9 December 2025

Contact for Apologies: Chelsie Butler
Phone: (08) 8551 0506
Email: localgov@victor.sa.gov.au

Dear Member

## NOTICE OF MEETING

Notice is hereby given pursuant to Section **83(1)** of the *Local Government Act 1999*, as amended that a meeting for the **Ordinary Council** has been called for:-

**DATE:** **Monday, 15 December 2025**

**TIME:** **5:30 PM**

**PLACE:** **Council Chambers, 1 Bay Road, Victor Harbor**

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

Yours faithfully

Victoria MacKirdy
**CHIEF EXECUTIVE OFFICER**

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

Councillors are reminded of the requirements of disclosure by Members of material or general conflict of interest in items listed for consideration on the agenda.

Section 74, 75, 75A, 75B and 75C of the *Local Government Act 1999* requires that Councillors declare any interest and provide full and accurate details of the relevant interest to the Council prior to consideration of that item on the Agenda.

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# 1. PRESENT

# 2. ACKNOWLEDGEMENT OF COUNTRY, DIVERSITY COMMITMENT, SERVICE ACKNOWLEDGEMENT AND PRAYER

**Acknowledge of Country**

The City of Victor Harbor acknowledges the Ramindjeri and Ngarrindjeri people, the Traditional Custodians of the land and surrounding waters where we live and work. We acknowledge their deep connection to Country and pay our respects to Elders past, present and emerging. This respect is extended to Aboriginal and Torres Strait Islander people across Australia.

**Diversity Commitment**

The City of Victor Harbor is committed to diversity, equity and inclusion. We respect people of all ages, abilities, genders, sexualities, religions, beliefs, cultures and backgrounds.

**Service Acknowledgement**

We recognise the brave individuals who have served, and continue to serve, our nation. We remember those who have lost their lives and paid the ultimate sacrifice to our country.

**Prayer**

Almighty God, we ask you to bless this council and allow it to be an agent of change to the people of this City and beyond. Direct and prosper its deliberations to the honouring of Your name and the welfare of the people whom it serves. Amen

# 3. APOLOGIES AND LEAVE OF ABSENCE

# 4. ITEMS ADJOURNED AND/OR LYING ON THE TABLE

## 4.1. ADJOURNED - Victor Harbor Horse Tram Authority - 2024/25 Annual Report and Financial Statements

Committee: Ordinary Council Meeting

Meeting Date: 15 December 2025

Report Author: Karen Rokicinski

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## RECOMMENDATION

### CURRENT MOTION BEFORE COUNCIL

Moved: Cr Marilyn Henderson

Seconded: Cr Stewart Burns

That Council approve an amendment to the Victor Harbor Horse Tram Authority Audit Committee Terms of Reference, enabling the CEO to appoint an appropriately skilled staff member to the Committee (non-voting position) to support the oversight of its financial position.

## ADJOURNED BUSINESS

At the Ordinary Council Meeting held on Monday, 27 October 2025, Council resolved:

***OC3102025***

*Moved: Cr Stewart Burns*

*Seconded: Cr Carlos Quaremba*

*That as per recommendations 2 and 3 of the agenda, the matter of financial contribution to the Victor Harbor Horse Tram Authority and the appointment of a staff member to the Victor Harbor Horse Tram Authority Audit and Risk Committee be considered at the December Ordinary Council Meeting.*

***LOST***

*Moved: Cr Marilyn Henderson*

*Seconded: Cr Carol Schofield*

*That Council approve an amendment to the Victor Harbor Horse Tram Authority Audit Committee Terms of Reference, enabling the CEO to appoint an appropriately skilled staff member to the Committee (non-voting position) to support the oversight of its financial position.*

*7:32pm*

***FORMAL MOTION***

***OC3112025***

*Moved: Cr David Kemp*

*Seconded: Cr Stewart Burns*

*That the matter be adjourned to the December Ordinary Council Meeting, to allow Cr Stewart Burns to submit a Motion on Notice to the November Ordinary Council Meeting in relation to this matter.*

***CARRIED***

## COMMENTARY SUBSEQUENT TO ADJOURNMENT

The original report presented to the Ordinary Council meeting held on Monday, 27 October 2025 is provided below for Member's information and consideration of the Adjourned Motion. The Motion seeks to amend the Victor Harbor Horse Tram Authority Audit Committee Terms of Reference, enabling the CEO to appoint an appropriately skilled staff member to the Committee (non-voting position) to support the oversight of its financial position.

In line with the adjournment, Cr Stewart Burns was provided opportunity to submit a Motion on Notice to the November 2025 Ordinary Council meeting. Following a meeting between the CEO, Cr Stewart Burns, Cr Brayden Mann and Cr Carol Schofield on Monday, 17 November 2025, it was agreed that in lieu of a Motion on Notice, a workshop should be held between the VHHTA General Manager, Board and Audit Committee and Council Members. The intention to hold a workshop was noted by Council at the November Ordinary Council meeting as part of their resolution approving the Authority's first 2025/26 budget review. The workshop subsequently took place on Wednesday, 3 December 2025 where the financial position of the Authority was discussed at length and their request for financial support was further explained, along with the steps being taken by the Authority to mitigate financial challenges, to the extent possible.

A report to consider the financial request from the Horse Tram Authority to Council is presented later in this agenda at item 14.1.

## PURPOSE

The purpose of this report is for Council to approve an amendment to the Victor Harbor Horse Tram Authority Audit Committee Terms of Reference, enabling the CEO to appoint an appropriately skilled staff member to the Committee (non-voting position) to support the oversight of its financial position.

## BACKGROUND

In accordance with Clause 12 of Schedule 2 of the Local Government Act 1999 (the Act) and the Victor Harbor Horse Tram Authority (the Authority) Charter, the Authority is required to

furnish an Annual Report to Council by 30 September each Year.

The General Manager on behalf of the Victor Harbor Horse Tram Authority presented an information Briefing Session on 8 September 2025 highlighting the impacts of the Toxic Algal Bloom which has had a severe impact on the Horse Tram operations and visitor numbers due to extended closure of tram operations for more than a month. It was stated that income also lessened in the months after, leading to a substantial downturn in revenue which has now had an impact on the end of financial year position of the Authority. The Authority was not able to access the state government's Algal Bloom support package as it did not meet the eligibility criteria due to being a government-owned organisation.

## COMMENTARY

The Victor Harbor Horse Tram Authority 2024/25 Annual Report includes audited financial statements and provides other details as required by legislation including member positions and performance analysis. The documents were presented to the Victor Harbor Horse Tram Audit Committee on Wednesday 24 September 2025 where they were endorsed as presented, for approval by the Board. They were presented to the Board later that same day, who resolved the following:

*7.1.*

***VHHTA543***

*Moved: Natasha Hunt*

*Seconded: Rachel Kennedy*

*2. That the Victor Harbor Horse Tram Authority:*

*a) endorse the Draft 2024/25 Annual Report as provided under separate cover and provide the report to Council; and*

*b) authorise the general manager to make minor changes to the Annual Report prior to providing it to Council;*

*c) endorse the 2024/25 Victor Harbor Horse Tram Authority Annual Financial Statements as provided under separate cover, and provide them with the Draft Annual 2024/25 Report to Council for approval; and*

*d) Note the VHHTA Charter states;*

*a. 1.8.1 The powers, functions and duties of the Authority are, in addition to those set out in the Act, to:1.8.1.16 ensure that information provided to the Council is accurate and that the Council is kept informed of the solvency of the Authority as well as any material developments that may affect the operating capacity and financial affairs of the Authority.*

