



13 September 2019

Contact for Apologies: General Manager

Phone: (08) 8551 0720

Email: horsetram@victor.sa.gov.au

Website: www.horsedrawntram.com.au

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, 17 September 2019

TIME: 3:00pm

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

2. Attendance

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

In attendance
Karen Rokicinski (Director Corporate and Customer Service CVH)
Pauline Corcoran (Minute Secretary CVH)

3. Apologies

Nigel Catt

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8. Presentation(s)

Nil

9. Discussion Items – No decision(s)

Penni Machine



Option for Bi-monthly Board Meetings

- including option for informal gatherings of the Board and GM prior to the Bi-monthly meeting and an option to call 'Special Meeting' if the need arises.

Business Plan

10. Urgent Business without Notice

Nil

11. Confidential Reports

Nil

12. Next Meeting

Tuesday 15 October 2019, 3pm – Encounter Room

13. 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.



Minutes

Board Victor Harbor Horse Tram Authority
Meeting Held 20 August 2019 at 3.00pm
Location Encounter Room – 1 Bay Road, Victor Harbor

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Meeting opened at 3:02pm

1. ATTENDANCE

Paul Brown (Chair)
Nigel Catt
Rachel Kennedy
Natasha Hunt
Cr Carol Schofield AM
Megan Whibley (General Manager VHHTA)

In Attendance:

Karen Rokicinski (Director Corporate and Community Services CVH)
Pauline Corcoran (Corporate and Customer Service Administration Officer/Minute Secretary CVH)

2. APOLOGIES

Nil.

3. MINUTES OF PREVIOUS MEETING

3.1 Minutes of the Previous Meeting

VHHTA93 Moved: R Kennedy
 Seconded: N Catt

That the minutes of the previous Victor Harbor Horse Tram Authority meeting held on 16 July 2019, as per copies supplied to members, be adopted as a true and correct record of the meeting.

CARRIED

4. BUSINESS ARISING

4.1 Work Program and Resolutions Report

VHHTA94 Moved: N Catt
 Seconded: R Kennedy

That the Victor Harbor Horse Tram Authority Board note the Work Program and resolution report as at 20 August 2019.

CARRIED

4.2 Correspondence

Nil

4.3 Items for Discussion

VHHTA95 Moved: N Catt
 Seconded: R Kennedy

That the Victor Harbor Horse Tram Authority receives and notes the report on Items for Discussion.

CARRIED

VHHTA96 Moved: N Catt
 Seconded: R Kennedy

That the Victor Harbor Horse Tram Authority examine the policy associated with sales and merchandise.

CARRIED

VHHTA97 Moved: C Schofield
 Seconded: R Kennedy

That the Victor Harbor Horse Tram Authority review the volunteer policy.

CARRIED

VHHTA98 Moved: C Schofield
 Seconded: R Kennedy

That the General Manager and the Deputy Chair discuss participation at the Rock and Roll Festival and feed this back to the Board at its next meeting.

CARRIED

5. PRESENTATIONS

Nil

6. REPORTS

6.1 General Manager's Report

VHHTA99 Moved: N Catt
 Seconded: N Hunt

That the Victor Harbor Horse Tram Authority receives and notes the General Manager's Report.

CARRIED

VHHTA100 Moved: N Hunt
 Seconded: C Schofield

That the Victor Harbor Horse Tram Authority acknowledge the contribution and effort that the volunteers have made with fundraising.

CARRIED

VHHTA101 Moved: N Hunt
 Seconded: C Schofield

That the General Manager and Board Chair work with Suzi Prza on the draft Strategic Plan.

CARRIED

6.2 Officer Refurbishment and Stables

VHHTA102 Moved: C Schofield
 Seconded: R Kennedy

That the Victor Harbor Horse Tram Authority receive and note the Office Refurbishment and Stables Report and further discussion take place, including plans.

CARRIED

VHHTA103 Moved: C Schofield
 Seconded: R Kennedy

That the Victor Harbor Horse Tram Authority seek endorsement from the City of Victor Harbor to reallocate capital funds in their 19/20 capital budget to support an upgrade to the stables at Canton Place, facilitated by a scope reduction for the merchandise area redevelopment.

