notes	Review Frequency	Responsible Person	Last Sign Off	Due Date	Status	
4	Allowances and Reimbursement of Expenses Policy		Every Three years	Megan Whibley	20/08/2019	20/08/2022	Current	
5	Budget Framework Policy	Governance	Every Three years	Megan Whibley	3/12/2018	3/12/2022	Current	
6	Code of Conduct for Board Members	Statutory - Section 63 of the Local Government Act 1999 - as Gazetted 29 August 2013 -	Every Three years	Megan Whibley	3/12/2018	3/12/2022	Current	
7	Code of Practice for Meeting Procedures	Statutory - clause 6 (2) - Local Government (Procedures at Meetings) Regulations 2013 - A council should, at least once in every financial year, review the operation of a code of practice under this regulation	Every Financial year	Megan Whibley	3/12/2018	3/12/2019	over due	
8	Communications Policy		Every Three years	Megan Whibley	3/12/2018	3/12/2022	Current	
9	Fees and Charges 2018/19	Statutory	Every Financial year	Megan Whibley	3/12/2018	3/12/2022	over due	
10	Informal Gatherings Policy	Statutory - Section 90 of the Local Government Act 1999 - To be reviewed within 12 months of a Council election.	Every Three years	Megan Whibley	3/12/2018	3/12/2022	Current	
11	Procurement Policy	Statutory - Section 49(a1) - Local Government Act 1999 - A Council must develop and maintain procurement policies, practices and procedures.	Every Three years	Megan Whibley	3/12/2018	3/12/2022	Current	
12	Records Management Policy	Governance	Every Three years	Megan Whibley	3/12/2018	3/12/2022	Current	
13	Sponsorship Policy	Strategic	Every Three years	Megan Whibley	3/12/2018	3/12/2022	Current	
14	Treasury Management Policy	Governance	Every Three years	Megan Whibley	3/12/2018	3/12/2022	Current	
15	Volunteer Policy	Governance	Every Three years	Megan Whibley	3/12/2018	3/12/2022	Current	
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