*b. 2.2 Specific Functions of the Board - In administering the affairs of the Authority, the Board must ensure: 2.2.3 that information is provided to the Council of any material particular affecting the financial or operational ability of the Authority or which gives rise to the*

*expectation that the Authority may not be able to meet its debts as and when they fall due immediately upon the Board becoming aware of any such material particular.*

*e) Note that the General Manager on behalf of the VHHTA Board presented to the Council on 8 September 2025 raising the impacts of the Toxic Algae Bloom which has reduced the income of the VHHTA in 2024/25 by approximately $149,000 and updated Council on the draft End of Financial Year Results; and*

*f) Advise the Council that the End of Financial Year Results include:*

*a. Net (Deficit) for Year ($170,000)*

*b. Cash and cash equivalents $16,000*

*c. Total Liabilities $500,000 (Current Liabilities $180,000 and Non-current Liabilities $320,000). Noting the VHHTA has a maximum borrowing facility of $300,000; and*

*g) Request a financial Contribution from Council of $170,000 in recognition of the financial impact to the VHHTA of the algal bloom and the resulting deficit; and*

*h) As an alternative option, request Council wave the rent due to Council of $120,000 and wave the fees for Corporate support of $40,000; and*

*i) Note that the General Manager has pursued State Government support to offset the financial impact of the algal bloom to ensure the Authority's financial sustainability.*

***CARRIED***

The Board resolved as above, recognising both the impact of the algal bloom on the Authority's financial position at end of financial year 2024/25 and its responsibilities to Council in accordance with the Charter in this regard. Accordingly, the Authority General Manager has provided a memo to Council which is provided at Attachment 1, highlighting the challenges experienced by the Authority during the 2024/25 financial year which have impacted the end of year position. The memo was accompanied by the Victor Harbor Horse Tram Authority 2024/25 Annual Report and audited financial statements, which is provided under separate cover due to size.

A further email was then provided by the General Manager on 14 October 2025 to clarify the value of rent and corporate services fee waivers, being a combined total of $113,000, which has been presented as an option for Council consideration at recommendation 2(b) in this report. The email from the General Manager is provided at Attachment 2.

The General Manager has met with the Minister for Tourism and has actively pursued State Government support for impacts of the algal bloom, as the Victor Harbor Horse Tram is not only a beloved community asset but also one of South Australia's most iconic heritage attractions. The Mayor has also sent correspondence to David Basham MP regarding the Victor Harbor Horse Tram's significance to the region's tourism economy and the effect the bloom has had on operations. The letter sought that the government give due consideration to providing financial support, highlighting that the financial burden should not fall solely on City of Victor Harbor ratepayers.

The Council contribution of $360,000 for 2025/26 has also been paid to the Authority in full, to support their cash flow needs to ensure that the Authority is able to pay its creditors, noting that many are small local businesses who are also impacted financially by the algal bloom. This will be reflected in the September 2025/26 budget review, expected to be presented to Council in November 2025.

In consideration of the current financial challenges being faced by the Authority, a further recommendation is provided for consideration by the Council to provide additional support in the way of financial expertise. The recommendation seeks to amend the Victor Harbor Horse Tram Authority Audit Committee (the Committee) Terms of Reference, enabling the Chief Executive Officer to appoint an appropriately skilled staff member to the Committee in a non-voting capacity, to support the oversight of its financial position

## RISK ASSESSMENT

The following risks have been assessed in line with Council's Risk Management Framework and Policy:

**Legal and Compliance** - The Victor Harbor Horse Tram Authority 2024/25 Annual Report has been provided to Council in line with the Authority's Charter and will allow Council to meet its legislative requirements for provision of the Annual Report to the Minister. This risk is assessed as ***low***.

The Board have fulfilled their Charter obligations to the Council by highlighting the financial challenges of the Authority and seeking support. This risk is assessed as low.

With a $170,000 end of financial year deficit and a need for careful financial oversight of the Authority to support improved outcomes in 2025/26 and beyond, it is essential that there is sufficient financial expertise available to guide decisions of the Authority. Providing support, as needed, from skilled Council staff with financial expertise would reduce the financial risk to Council and the Authority, and could be achieved through the proposed amendment to the Authority's Audit Committee Terms of Reference. This risk is assessed as low.

**Financial Management** - The Authority has reported a deficit of $170,000 primarily due to impacts of the algal bloom. Without additional Council support, there is a risk of the Authority not meeting its financial commitments, including to external creditors, as the duration of the financial impacts from the algal bloom are unknown. This risk is assessed as ***high***.

**Reputation** - Action should be taken to mitigate risks to ensure that the much-loved community asset can continue to operate during difficult circumstances, noting its important role in supporting the broader regional economy which has also been impacted by the algal bloom. A failure by the Council to support the Authority, as recommended within this report, may have reputational consequences. This risk is assessed as ***low***.

## REFERENCES

- *Local Government Act 1999*

Section 131 - Annual Report to be prepared and adopted

Schedule 2 Clause 12 - Reporting

- *Local Government (Financial Management) Regulations 2011*

Regulation 16 - Provision of Information

Victor Harbor Horse Tram Authority Charter

## BUDGET IMPLICATIONS

There are insufficient funds in Project #100038 (*Horse Tram*) for the purpose of providing a financial contribution to the Authority at a cost of $170,000 or a waiver of rent and corporate support fees at a cost of $113,000.

No budget offset has been identified.

There will be an increase, subject to Council approval, to operating expenses of $170,000 or $113,000, depending on whether Council resolves according to recommendation 2(a) or 2(b).

## CONSULTATION

Chief Executive Officer - Victoria MacKirdy

Victor Harbor Horse Tram Authority - Megan Whibley (General Manager)

## ATTACHMENTS

Attachment 1 - Memo to Council - Victor Harbor Horse Tram Authority Annual Report 2024/25

Attachment 2 - Email Correspondence Council Report Adjustment October 2025

Attachment Under Separate Cover - Victor Harbor Horse Tram Authority 2024/25 Annual Report and Financial Statements

## Attachment 1 - Memo to Council - Victor Harbor Horse Tram Authority Annual Report 2024/25

Memo to: Ms Victoria MacKirdy, Chief Executive Officer, City of Victor Harbor

From: Meg Whibley, General Manager, Victor Harbor Horse Tram Authority

Subject: Annual Report 2024/25

Date: 25 September 2025

Dear Victoria

The purpose of this document is to present the Victor Harbor Horse Tram Authority's Draft 2024/25 Annual Report and audited Financial Statements to the City of Victor Harbor for endorsement and to request support from Council.