CARRIED

6.3 Allowances and Reimbursement of Expenses Policy

VHHTA104 Moved: C Schofield
 Seconded: N Catt

That the Victor Harbor Horse Tram Authority Board adopts the Allowance and Reimbursement of Expenses Policy that has been provided within attachment 6.3.1 to this report.

CARRIED

6.4 Additional Bank Signatories

VHHTA105 Moved: R Kennedy
 Seconded: N Catt

That the Victor Harbor Horse Tram Authority endorse the Chair, Paul Brown, and the Deputy Chair, Carol Schofield, as additional signatories on the Horse Tram Authority bank accounts.

CARRIED

7. URGENT BUSINESS WITHOUT NOTICE

Nil

8. CONFIDENTIAL REPORTS

Nil

9. NEXT MEETING

The next Scheduled Meeting is Tuesday, 17 September 2019 at 3pm to be held in the Encounter Room, Civic Centre, 1 Bay Road, Victor Harbor.

Nigel Catt will be an apology for the September Board meeting.

10. CLOSURE

The Chair declared the meeting closed at 3:47pm

Signed: _____

Date: _____



Meeting **Victor Harbor Horse Tram Authority**
Date **17 September 2019**
From **Megan Whibley**
Subject **Work Program Update**
Report Number **5.1**

PURPOSE

The purpose of this report is to provide Board Members with an update on the Work Program for the Victor Harbor Horse Tram.

RECOMMENDATION

That the Victor Harbor Horse Tram Authority receive and note the Work Program Update.

INFORMATION

Background

In late 2018, the Victor Harbor Horse Tram Authority Board established a work program to help progress operations of the new Authority in a planned and considered manner. The work program spans the period November 2018 – October 2020. The actions listed have been determined largely from the Charter and in consideration of the work required in the first six (6) months to establish the Authority and operations at the Victor Harbor Horse Tram.

Workshops, out-of-session feedback to the General Manager from Board members, and special meetings are utilised to progress action in relation to the work plan in a timely manner and meet key deadlines.

This work program is subject to review, additions, deletions and amendments, and remains a live document. For this reason, a regular report is provided to the Board to highlight progress against the actions. The work program is maintained by the General Manager and timelines adjusted according to need and circumstances, providing Board members with an accurate and up-to-date report on progress and future expectations.

Current state

Progress against the work program is tracking well, with most items completed to end of August 2019. The policies and business plan scheduled in the work program for completion by 17 September 2019 are commenced, but not yet ready for endorsement by the Board. It is anticipated that these will be brought to the Board for endorsement later in 2019.

The budget bid for Tram No. 4 will be prepared for Council consideration as they begin preparation for the 2020/21 budget, which is likely to commence in late 2019 or early 2020.

Please note: All items greyed out have been completed and will be removed from the table for the next meeting agenda for ease of reading.

Month	Action	Status
3 Dec 2018	Work Program Recruitment of Board Members Recruitment process for General Manager	Commenced Completed Completed
21 Dec 2018	Work Program and Resolution register Public Relation Tram No. 4 – Budget Bid Tram Frequency – Staffing implications Media Services Ticket Machine (as per resolution VHHTA66 May 2019) 2018/19 Budget	Ongoing Ongoing December 2019 Completed October 2019 Delayed Completed
8 Jan 2019	Work Program and Resolution register Family Fun Day Communications & Marketing Workshop:) Patronage of VHHDT) Window Display at the Tram Office) Buy one Get one Free) Chinese Incentive Group Proposal) Public Relations) Media Services	Ongoing Completed Completed
23 Jan 2019	Workshop	Completed
12 Feb 2019	Work Program and Resolution register 2018/19 Summer Holiday Operating Report	Ongoing Completed
12 Feb 2019	Workshop – Draft 2019/20 Budget	Completed
27 Feb 2019	Special Board Meeting	Completed
4 April 2019	Work Program and Resolution register Adopt Draft 2019/20 Operating and Capital Budget for recommendation to Council Appointment of Chairperson and Deputy Chair	Ongoing Completed Completed Completed
12 April 2019	Circular Resolution – Meeting dates	Completed
18 April 2019	Informal Gathering – Site Meeting of the Stables	Completed
7 May 2019	Informal Gathering) Overview of Tram Service and Functions General Manager Adopt 2019/20 Operating and Capital Budget	Completed Completed Completed
14 June 2019	Informal Gathering) Stage 1 Strategy Workshop	Completed
18 June 2019	Correspondence – Rock n Roll Festival Audit Committee Auditor Independent Sitting Fees - Chair Grazing Land Horse Tram Re-Commencement Activities	Completed Completed Completed Completed Completed Completed
12 July 2019	Informal Gathering	Completed

	J Site visit for the potential merchandise/ticket office within the building	
16 July 2019	Work Program and Resolution register 2018/19 Budget Update	Completed
20 August 2019	Allowances Reimbursement of Expenses Policy	Completed
17 September 2019	Risk Management Policy Asset Management Policy and Maintenance Program (includes Tram No. 4) Policy Adopt First Business Plan Environmental Protection Policy	Ongoing

RISK ASSESSMENT

Governance – A number of items on the work program relate to the development of policies for the Authority. Until such time as the Authority endorses its own, City of Victor Harbor policies continue to be applied. The risk is assessed as *low*.

Socio Political, Community Issues / Reputation – There may be concern from within the Victor Harbor community if works determined to be important and included on the work program are not progressed. The majority of items have been completed on the work program to this point in the schedule. The risk is assessed as *low*.

Service Delivery – Completion of items as scheduled in the work program ensures that the Victor Harbor Horse Tram Authority is positioned well to improve patronage and the quality of the horse tram service. The majority of items have been completed on the work program to this point in the schedule. The risk is assessed as *low*.

BUDGET IMPLICATIONS

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

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



Meeting **Victor Harbor Horse Tram Authority**

Date **17 September 2019**

From **Megan Whibley**

Subject **Resolutions Register**

Report Number **5.2**

PURPOSE

The purpose of this report is to provide Board Members with an update regarding action on Victor Harbor Horse Tram Authority Board resolutions.

RECOMMENDATION

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

INFORMATION

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

The resolutions report lists all the outstanding resolutions from previous meetings, with a progress note.

Please refer to attachment –Resolutions Register

RISK ASSESSMENT

Corporate Governance –The board must manage its governance risk of implementing decisions of the Board and associated actions as well as work 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*.

BUDGET IMPLICATIONS

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

The majority of tasks on the Resolutions Register will be undertaken by the General Manager Horse Tram Authority as scheduled and without requirement for additional funds. Where additional budget is 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.



VHHTA – Resolutions Register

Date	Minute Number	Resolution	Status/Update
20 Aug 2019	VHHTA96	That the Victor Harbor Horse Tram Authority examine the policy associated with sales and Merchandise.	Ongoing
20 Aug 2019	VHHTA97	That the Victor Harbor Horse Tram Authority review the volunteer policy.	Ongoing
20 Aug 2019	VHHTA98	That the General Manager and the Deputy Chair discuss participation at the Rock and Roll Festival and feed this back to the Board at its next meeting.	Complete
20 Aug 2019	VHHTA101	That the General Manager and Board Chair work with Suzi Prza on the draft Strategic Plan.	Ongoing
20 Aug 2019	VHHTA102	That the Victor Harbor Horse Tram Authority receive and note the Office Refurbishment and Stables Report and further discussion take place, including plans.	Sept Meeting - Ongoing
20 Aug 2019	VHHTA103	That the Victor Harbor Horse Tram Authority seek endorsement from the City of Victor Harbor to reallocate capital funds in their 19/20 capital budget to support an upgrade to the stables at Canton Place, facilitated by a scope reduction for the merchandise area redevelopment.	Ongoing