**Background**

At its meeting held on 24 September 2025, the VHHTA Board resolved the following:

*7.1.*

*VHHTA543* *Moved:* *Natasha Hunt*
*Seconded:* *Rachel Kennedy*

*2. That the Victor Harbor Horse Tram Authority:*

*a) endorse the Draft 2024/25 Annual Report as provided under separate cover and provide the report to Council; and*

*b) authorise the general manager to make minor changes to the Annual Report prior to providing it to Council;*

*c) endorse the 2024/25 Victor Harbor Horse Tram Authority Annual Financial Statements as provided under separate cover, and provide them with the Draft Annual 2024/25 Report to Council for approval; and*

*d) Note the VHHTA Charter states;*

*a. 1.8.1 The powers, functions and duties of the Authority are, in addition to those set out in the Act, to:1.8.1.16 ensure that information provided to the Council is accurate and that the Council is kept informed of the solvency of the Authority as well as any material developments that may affect the operating capacity and financial affairs of the Authority.*

*b. 2.2 Specific Functions of the Board - In administering the affairs of the Authority, the Board must ensure: 2.2.3 that information is provided to the Council of any material particular affecting the financial or operational ability of the Authority or which gives rise to the expectation that the Authority may not be able to meet its debts as and when they fall due immediately upon the Board becoming aware of any such material particular.*

*e) Note that the General Manager on behalf of the VHHTA Board presented to the Council on 8 September 2025 raising the impacts of the Toxic Algae Bloom which has reduced the income of the VHHTA in 2024/25 by approximately $149,000 and updated Council on the draft End of Financial Year Results; and*

*f) Advise the Council that the End of Financial Year Results include:*

*a. Net (Deficit) for Year ($170,000)*

*b. Cash and cash equivalents $16,000*

*c. Total Liabilities $500,000 (Current Liabilities $180,000 and Non-current Liabilities $320,000). Noting the VHHTA has a maximum borrowing facility of $300,000; and*

*g) Request a financial Contribution from Council of $170,000 in recognition of the financial impact to the VHHTA of the algal bloom and the resulting deficit; and*

*h) As an alternative option, request Council wave the rent due to Council of $120,000 and wave the fees for Corporate support of $40,000; and*

*i) Note that the General Manager has pursued State Government support to offset the financial impact of the algal bloom to ensure the Authority's financial sustainability.*

***CARRIED***

The 2024/25 financial year has concluded with a deficit of approximately $170,000. This result is primarily caused by the sudden closure of Horse Tram operations during the toxic algal bloom, which reduced income by around $149,000 compared with the equivalent trading period in 2022/23 (the last uninterrupted year of operations).

Despite internal measures such as restructuring staffing, deferring non-essential capital costs, introducing a 20% ticket price increase, the Authority has been unable to fully offset this loss.

The End of Financial Year position is as follows:

- Net (Deficit) for Year: ($170,000)
- Cash and cash equivalents: $16,000
- Total Liabilities: $500,000 (comprising $180,000 current liabilities and $320,000 non-current liabilities)
- Maximum Borrowing Facility: $300,000

In light of this position, the VHHTA Board resolved to seek Council's support through one of the following options:

- A financial contribution of $170,000 to offset the impact of the algal bloom and associated deficit; or
- As an alternative, Council's agreement to waive the 2024/25 payments due for rent ($120,000) and corporate support ($40,000).

The Board also notes that the General Manager has actively pursued State Government support to offset these impacts.

The Draft 2024/25 Annual report, including audited financial statements, was presented to the Victor Harbor Horse Tram Audit Committee on Wednesday 24 September 2025 for review. Minor formatting amendments were made as a result of that review, with no significant impact on the finances or content of the annual report.

In accordance with Clause 12 of Schedule 2 of the *Local Government Act* 1999 (the Act) and the Authority Charter, the VHHTA is required to furnish an annual report to the Council by the due date of 30 September 2025, which has been achieved with this report going to the Chief Executive Officer on the 25 September 2025.

The endorsed Draft 2024/25 Annual Report and accompanying Financial Statements are now provided to Council in accordance with legislative requirements and the VHHTA Charter. Council's consideration is sought for approval of the Annual Report and Financial Statements, as well as determination on the Authority's request for financial support.

Kind Regards

Meg Whibley

## Attachment 2 - Email Correspondence Council Report Adjustment October 2025

**Toni Carter**

**From:** HDT Megan Whibley
**Sent:** Tuesday, 14 October 2025 3:05 PM
**To:** Karen Rokicinski
**Cc:** Toni Carter; Whitney Mainwaring
**Subject:** Report adjustment going to Council Oct 2025 from VHHTA

Hi Karen
After going over the invoiced figures for the Rent to council ($68,800) and the corporate support ($44,000) I have found the actual total is $112,800 not the rounded up figures of $160,000 that I put in the memo to the CEO. I believe it was an estimate of the depreciation value that made me have an inflated rent figure that hasn't eventuated. Sorry.

I hope this can be rectified in the report going to council.

Cheers

**Megan Whibley** | General Manager – Horse Tram

**Victor Harbor Horse Tram Authority**
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## 4.2. ADJOURNED - Addition to Fees and Charges - Sale of Kerbside Bin Latches

Committee: Ordinary Council Meeting

Meeting Date: 15 December 2025

Report Author: Jodi Roberts

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## RECOMMENDATION

### CURRENT MOTION BEFORE COUNCIL

Moved: Cr Nick McKenzie

Seconded: Cr Marilyn Henderson

That Council endorse the addition of Kerbside Bin Latches to the 2025/26 Fees and Charges Waste reduction equipment schedule to be sold at the fee of $10 inclusive of GST.

## ADJOURNED BUSINESS

At the Ordinary Council Meeting held on 24 November 2025, Council resolved:

*7:11pm*

***FORMAL MOTION***

***OC3432025***

*Moved: Cr Michael Quinton*

*Seconded: Cr Stewart Burns*

*That the matter be adjourned to the January Council meeting to allow Administration to prepare costings for the provision of a bin latch, free of charge, to all properties across the Council area.*

***CARRIED***

## COMMENTARY SUBSEQUENT TO ADJOURNMENT

Following the November Council Meeting Administration contacted Fleurieu Regional Waste Authority (FRWA) Chief Executive Officer to confirm the number of bins for all waste streams including Exceptional Circumstance bins in the City of Victor Harbor.

The 2024 data provided by FRWA indicated 31,993 bins as follows:

- 10,703 General Waste Bins

- 10,703 Recycling Bins
- 9,851 FOGO Bins
- 489 EC Bins
- 247 Additional Collection Bins

FRWA data shows that in the last five years 643 bin latches have been sold to Victor Harbor Council residents.

If Council were to supply 32,000 bin latches at the wholesale cost of $8 per latch, there would need to be an increase to the 2025/26 operating budget of $256,000.

If the proposal to provide bin latches free of charge was going to continue, the ongoing cost would need to consider the growth within Victor Harbor. According to the Greater Adelaide Regional Plan:

*Housing demand is difficult to predict and is based upon key assumptions being realised. By 2050, Victor Harbor could accommodate an additional 4,600 homes if historic annual dwelling demand of up to 185 dwellings per year continues at the same rate. The GARP however predicts that an additional 12,030 homes may be required, based on 401 dwellings per annum, which is more than twice the current rate of growth. In essence this means that Victor Harbor is expected to accommodate a higher rate of growth as other opportunities in southern Adelaide diminish.*

Over the next 25 years (excluding CPI increases), if 92% of households qualify for a green bin collection, 5% of households have an Exceptional Circumstance bin and 2% of households purchase additional collection services, with housing growth will be between 184 - 482 additional homes per year the annual costs could be as follows:

**Lower growth:** for 550 additional bins per year based on 184 additional dwellings, the total cost for all bins to be supplied a latch is $4,400 each year.

**Higher growth:** for 1,441 additional bins per year based on 482 additional dwellings, the total cost for all bins to be supplied a latch is: $11,526 each year.

If Council choose to provide only latches for recycling bins the initial cost would be $86,000 with ongoing costs of between $1,500 and $4,000 each year for additional dwellings.

These costs do not include the administration costs, if Council endorsed the provision of free latches, it is recommended that rate payers would need to collect the latches from the Civic Centre and that they would be assigned to assessment numbers and provided upon proof of Identification and confirmation of number of eligible bins and confirmation that the free latches had not previously been collected.