Date	Minute Number	Resolution	Status/Update
20 Aug 2019	VHHTA105	That the Victor Harbor Horse Tram Authority endorse the Chair, Paul Brown, and the Deputy Chair, Carol Schofield, as additional signatories on the Horse Tram Authority bank accounts.	Complete
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> <p>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.</p>	<p>Access to land is waiting for agistment horses to vacate.</p> <p>SA Water meetings scheduled to be held on 11 July 2019.</p>
4 April 2019	VHHTA59	<p>Code of Practice for Meeting</p> <p>That the Victor Harbor Horse Tram Authority Board review the Code of Practice for Meeting Procedures</p>	Workshop item, date to be scheduled.
4 April 2019	VHHTA66	<p>Ticket Machine</p> <p>That the Interim General Manager delays purchase of the ticketing machine subject to the outcome of the Strategic Planning day scheduled for 26 May 2019</p>	Delayed
12 Feb 2019	VHHTA39	Back up mechanical Tram	



Date	Minute Number	Resolution	Status/Update
		<p>That a "Committee" be formed in due course under the auspices of the Authority, as authorised under section 9 of the Charter, with the objective and terms of reference to;</p> <ul style="list-style-type: none"> • Investigate and consider all alternative means of vehicle to pull the Horse Tram carriages, including electrical, tractor or vehicle (eg as held by the Port Elliot Museum), overseas options (France, European models). • Investigate the costs and timing of introducing such a service. <p>The working Party is to report to the Board in due course with its results</p>	<p>For consideration by the new board. A proposal has been received through the Office of David Basham MP to reinstate the previous tractor train, operating services across the Causeway in lieu of Horse Tram. A mechanical audit of the vehicle has been undertaken and advice sought from the Vehicle Standards division of the Department Planning, Transport & Infrastructure, with regard to registration. A number of issues have been highlighted through this work, advice has been provided back to the Office of David Basham.</p>
<p>12 Feb 2019</p>	<p>VHHTA40</p>	<p>That a "Committee" be formed in due course under the auspices of the Authority, as authorised under section. 9 of the Charter, with the objective and terms of reference to;</p> <ul style="list-style-type: none"> • Consider the options available to improve the state and design of the Causeway Horse Tram Station, to; <ul style="list-style-type: none"> o Improve its suitability as a station, both in regard to safety, loading and unloading procedures, and o Improve signage and ticketing facilities, and o Improve protection provided to passengers from bad weather, including rain, wind and sun. 	<p>On Hold</p> <p>For Consideration of new Board</p>



Date	Minute Number	Resolution	Status/Update
21 Dec 2018	VHHTA	<p>Window Display at the Tram Office</p> <p>Action: Ms Victoria MacKirdy – Interim General Manager to organise implementation of a monitor utilising the three current videos of the Horse Drawn Tram to be displayed on the windows facing south of the causeway.</p>	<p>In progress</p> <p>Quotation has been obtained. To be considered as a part of the budget process.</p>
21 Dec 2018	VHHTA	<p>Marketing</p> <p>Board Member Peter Lewis, marketing activity of Buy one Get one Free and Chinese Incentive Group Proposal to be considered by the Board at the January 2019 Communications & Marketing Workshop</p>	<p>In progress</p> <p>Communications & Marketing Workshop complete awaiting draft for consideration by the board. Application of ‘buy one get one free’ to be considered by the board and General Manager in the context of the Communications & Marketing Plan. Per resolution at the April 2019 meeting additional information has been sought from Oceanic Victor to inform negotiations and the design of a profit and loss statement for the transportation of two large Chinese delegations in 2020.</p>
21 Dec 18	VHHTA20	<p>Media Services</p> <p>1. That the Board receive and note the report on Media Services.</p>	<p>Ongoing</p> <p>Communications & Marketing Workshop complete awaiting draft for consideration</p>



Date	Minute Number	Resolution	Status/Update
		2. That the Board include the preparation of a Marketing Plan for inclusion in the work program for February 2019	by the board. Board to consider media services in the context of the Communications & Marketing Plan.



Meeting **Victor Harbor Horse Tram Authority**

Date **17 September 2019**

From **Megan Whibley**

Subject **General Manager Operations Report**

Report Number **6.1**

PURPOSE

The purpose of this report is to provide an update from the General Manager to the Board, regarding Horse Tram operations.

RECOMMENDATION

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

INFORMATION

Whilst the following matters are operational and do not require endorsement by the Board, they are important in the early stages of establishing the Victor Harbor Horse Tram as an Authority and for this reason, an update is provided for Board information.

Enterprise Bargaining

After providing formal 14-day notification of the commencement of enterprise bargaining, a meeting was held on Tuesday 10 September with Gary Henderson from the Australian Worker's Union (AWU). The General Manager Horse Tram Authority, several Horse Tram staff, Council's Manager People and Culture, and Council's Director Corporate and Customer Service were also in attendance.

The needs of the Horse Tram and differences from Council operations were presented (Horse Tram log of claims) and negotiated.

From these discussions, the General Manager Horse Tram Authority will prepare a draft Enterprise Agreement for further consultation and negotiation with Horse Tram staff and the AWU.

Staffing

The first fortnightly staff meeting was held on 5 September 2019 and included discussions around improvements to Horse Tram operations relevant to the upcoming enterprise bargaining meeting.

With the change in seasons, the spring timetable is now in place and running on a 40 minute turnaround schedule. Staff and horses are all getting used to this change.

The Permanent Part-time roles which were recently recruited will await the introduction of the new Enterprise Agreement before being finalised.

The Horse Tram's two new tram drivers are learning their new roles rapidly and enjoying them.

The Horse Tram's new junior volunteer has now commenced duties at the paddock, largely involving assistance with the feed and shoveling/removing manure. These volunteers are the initial stages of the Horse Tram's Junior Development Program, which we aim to formalise as part of the team structure through the Enterprise Bargaining negotiations and final agreement.

Ticket Sales

690 tickets were sold during the 1 to 9 of Sept 2019, compared with 1099 for the same time last year. The drop in ticket sales over this period is likely due to inclement weather tram closures.

Income from ticket sales for September 2019 was \$6,749 compared with \$10,107 in September 2018

Horse Tram closures

Full day closures of the Horse Tram occurred on 31 August, 6 and 8 September and a half day closure on 5 September due to strong winds.

For the same period last year there were no closures.

Trams

Brakes are being worked on by Victor Steel and Engineering and the first tram is completed apart from the brake casing which still requires painting.

The brakes for the tram #3 are now being looked at. This tram has been experiencing some bearing noise that is specifically being investigated.

Horses

The training schedule for the horses is going well with the commencement of cross training last week to ensure that they are regularly ridden and to maintain fitness.

Albert continues to be ridden to improve his fitness and conditioning. It is looking positive that he will be ready to return to tram work over the coming weeks.

The paddocks at the Gillespie land are working well operationally with fencing scheduled to commence over the coming weeks to allow the horses into the back paddock, away from the walking trails.

SA Water Land

Council staff have been in contact with SA Water and are expecting to receive a response in relation to their land later in September 2019.

Sponsorship

Nigel has been away and further work on sponsorship will resume upon his return.

An approach has been made by Rob Kidman from Victor Harbor Coles seeking a sponsorship role with the Horse Tram. Discussions will continue, but an early suggestion of carrot donations has been made as a starter.

Marketing

A meeting has been set with the South Australian Tourism Commission for 27th September. Attendance from the Horse Tram to be Paul, Meg and Rachel.

What's coming up?

School Holidays are just around the corner, so looking forward to a busy period.

General

Xero accounting software training for the General Manager is ongoing and nearing a point of being able to present current budget and sales figures to the Board.

Costings have been provided by Council for the first part of the 2019/20 financial year and are soon to be entered into Xero to enable a full financial data set for the year to date.

Staff and Board members have a get together scheduled for 27 September 2019. Details to follow.

RISK ASSESSMENT

A risk assessment has not been undertaken as this operations report is provided to the Board for receiving and noting only.

BUDGET IMPLICATIONS

There are no budget implications associated with the Board receiving and noting the General Manager Operations Report.



Meeting **Victor Harbor Horse Tram Authority**

Date **17 September 2019**

From **Megan Whibley**

Subject **Annual Report 2018/19 - Update**

Report Number **6.2**

PURPOSE

The purpose of this report is to provide Board Members with an update regarding the Victor Harbor Horse Tram Authority 2018/19 Annual Report.

RECOMMENDATION

That the Victor Harbor Tram Authority receive and note the Annual Report 2018/19 - Update.