Grant funding opportunities have been investigated, however, providing free bins latches does not meet the requirements of any current grants available through Green Industries SA.

It is recommended that Council endorse the addition of bin latches to the 2025/26 Fees and Charges and that if eligible grant funding becomes available then consideration could be given to providing free latches to all properties across the Council area.

A briefing was held with Council Members on 8 December 2025 to discuss this matter.

The original report presented to the Ordinary Council meeting held on Monday, 24 November 2025 is provided below for Member's information.

## PURPOSE

That Council endorse the addition of Kerbside Bin Latches to the 2025/26 Fees and Charges Waste reduction equipment schedule to be sold at the fee of $10 inclusive of GST.

## BACKGROUND

Customer Service have received enquiries from customers requesting the rubber bin latches to secure their bin lid during windy weather. Customers are currently re-directed to Fleurieu Regional Waste Authority (FRWA) at Goolwa to purchase these items.

Bin closure latches are devices that secure a bin lid to prevent contents from spilling, deter animals and reduce odors. The rubber latch is designed to clip underneath the edge of the bin and automatically release when the bin is emptied by a collection truck. These latches are a simple strap that hooks around a handle and no tools are required for installation. Figure 1 below shows an image of a bin latch on a kerbside recycling bin.



## COMMENTARY

The latches can make a big difference to the amount of litter in our streets on windy days, that is often reported by residents for Council to attend to. It is not always practical for customers to drive to Goolwa for such a small item and it would provide a service to our community if Council were to stock and sell these popular items in Victor Harbor.

FRWA provide kerbside bin latches for sale from their Waste Transfer Station sites in Goolwa, Strathalbyn and Yankalilla. The Goolwa Waste and Recycling Depot Price List July 2025 lists bin springs for sale at $10 inclusive of GST. Similar products are available for purchase on the internet for between $11 and $14 including shipping.

FRWA have advised that they would be happy to supply the bin latches to Council at a wholesale price with no minimum order.

Council's endorsed Fees and Charges include other waste reduction equipment such as kitchen caddies, compost bins and caddy bags.

It is recommended that Council offer the community the option to purchase Kerbside Bin Latches at the Customer Service counter in the Civic Centre and that the 2025/26 Fees and Charges is updated to include the addition of the Kerbside Bin Latches at the same price as they are sold at the FRWA Goolwa Waste Transfer Station.

## RISK ASSESSMENT

The following risks have been assessed in line with Council's Risk Management Framework and Policy:

**Legal and Compliance** - It is proposed for the fees to be the same as the bin springs are currently sold by FRWA at the Goolwa Waste and Recycling Depot. As Council would be operating on a level playing field with competitors, there would be no unfair advantage due to public ownership ensuring competitive neutrality. This risk is assessed as ***low***.

## REFERENCES

**City of Victor Harbor Community Plan 2030**

Aspiration 4 - We protect and restore our environment

- Objective 4.2 Provide for sustainable waste management

Aspiration 6 - We are a financially sustainable and well-governed organisation

- Objective 6.5 Deliver a high quality customer service to make it easier for our customers to interact and do business with council

**Other references used:**

- City of Victor Harbor 2025/26 Fees and Charges
- Fleurieu Regional Waste Authority Goolwa Waste and Recycling Depot Price List July 2025

## BUDGET IMPLICATIONS

Excluding endorsed budgeted staff resources there are no budget implications in the sale of kerbside bin latches to the public as the proposed sale price will cover the cost of purchase and the administration.

No additional funds are required.

## CONSULTATION

Group Manager Governance and Finance - Kellie Knight-Stacey

Team Leader Customer Liaison - Suzy McKeand

Fleurieu Regional Waste Authority - Simon Grenfell (Executive Officer)

## ATTACHMENTS

Nil

# 5. MINUTES OF THE PREVIOUS MEETING

## 5.1. Minutes of the Previous Meeting - 24 November 2025

Committee: Ordinary Council Meeting

Meeting Date: 15 December 2025

Report Author: Chelsie Butler

## RECOMMENDATION

That the minutes of the Ordinary Council meeting held on Monday, 24 November 2025 be confirmed as true and accurate.

## INFORMATION

The purpose of this report is to confirm the minutes of the previous meeting in accordance with Regulation 8(1) of the *Local Government (Meeting) Procedures 2013*.

The minutes of the Ordinary Council meeting held on Monday, 24 November 2025 have been distributed to Council Members.

## RISK ASSESSMENT

The following risks have been assessed in line with Council's Risk Management Framework and Policy:

**Legal and Compliance** - Preparation and reporting for the endorsement of the minutes can be managed through routine activities and have a negligible impact This risk is assessed as ***low***.

## REFERENCES

**City of Victor Harbor Community Plan 2030**

Aspiration 6 - We are a financially sustainable and well-governed organisation

**Other references used:**

Local Government (Meeting Procedures) Regulations 2013

- Regulation 8 - Minutes

## BUDGET IMPLICATIONS

Excluding endorsed budgeted staff resources there are no budget implications from the preparing this report or endorsing the minutes of the previous meeting.

No additional funds are required.

## CONSULTATION

Council Members

Chief Executive Officer - Victoria MacKirdy

## 6. DEPUTATION

## 7. QUESTIONS FROM THE GALLERY

Mr Peter Charles

## 8. PETITIONS

Nil

# 9. OFFICE OF CHIEF EXECUTIVE OFFICER

## 9.1. Outstanding Resolutions - December 2025

Committee: Ordinary Council Meeting

Meeting Date: 15 December 2025

Report Author: Chelsie Butler

## RECOMMENDATION

That Council receive and note the Outstanding Resolutions - December 2025 report.

## PURPOSE

The purpose of this report is to provide Council with an up-to-date listing of the outstanding resolutions of Council as at the time of the agenda preparation.

## BACKGROUND

A register of resolutions for the term of Council is maintained and a report included in each Ordinary Council meeting.

The register is presented as an attachment to the report and shows items completed since the last Council meeting and outstanding resolutions that still require action.

## COMMENTARY

The Outstanding Resolutions Register provided at Attachment 1 details items still to be actioned and those completed since the Ordinary Council meeting held on Monday, 24 November 2025.

Summary action comments are provided for each item to advise Council of progress to date.

## RISK ASSESSMENT

The following risks have been assessed in line with Council's Risk Management Framework and Policy:

**Legal and Compliance** - Preparation and reporting for the endorsement of the Outstanding Resolutions Report can be managed through routine activities and have a negligible impact This risk is assessed as ***low.***

## REFERENCES

**City of Victor Harbor Community Plan 2030**

Aspiration 6 - We are a financially sustainable and well-governed organisation

## BUDGET IMPLICATIONS

Excluding endorsed budgeted staff resources there are no budget implications from the preparation or receipt of the Outstanding Resolutions report.

No additional funds are required.