INFORMATION

The Victor Harbor Horse Tram Authority is required to furnish an annual report to the Council. This is a requirement of Clause 12 of Schedule 2 of the Local Government Act 1999. In accordance with the Charter, the report is required by 30 September each year for the previous financial year. With the Authority only gazetted in October 2018 and the General Manager commencing in June 2019, the financials and operations of the Victor Harbor Horse Tram Authority were still very much intertwined with Council over the course of the financial year. For this reason, the Board has endorsed use of the Council's auditor for the Authority financial statements for 2018/19. The Council has arranged for the financial audit of both Council and the Authority to occur shortly after the 30 September 2019 deadline for furnishing of the Authority annual report. For this reason, it will not be possible for the Authority to meet the deadline specified in the Charter for 2018/19, however the timing will ensure that the Authority annual report can still be included with Council's for presentation to the Minister by the overarching deadline applied to all Councils.

If the Authority determines to proceed with an auditor separate from Council in subsequent years then it will be possible to meet the deadline specified in the Charter in future.

RISK ASSESSMENT

Corporate Governance –The Board carries a governance risk by not achieving the deadline for the annual report as endorsed by the Minister in the Authority Charter. This risk

will be mitigated to some degree by virtue that the audited financial statements will be prepared alongside Councils and will be provided to the Minister in accordance with requirements of the Local Government Act 1999. Whilst the Board will not be in a position to meet compliance requirements with the Victor Harbor Horse Tram Authority Charter for 2018/19, they should be in a position to achieve this deadline in future as the Authority moves further towards independence from Council. The risk is assessed as *medium*.

BUDGET IMPLICATIONS

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



Meeting **Victor Harbor Horse Tram Authority**

Date **17 September 2019**

From **Megan Whibley**

Subject **Proposed Ticket Structure and Pricing Changes**

Report Number **7.1**

PURPOSE

The purpose of this report is to endorse changes to Victor Harbor Horse Tram ticket structure pricing.

RECOMMENDATION

That the Victor Harbor Horse Tram Authority endorses new ticket pricing and structure, as detailed in this report, to come into effect from 1 October 2019.

INFORMATION

During August 2019, the Victor Harbor Horse Tram successfully trialed a 'kids ride free' campaign for children accompanied by a paying adult. At the August 2019 Board meeting, the success of the trial was discussed and Board members indicated that they were interested in considering a more permanent change to the ticket pricing structure, which continued to incorporate the concept of children under 13 years of age riding the tram for free with a paying adult.

The proposed pricing structure introduces new ticket categories for Seniors, Concession Card holders and students, who will continue to pay existing ticket prices and will not be impacted by the proposed \$5 price rise on standard adult tickets.

From a marketing perspective, a return to regular pricing at the conclusion of the trial period over August 2019, would be more likely to encourage further media promotion of any new and more permanent pricing if it were reintroduced. For this reason, it is recommended that a new pricing structure is introduced from October 2019 after returning to regular ticket pricing for September.

With the Victor Harbor Horse Tram now operating as a separate Authority, it is also crucial that shared ticketing arrangements with the South Australian Whale Centre, a facility owned and operated by City of Victor Harbor, are also clarified as part of the new ticket pricing structure.

Heritage ticket pricing will be reviewed once Council’s Visitor Information Centre Coordinator returns from leave, with the potential that the current structure may not alter in order to maintain the value from this ongoing arrangement.

Listed below is the proposed change to ticket pricing from 1 October 2019.

“KIDS RIDE FREE”

	Return	One-way
Adults	\$15 each	\$10 each
Concession	\$10	\$7
Seniors	\$10	\$7
Students (14yrs +)	\$10	\$7

Kids 0 – 13yrs ride free (limit of 2 kids per paying adult)

Whale Centre discount

On presentation of a South Australian Whale Centre entrance ticket, a 10% discount would apply to all paying Horse Tram customers.

The discount will not be applicable to Family tickets, as this category of ticketing will no longer be offered in the proposed new pricing structure. Terms and conditions would apply.

RISK ASSESSMENT

Governance - The Victor Harbor Horse Tram Authority Charter, which has been approved by the Minister, gives power to the Authority Board to set, charge and adjust fees for use of the facilities of the Victor Harbor Horse Tram. The risk is assessed as *low*.