## CONSULTATION

Chief Executive Officer - Victoria MacKirdy

Relevant Staff

## ATTACHMENTS

Attachment 1 - Outstanding Resolutions December 2025

# Attachment 1 - Outstanding Resolutions - December 2025

**COMPLETE**

| | Meeting Date | Description | Details | Comments |
|---|---|---|---|---|
| 1 | 22/01/2024 | OC192024 - Motion on Notice - Communication and Engagement with the Community - Cr Stewart Burns | That a workshop for elected members be held after the release of the Ministers Draft Community Engagement Charter to discuss ways of improving Councils communication and engagement approach with the community. | Report included within this agenda. |
| 2 | 23/06/2025 | OC1682025 - 2025 Community Satisfaction Survey | That Council receive and note the 2025 Community Satisfaction Analysis Report as provided under separate cover.<br><br>That an update report be presented back to Council at six-monthly intervals until the next Community Satisfaction Survey is undertaken addressing the actions undertaken in response to the results and recommendations.<br><br>That Council give consideration during the 2026/27 budget deliberations to undertaking a further Community Satisfaction Survey. | Report included within this agenda. Future reports will be presented as per the resolution. |
| 3 | 24/11/2025 | OC3242025 - Motion on Notice - Amendment to OC2642025 - Item 12.3 Public Litter Bin Audit - Mayor Moira Jenkins | Amend OC2642025<br>That Council amend OC2642025 to remove:<br>a. Jeffery Drive, Encounter Bay<br>b. Belmont Street, Encounter Bay<br>c. Haywood Court, McCracken<br>d. Mathew Flinders Drive, Encounter Bay (near Allen Street)<br>e. Mathew Flinders Drive, Encounter Bay (near Victor Avenue)<br>f. Bartel Boulevard, Encounter Bay<br><br>Motion OC2642025 as amended:<br>That Council having considered the Public Litter Bin Audit Report approve the reduction of public litter bins at the following locations:<br>a. Grosvenor Gardens<br>b. Victor Harbor Cemetery<br>c. Pearsons Road, McCracken<br>d. Wattle Drive, Victor Harbor<br>e. Connell Reserve, Victor Harbor | Work Requests issued to have the Public Litter Bins reinstated at the endorsed locations. |
| 4 | 24/11/2025 | OC3202025 - ADJOURNED - Updated Draft Recreational Boating Strategy - Public Consultation | That Council approve the updated Draft Recreational Boating Strategy 2025 for public consultation, in accordance with the Communication and Engagement Plan provided at Attachment 1, subject to the following amendments:<br>a. Page 17 of the Strategy, 2.2 Environmental - Land, Water and Legislation, Environmental Significance of the Coastline from Rosetta Head to Hindmarsh River Mouth be changed to "Coastal, dunal marine system; marine flora and fauna that includes the common Weedy Sea Dragon and Leafy Sea Dragons, dunes (native vegetation) etc; European and indigenous Heritage."<br><br>b. Page 47 of the Strategy, 4.2.5 Eastern Ramp; fifth and sixth paragraphs be replaced with "The area for the proposed development comprises a significant seagrass habitat which is both ecologically important and at risk from the development. The seagrass at this site comprises a species rich environment which is responsible for the maintenance of important coastal processes.<br>The ecological roles including being an area of high productivity and a nursery ground and habitat for numerous fish species. In addition, seagrasses are important in stabilizing sediments and slowing sediment transport and consequently beach erosion processes. The seagrasses in the immediate vicinity of the development will almost certainly be lost due to the development and the timeframe for recovery is likely to be extended (10+ years). Furthermore, it is probable that the seagrasses adjacent to the development site will be adversely affected. In general terms I would expect the loss of 1 Ha of seagrass beds directly associated with this development and a temporary reduction in the vitality of adjacent beds over an area of 5-10 Ha.<br>Observations from other sites (e.g. Whalers Wharf launching ramp) indicate that seagrasses are likely to re-establish overtime and they are relatively resilient to impacts from boat traffic. Providing channel depths are sufficient then propellor damage is unlikely to be a persistent problem. The algal and invertebrate flora associated with the patches of hard substrate are less susceptible in that, although they are likely to be lost during the construction, they are generally robust communities which will readily re-establish." | Public consultation to open on 4 December 2025 and close on 30 January 2026.<br>A report will be presented to Council at the Ordinary Council Meeting in March 2026. |

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| 5 | 45985 | OC3522025 - Motion Without Notice - Accommodation Diversity Code Amendment Engagement - Cr Brayden Mann | The City of Victor Harbor expresses their utmost disappointment and frustration with the South Australian State Government's lack of genuine engagement with our Community's concerns regarding the Accommodation Diversity Code Amendment and that Administration invites the Government to come down here and engage with our staff and community regarding our concerns and Administration submit a further response strongly advocate against 4-6 storey Retirement Villages being allowed throughout every corner of our town without any consideration of the strain they place on our local health, medical and socials services and infrastructure. | A submission reflecting the Council's resolution has been submitted. |
| 6 | 24/11/2025 | OC3352025 - Amendment to Fees and Charges - Bluff Boat Ramp Car Park | That Council, in acknowledgment of the State Government's commitment in its Algal Bloom Summer Plan:<br>a. amend the 2025/26 Fees and Charges schedule with respect to the Bluff Boat Ramp Car Park to 'no charge' for the casual launching fee and remove annual passes effective from 1 December 2025; and to pre-approve the same arrangements in the 2026/27 Fees and Charges Schedule until 30 November 2026; and<br><br>b.grant a 12-month extension to any existing annual pass holders at no charge. | Fees and Charges have been updated and correspondence has been issued to current permit holders advising a 12-month extension at no charge. |
| 7 | 24/11/2025 | OC3392025 - Olivers Parade - Landslip | That Council endorse the preparation of a budget bid for consideration as part of the draft 2026/27 budget development for the design and construction of a turnaround zone in the unmade road reserve adjacent to 11 Olivers Parade with improved stormwater management, and that administration commence consultation with property owners. | Administration will present budget bid for consideration by Council in-line with the 2026/27 draft Budget Flowchart timeframes. |
| 8 | 24/11/2025 | OC3412025 - Draft Asset Management Plans | That Council endorse the proposed changes to the Capital Works Program appendices of the City of Victor Harbor's Asset Management Plans as provided at Attachment 1, with the amendment of Glenvale Road sealing brought forward to design in 2026/27 and construction in 2027/28. | Administration updated #2 - Roads, Footpaths, Traffic Devices and Car Parks to bring forward Glenvale Road sealing for design in 2026/27 and construction in 2027/28. The updated Asset Management Plans are available on Council website. |
| 9 | 27/10/2025 | OC3112025- Victor Harbor Horse Tram Authority - 2024/25 Annual Report and Financial Statements | Adjourned Motion:<br>That Council approve an amendment to the Victor Harbor Horse Tram Authority Audit Committee Terms of Reference, enabling the CEO to appoint an appropriately skilled staff member to the Committee (non-voting position) to support the oversight of its financial position.<br><br>Formal Motion:<br>That the matter be adjourned to the December Ordinary Council Meeting, to allow Cr Stewart Burns to submit a Motion on Notice to the November Ordinary Council Meeting in relation to this matter. | Adjourned item report included within this agenda. |

## OUTSTANDING

| | Meeting Date | Description | Details | Comments |
|---|---|---|---|---|
| 10 | 11/12/2023 | OC4562023 - Advisory and Working Group Review | That Council as part of the upcoming introduction of the Sector-wide Community Engagement Charter and subsequent requirement to review its Community Engagement Policy and Framework consider implementing a modern less formal engagement approach to achieve better participation from a broader cross-section of the community. | This will be considered when the sector-wide Community Engagement Reforms are rolled out as a part of the Statutes Amendment (Local Government Review) Act 2021. The reforms will see the introduction of a State-wide Charter that all councils will be required align to. Once the Minister for Local Government has developed and released the Charter, work will commence reviewing Council's engagement approach to ensure alignment. This will include a Council Member workshop. |
| 11 | 26/08/2024 | OC2792024 - Unsolicited Proposal (USP10) - Biodiversity Victor Harbor | That Council, subject to the establishment of a community native nursery, continue the Unsolicited Proposals process with Biodiversity Victor Harbor for its participation in the operational use of the community nursery, as per the proposal received. | Staff priority is the identification of a site for the nursery/garden. Once Council has decided on a location staff can start looking at the design, stage 1 construction inclusions and an operational model that considers the co-location, site requirements and scope inclusions. Staff are also looking at how additional resources can be applied to this project within existing budget.<br><br>The Open Space and Property team presented at a Council Briefing on Monday, 10 February 2025.<br><br>A report is anticipated to be presented to a future Council Meeting for a decision on a potential location, once notification from possible land enquiries is received.<br><br>Construction allowance included in the Asset Management Plans and 2025/26 budget. |
| 12 | 28/01/2025 | OC12025 - Adjourned Item - Speed Zone Review - The Esplanade/Flinders Parade | 1. That Council support a speed zone reduction from 30km/h for The Esplanade/Flinders Parade, Victor Harbor between Albert Place and Coral Street, including Albert Place and Coral Street including Albert Place east of Crozier Road Intersection to the Esplanade.<br><br>2. That Administration request a formal speed zone review and provide feedback to the Department for Infrastructure and Transport to support the final authorisation and implementation of the speed limit change.<br><br>3. That Council endorse any changes to the speed zone signage as guided by the Department for Infrastructure and Transport. | Administration has commenced the process for requesting a speed zone review from the Department for Infrastructure and Transport.<br><br>We do not have a proposed end date for this item as DIT can take between 6 months and 3 years to provide feedback. DIT has confirmed that they are aware of the process. |
| 13 | 28/07/2025 | OC2092025 - Encounter Bay Netball Club Lease Variation | That the matter be adjourned until confirmation of the grant funding is known, and that a report be presented to the next Council Meeting following the announcement. | The Encounter Bay Netball Club has been notified and will proceed with the grant application. The adjourned Item will be brought to Council once the outcome of the application is known. |

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| 14 | 25/08/2025 | OC2352025 - Speed Limit Reviews - Colebatch Road and Agnes Gillespie Drive | 1. That Council, considering requests from the community and advice provided by the Department for Infrastructure and Transport (DIT), request the Department for Infrastructure and Transport to provide approval to Council for a 50km/h speed limit sign to replace the 'dust' sign on Colebatch Road, near the intersection with Day Road.<br><br>2. That Council, considering requests from the community and advice provided by the Department for Infrastructure and Transport (DIT), remove the 60 km/h signs 20 meters before and after the wombat crossing on Agnes Gillespie Drive, allowing the 40 km/h speed limit to apply to the wombat crossing to terminate at the T-intersection of Adelaide Road.<br><br>3. That Council, considering requests from the community and advice provided by the Department for Infrastructure and Transport (DIT), direct Administration to engage a Traffic Engineer to review the residential precinct adjoining Agnes Gillespie Drive and Kleinig Drive at Hayborough for its suitability as a 40 km/h residential zone with the view that the recommendations be presented to Council at a future meeting. | 1. Request made to DIT to replace 50km/h signage at the intersection of Day Road and Colebatch Road.<br><br>2. COMPLETE in September 2025.<br><br>3. COMPLETE a Traffic Engineer has undertaken the review and a report was presented to Council at the November Ordinary Council Meeting. |
| 15 | 22/09/2025 | OC2692025 - Motion on Notice - Housing Our Health and Aged Care Workers - Cr Brayden Mann | That Administration:<br>1. Engage with the developers of the new Retirement / Residential Villages in Victor Harbor that are currently being designed and/or constructed around their willingness to provide affordable housing within their developments for health and aged care workers; and<br>2. Investigate and report back on whether there are any planning mechanisms that Council could consider implementing to:<br>a. Prevent more Retirement / Residential Villages from being constructed in Victor Harbor within the next 25 years (excluding the 4 recently announced Retirement Villages); or<br>b. Require future Retirement / Residential Villages to provide affordable housing within their developments for health and aged care workers; or<br>c. Require future Retirement / Residential Villages to contribute to a Future Fund with the monies to be used to assist in attracting and retaining health and aged care workers. | Correspondence has been sent to developers inviting discussion.<br><br>Administration are currently investigating planning mechanisms that Council may be able consider. |
| 16 | 27/10/2025 | OC2812025 - Licence Renewal and Beachside Market Location | That Council:<br>note that discussions have occurred around the potential relocation of the Beachside Markets to Ocean St, in line with the Council resolution from 25 August 2025; and<br>endorse retaining the markets in their current location, being Soldiers Memorial Reserve; and<br>endorse the Victor Harbor Beachside Market licence renewal as provided at Attachment 1 for a further four (4) years, noting the licence includes a process and conditions for when vehicles may remain on Soldiers Memorial Reserve | The Lease has been provided to leasee for signing. |
| 17 | 27/10/2025 | OC3092025 - Victor Harbor Horse Tram Authority - 2024/25 Annual Report and Financial Statements | That in recognition of the financial impact of the algal bloom, Council work with the Victor Harbor Horse Tram Authority to increase the level of advocacy to the State Government for financial assistance including:<br><br>a. Preparing large, visible signage for the Horse Tram and Foreshore Stables that reads “At Risk of Closure due to Algal Bloom. Save us State Government!”<br>b. Social media marketing to alert the broader community and State of the financial impact that the Algal Bloom has had on the Horse Tram; and<br>c. Working with local and state media to help spread our message and call on the State and/or Federal Government to provide the required finances. | CEO and GM VHHTA have provided information to local and state media. CEO and Mayor have continued to advocate to state government. |
| 18 | 24/11/2025 | OC3312025 - Council-led Petition to State Government - Stamp Duty Exemption for First Homebuyers in Regional South Australia | That Council;<br>a. Endorses the petition to the South Australian State Government's House of Assembly that seeks a waiver of Stamp Duty for First home buyers in regional areas up to the first $750,000 of the purchase price as provided at Attachment 2;<br>b. authorises administration to implement the signature collection strategy as outlined within the report;<br>c. notes the signature collection period will run from December 2025 to the end of April 2026, with the aim of presenting the petition to the new Parliament in May 2026;<br>d. requests Administration monitor progress and provide updates to Council via the weekly update as required;<br>e. approves a $10,000 increase to the operating budget within Project #100084 (Engagement) to allow for the execution and promotion of the petition; and<br>f. acknowledges that a report will be presented at a future council meeting for council to seek endorsement of the petition, along with the collected signatures and to authorise the Mayor and Chief Executive Officer to affix the common seal of the City of Victor Harbor. | The process is now underway, with the petition launched and several engagement tools already activated. A media release has been published, the project website is live, and the Communications Team will continue to drive this work throughout early 2026. Council Members are encouraged to promote the petition where possible, including at public events and other community activities. |
| 19 | 24/11/2025 | OC3342025 - Building Fire Safety Committee | That Council dissolves the City of Victor Harbor Building Fire Safety Committee effective 31 December 2025, to enable the establishment of the Fleurieu Regional Building Fire Safety Committee.<br><br>That Council endorses pursuant to Section 157 (17) of the Planning, Development and Infrastructure Act 2016, the establishment of the Fleurieu Regional Building Fire Safety Committee for the term 1 January 2026 to 31 December 2029, and adopts the Terms of Reference as provided at Attachment 1. | Committee dissolution is planned to be effective 31 December 2025. |