Financial – The trial period in August 2019 and calculations undertaken by the General Manager, discussed with Board members at the August 2019 Board meeting, give confidence that the recommended pricing structure will yield greater returns for the Authority. The risk is assessed as *low*.

Socio Political, Community Issues / Reputation – There is a possibility that changes to the pricing structure may not be amenable to all customers, however, there will be a benefit for families travelling on the Horse Tram with multiple children as this will make passage on the tram more affordable. Seniors and concession discounts will be offered for the first time under this proposed structure and will be offered at lower prices to standard adult tickets (the same as the previous adult ticket cost) and this will go some way to minimising public relations risks from pricing structure changes. The risk is assessed as *low*.

BUDGET IMPLICATIONS

Calculations using ticket sales and income data from the last two years indicate that the revised pricing structure should yield an approximate 8% growth in income for this financial year, given that the new pricing will commence in October 2019, three months into the

2019/20 financial year. This estimation is based upon an assumption that 30% of adult customers fall into Seniors/concession/student categories.



Meeting **Victor Harbor Horse Tram Authority**
Date **17 September 2019**
From **General Manager/Board Member**
Subject **Proposal for Ticket Window Modification at the Horse Tram Office**
Report Number **7.2**

PURPOSE

The purpose of this report is to seek endorsement from the Board to recommend modification of the ticket window to Council, as the office building asset owner.

RECOMMENDATION

That the Victor Harbor Horse Tram Authority recommend to Council the modification of one window of the Horse Tram Office, converting it into a customer service point/ticket window.

INFORMATION

Background

On a daily basis, Horse Tram staff experience potential customers approaching the tram office, unsure of where to purchase tickets and wanting to gain information about the tram and its schedule.

The use of this window as a customer service point would improve both ticket and merchandise sales and also supports a more pleasant work environment for the Horse Tram volunteers who currently operate an information and merchandise stand at the side roller door of the Horse Tram office, several days each week.

At the August 2019 Board meeting, discussions took place regarding the potential to refurbish the Horse Tram office to facilitate customer service points at the windows and the display of merchandise. It was decided that more discussions and drawings of the plan were needed before this could be endorsed and proceed to council for approval:

VHHTA102 *Moved:* *C Schofield*
 Seconded: *R Kennedy*

That the Victor Harbor Horse Tram Authority receive and note the Office Refurbishment and Stables Report and further discussion take place, including plans.

CARRIED

Alternative to full office refurbishment – ticket window modification

Plans have been drafted for the greater ticket office refurbishment, in line with the Board resolution – refer agenda item 7.3. However, at the time, a compromise was also discussed involving the upgrade of one window as a trial customer service point. Whilst a formal resolution was not made by the Board, it was determined that a quote be obtained and a further report brought to the September Board meeting for consideration and possible endorsement. This would provide an alternative, cheaper option if Council did not support a larger redevelopment of the office and stables or could be an interim step in this direction.

A quote was obtained for modification works that would facilitate use of one window as a customer service and ticket sales point, and is provided under separate cover for Board reference. If the ticket window modification is supported by Council, works could be organised by General Manager Horse Tram Authority under delegation.

The Board currently has a resolution to seek endorsement from Council for the reallocation of funds to support a full office refurbishment. Plans for this proposal are scheduled for discussion at agenda item 7.3. The Board may wish to determine that both options, being a full office refurbishment or a ticket window modification only, be put to Council for consideration. Timing of the presentation of these requests to Council would also be subject to outcomes of conversations with DPTI in relation to the design of the new causeway.

RISK ASSESSMENT

Service Delivery - The Victor Harbor Horse Tram office would continue operations as they currently are if this recommendation is not endorsed by the Board or by Council. These changes, if endorsed, would improve customer service and service delivery. The risk is assessed as *low*.

Financial – The cost of proposed modifications are small in comparison to the whole office refurbishment discussed at the August 2019 Board meeting. Should the larger redevelopment be endorsed by Council at some point in the future, this window modification could still be utilised as part of the final design and would therefore not be wasted. The risk is assessed as *low*.