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| 20 | 24/11/2025 | OC3372025 - One Way Traffic Proposal Almond Avenue - Consultation | 1. That Council receive and note the Almond Avenue, Victor Harbor - One Way Proposal - Community Feedback report.<br>2. That Council note that consultation has been undertaken on the partial closure of Almond Avenue, Victor Harbor as required under Section 32 of the Road Traffic Act 1961.<br>3. That Council endorse that pursuant to Section 32 of the Road Traffic Act 1961, all vehicles other than emergency service vehicles and service authority vehicles operating under the requirements of all the relevant Commonwealth Acts, shall be excluded from travelling in the eastbound direction along Almond Avenue, Victor Harbor.<br>4. That nearby residents and property owners are advised of (3) above. | Administration to begin formal road closure process for traffic travelling in the eastbound direction.<br>Closure to occur during 2025/26 financial year in line with budget for directional signage unless other savings are identified as part of the second or third quarter budget reviews in 2025/26. |
| 21 | 24/11/2025 | OC3432025 - Addition to Fees and Charges - Sale of Kerbside Bin Latches | Adjourned Motion<br>That Council endorse the addition of Kerbside Bin Latches to the 2025/26 Fees and Charges Waste reduction equipment schedule to be sold at the fee of $10 inclusive of GST.<br><br>Formal Motion<br>That the matter be adjourned to the January Council meeting to allow Administration to prepare costings for the provision of a bin latch, free of charge, to all properties across the Council area. | Briefing is scheduled for 12 January 2026 and the adjourned report has been prepared for the Janaury Ordinary Council Meeting. |
| 22 | 24/11/2025 | OC3512025 - Motion on Notice - Arts and Culture Precinct Short Medium Term Improvements | In light of the incredible success of the inaugural TEDx Victor Harbor event that combined the Cinema, Town Hall and surrounds, that administration:<br>a. Formally thank the TEDx Victor Harbor organisers for their fantastic work and investment in our town;<br>b. Investigate and provide a budget bid for consideration as part of the 2026/27 Budget, outlining short term improvements and enhancements that can be made to the Main Street Arts & Culture facilities to improve their use and attract more events;<br>c. Identify larger medium to longer term projects that will enhance the amenity and activation of the Arts & Culture Precinct whilst we wait to be in a position to fund the full redevelopment of the Precinct and for the identified projects to be considered for inclusion as part of a future review of our Long Term Financial Plan. | A letter of support and appreciatation has been provided to TEDx Victor Harbor organisers.<br><br>A package of short-term, non-structural improvements is currently being identified and costed for consideration as part of the 2026/27 Budget. These works focus on enhancing amenity, event capacity and the presentation of Council's Arts & Culture facilities.<br><br>Administration will also provide an update on the Arts & Culture Centre design work in early 2026, including staging options and medium to long-term project opportunities. |

## 9.2. Fleurieu Aquatic Centre Joint Venture - Quarterly Report

Committee: Ordinary Council Meeting

Meeting Date: 15 December 2025

Report Author: Victoria MacKirdy

## RECOMMENDATION

That Council receive and note the Fleurieu Aquatic Centre Joint Venture quarterly report.

## PURPOSE

The purpose of this report is to provide a quarterly update to Council regarding the Fleurieu Aquatic Centre Joint Venture.

## BACKGROUND

Effective 1 August 2024, the Fleurieu Regional Aquatic Centre Authority (FRACA) was dissolved by the Minister for Local Government. In its place, a Joint Venture Agreement (JVA) was formed between Alexandrina Council and the City of Victor Harbor to oversee the management of the Fleurieu Aquatic Centre.

## COMMENTARY

This report provides a brief update on current initiatives for the Fleurieu Aquatic Centre Joint Venture for Council's information, which will be provided quarterly.

***Asset Maintenance Works***

The final elements of this project were completed in late November 2025 following a series of rolling shutdowns to allow for works on each pool, including the replacement of expansion joints, epoxy coating of balance tanks and pool channels, and renewal of filter media. While the original estimate targeted early November 2025 for completion, the slight time overrun is minimal considering the complexity of the project, and it is regarded as a highly successful undertaking for the centre's first major maintenance initiative.

As the project progressed, a number of additional items requiring attention were identified. These were also resolved and were considered minor in nature. To minimise disruption, the pool shutdown period was optimised by combining this work with other scheduled maintenance activities, including respraying the Program Pool water features and installing a new railing in the Hydrotherapy pool to improve usability. YMCA staff also completed a comprehensive deep clean of the pool tiles, ensuring the facility was returned to optimal condition considering the age of the pool.

### *Fleurieu Aquatic Centre Promotions*

**New - Virtual Aqua Classes**

The YMCA have recently acquired a platform called Hydrohex after a successful grant fund application. As the first and only facility on offer in Australia, this innovative program allows virtual aqua fitness classes to be held as needed. Testing to date has received positive feedback, with the new offering added to complement current sessions and not replace classes with in-person instructors. Aqua classes are often at capacity and the ability to provide a further option at the centre will give centre patrons an increased choice of class times and delivery to choose from.

**Community Open Day**

To celebrate the reopening of the pools, a community day was held on Saturday 15 November 2025. The Fleurieu community was invited to explore the centre's facilities with free entry. Swimming lesson assessments were offered; inflatables were set up in the main pool and Hydrohex sessions were available. Attendance numbers were positive, resulting in the direct sign up of almost 30 new members.

**New - Floating Sound Bath Experience**

In September 2025, the Fleurieu's first Sound Bath experience event was held in the Hydrotherapy Pool. This event sold out within days and was held at capacity. Designed as a sensory journey for physical and mental wellness, further events will be held in the near future based on feedback and popularity of the event.

**Membership Promotions**

Due to the pool closures for maintenance, the Spring Sale that offered a 'no joining fee' to new members was slightly delayed and held in October 2025. This membership drive was also supported by a Black Friday Sale in late November 2025.

**SA's Infant and Preschool Aquatics Teacher of the Year 2025**

At the South Australian Aquatic Industry Awards held in November 2025, Natalie Bruce was awarded the Infant and Preschool Aquatics Teacher of the Year for 2025. Natalie, the Teacher in Charge at the Fleurieu Aquatic Centre, is a tremendous asset to the Learn to Swim program.

### *Management Agreement*

The Tender for the new Management Agreement opened 29 October 2025, seeking an innovative partner to activate the centre with a revitalised identity, stronger financial performance and vision to unlock the centre's potential. A mandatory briefing session for prospective Tender applicants was held 10 November 2025 and submissions close 10 December 2025. A cross-council tender assessment panel has been formed, and it is anticipated that the successful Tenderer will be identified by March 2026, with contract negotiations to be finalised no later than May 2026 for a 1 July 2026 commencement.

***Accessibility***

The Joint Venture Advisory Committee has endorsed the progression of accessibility upgrades in the front entrance plaza, with further planning and investigations to take place over the coming months by Alexandrina Council staff, in order to confirm viability of initially proposed concepts. The findings and outcomes will be presented at the next JVA.

***Energy Efficiency Feasibility Study***

An Energy Efficiency Feasibility Study has now been completed, with the final recommendations initially presented to Alexandrina Council Administration. From these recommendations, budget and logistical factors were considered and a summary was subsequently presented to the Joint Venture Advisory Committee at their meeting held on 23 October 2025. The report provided a holistic and multifaceted solution for consideration by the Committee, which received support for Alexandrina Council Administration to further explore implementation options, including actively pursuing grant funding opportunities to support the project.