BUDGET IMPLICATIONS

Should the recommendation be endorsed by the Board and then Council, costs of the window modification would either be covered by Council as the owner of the asset, or if they were willing to endorse but not fund the modification, monies would need to be sourced from the Horse Tram Authority Operating Budget. Job # 32352 could be used to fund these works, which based upon the quotation already sourced, are expected to cost less than \$1000. If at the time of engagement, there are insufficient funds in this job

number, then additional income above budget values could be used to offset this expense.



Meeting **Victor Harbor Horse Tram Authority**
Date **17 September 2019**
From **General Manager/Board Member**
Subject **Proposed Horse Tram Ticket Office Refurbishment**
Report Number **7.3**

PURPOSE

The purpose of this report is to seek endorsement from the Board for concept plans for the proposed Horse Tram ticket office refurbishment in order to take a proposal for reallocation of capital funds to Council to support office refurbishment and stables development.

RECOMMENDATION

- 1. That the Victor Harbor Horse Tram Authority receive and note the report and concept plans for the proposed Horse Tram ticket office refurbishment**
- 2. That the Victor Harbor Horse Tram Authority endorse the concept plans for the proposed Horse Tram Ticket Office Refurbishment provided with this report, for Council consideration in line with Board resolution VHHTA103 which seeks support for the reallocation of Council's Capital funds to undertake works.**

INFORMATION

At the August 2019 Board meeting, discussions took place regarding the potential to refurbish the Horse Tram office to facilitate customer service points at the windows and the display of merchandise. Whilst the Board resolved to seek endorsement from Council to reallocate funds to support this refurbishment, it was also decided that more discussions and drawings of the plan were needed before this could be endorsed and proceed to council for approval:

*VHHTA102 Moved: C Schofield
Seconded: R Kennedy*

That the Victor Harbor Horse Tram Authority receive and note the Office Refurbishment and Stables Report and further discussion take place, including plans.

CARRIED

VHHTA103 *Moved: C Schofield*
 Seconded: R Kennedy

That the Victor Harbor Horse Tram Authority seek endorsement from the City of Victor Harbor to reallocate capital funds in their 19/20 capital budget to support an upgrade to the stables at Canton Place, facilitated by a scope reduction for the merchandise area redevelopment.

CARRIED

Plans have now been prepared for consideration by the Board, based upon discussions held with Board members about the future needs of the Horse Tram. The plans have been provided to members under separate cover.

The previous report provided to the Board at the August 2019 meeting is provided for reference at attachment A.

Timing

Further concept designs are still required for the stables to ensure that proposed plans fit within the capital budget allocation that was planned for the original merchandise area and other works. Once further work has been undertaken in relation to the drafting of the stable plans, they too will be brought to the Board for endorsement prior to presenting them to Council seeking reallocation of capital funds.

Council is currently working with Department for Planning, Transport and Infrastructure (DPTI) in relation to the design of the Causeway and its interface with the tramway platform.

These two matters would need to be resolved before seeking to approach Council for endorsement of concept plans and reallocation of funds. The Board may wish to consider an earlier approach to Council in relation to the office window modification, as it could serve as a less expensive trial prior to committing to a full refurbishment.

RISK ASSESSMENT

Infrastructure – If supported to proceed, the capital works will provide quality stabling and office facilities for the Horse Tram Authority. Further design works will be required to ensure that construction is to standard and receives the necessary approvals. The risk is assessed as *low*.

Financial Management – The capital funds are available in City of Victor Harbor’s capital budget and had been allocated for the purposes of projects relevant to the horse tram. This proposal does not require additional capital funds and is simply a reallocation to facilitate modified capital works. The risk is assessed as *low*.

Other project risks are stated in the previous Board report at attachment A.

BUDGET IMPLICATIONS

The budget implications associated with the recommendation are relevant to City of Victor Harbor, rather than the Horse Tram Authority as they are Capital budget items held by Council that are proposed to be modified. The proposal does not require additional capital funds, but rather a reallocation to support upgrade of the stabling facilities facilitated by a scope reduction in the merchandise area upgrade. \$13,000 has been allocated to this build, should Council endorse the reallocation of capital funds that will be requested by the Authority. While indicative costing has been sought for the purposes of this proposal, full costing based upon the design has not yet been obtained.