## RISK ASSESSMENT

The following risks have been assessed in line with Council's Risk Management Framework and Policy:

**Information** - No risks have been assessed in relation to the report as it has been provided for information only and no formal decision of Council is required.

## REFERENCES

**City of Victor Harbor Community Plan 2030**

Aspiration 6 - We are a financially sustainable and well-governed organisation

- Objective 6.3 - Manage council's finances and resources sustainably

## BUDGET IMPLICATIONS

Excluding endorsed budgeted staff resources there are no budget implications in receiving the quarterly report.

No additional funds are required.

## CONSULTATION

Stacey Bateson - Alexandrina Council (General Manager Community)

Danielle Leckie - Fleurieu Aquatic Centre Joint Venture Officer

## ATTACHMENTS

Nil

## 9.3. Community Satisfaction Survey - Update Report

Committee: Ordinary Council Meeting

Meeting Date: 15 December 2025

Report Author: Michelle James

## RECOMMENDATION

That Council receive and note the six-monthly update on the Community Satisfaction Survey.

## PURPOSE

The purpose of this report is to provide Council with a six-monthly update on actions undertaken in response to the Community Satisfaction Surveys, and to outline progress made against identified priority areas.

## BACKGROUND

The City of Victor Harbor undertakes a Community Satisfaction Survey to understand community perceptions of Council performance, priorities, and service expectations. The 2025 Community Satisfaction Survey was the third survey undertaken, following previous surveys in 2022 and 2023. It provides an important benchmark for measuring changes in community sentiment over time.

Council resolved on 23 June 2025 to receive the 2025 Community Satisfaction Analysis Report and to receive six-monthly updates on actions undertaken in response to the survey findings. This report outlines progress made since that time.

The survey examines community views across four key areas:

- Importance and satisfaction with Council services
- Council communications and customer service
- Corporate performance
- Council focus areas (major project priorities and key issues of concern).

This update summarises achievements, work in progress, and planning future activity relevant to these themes.

## COMMENTARY

Across the three survey years, there is a clear pattern of recurring themes. This is evident in terms of what the community values and where it believes improvement is needed. While individual service ratings shift year to year, the underlying concerns and expectations remain

remarkably consistent across residents, businesses and non-resident ratepayers. The following provides commentary on these areas.

***Focus Area Updates***

The Community Satisfaction Surveys consistently highlighted the following services as key focus areas, indicating the need for ongoing attention and targeted improvement:

- Roads and Footpaths
- Traffic Management and Car Parking
- Local Business Support.

The following outlines an update on these key focus areas.

**Roads and Footpaths** - Council continues to progress a significant program of road and footpath renewal, upgrade and planning works across the district. The footpath upgrade along Bartel Boulevard, Encounter Bay (Bay Road to Ketch Place) has now been completed, with the second stage of works on this corridor also commenced. Work is also underway on the Lamont Road footpath in McCracken, between Cudmore Road and Wattle Drive, with completion expected in early 2026. A $200,000 grant has been secured to deliver a new shared pathway connecting Investigator College to Armstrong Road, with detailed design currently underway and construction scheduled for completion by 30 June 2026. Detailed design work is also progressing for the realignment of the Encounter Bikeway between the Victor Harbor Yacht Club and the Alexandrina Council boundary. Several key pedestrian infrastructure improvements are advancing, including the upgrade of the Wattle Drive and Canton Place pedestrian bridges to improve access across the Hindmarsh and Inman Rivers, and renewal works within the Encounter Bay wetlands to address trip hazards and improve safety for trail users. Planning is well underway for the upgrade of Whalers Road, with construction expected to commence in autumn next year and continue into the 2026/27 financial year. In response to feedback from the rural community, the annual allowance for unsealed road re-sheeting has been doubled, enabling additional renewal of road surfaces (program to commence in December 2025). Works have commenced on Mount Alma Road and will continue in late autumn following adequate rainfall. The annual re-seal program for sealed roads has been tendered and will commence in February, supported by $250,000 in grant funding from the Special Local Roads Program for works on Waitpinga Road (from Battey Road south towards Waitpinga). Other re-seal candidates for this year's program include the Ocean Street paving replacement, roundabout resurfacing at the intersection of the Esplanade and King Street, and roundabout resurfacing at Tabernacle Road and Matthew Flinders Drive. Collectively, these projects represent a substantial investment in improving pedestrian safety, strengthening transport connectivity and ensuring the long-term sustainability of Council's road network.

**Traffic Management and Car Parking** - Council has undertaken a range of traffic management and car parking initiatives aimed at improving safety, accessibility and traffic flow across the city. Safety upgrades at the Acraman and Carlyle Street intersection are complete, contributing to improved visibility and safer vehicle and pedestrian movements. The car park at the Encounter Bay Football Club has also been sealed, with works practically completed in November, enhancing access and usability for club members and visitors. To

further support safe traffic movement, a one-way traffic proposal for Almond Avenue has been approved to address safety concerns and improve traffic flow in the area, implementation has been deferred until 2026/27. Pedestrian safety improvements continue to be a key focus, with construction of a new pedestrian crossing on The Esplanade scheduled to commence following the summer holiday period. In addition, renewal works for the signalised school crossing on The Parkway and the pedestrian-activated crossing on Bay Road are progressing, with a contractor engaged and works anticipated to be undertaken during the summer school holidays to minimise disruption. A key action from the Council's Urban Growth Management Strategy will be to undertake a holistic review of traffic management across the council area with consideration to future growth areas. While the exact timing for this review has yet to be confirmed, it is expected that a budget proposal will be submitted for consideration during the 2026/27 budget planning process. These combined initiatives reflect Council's commitment to delivering a safer, more efficient and accessible transport network for residents and visitors.

**Local Business Support** - Council continues to play an active role in supporting the local business community through a combination of funding, collaboration and direct communication initiatives. Annual grant funding is provided to Business Victor Harbor (BVH), enabling the organisation to take a leading role in business support, advocacy and local economic development activities. Council also contributes annual funding to Regional Development Australia, supporting the delivery of regional economic programs and projects that benefit local businesses. Council participates in the Fleurieu Business Support Network, maintaining strong connections with State Government agencies and regional partners to ensure coordinated support for businesses across the Fleurieu Peninsula. Targeted communication to local traders is delivered through the City Activation Newsletter, which shares operational updates, opportunities and relevant business information. Through the Community Satisfaction Survey, we know the preferred way for the business community to receive news is via direct email. Work is currently underway to increase subscriber numbers and a future review of this publication will aim to improve open and click-through rates. During the reporting period, Council implemented a Farm Business Support Grant to assist local primary producers in managing the impacts of drought. Council also supported the dissemination of information related to the recent algal bloom and advocated for affected businesses to ensure awareness of available State Government assistance and support pathways. Through these combined initiatives, Council continues to strengthen its role in supporting business resilience, promoting economic vibrancy and ensuring local operators have access to timely information and practical assistance.

***Communications and Customer Service***

Recall of Council information was strong across all three Community Satisfaction Surveys, indicating a consistently high level of community awareness of Council activities. The community continues to access information through a range of channels, including quarterly newsletters issued with rates notices, local newspapers, and digital communication such as the Victor Viewpoint e-newsletter.

While local newspapers remain a key information source, the 2025 survey recorded a significant 20% decline in recall, which will require ongoing monitoring to determine whether this represents a broader trend in media consumption. Conversely, Victor Viewpoint continues to perform well above industry benchmarks for open and click-through rates,

demonstrating strong engagement with Council's digital communication channels. There are opportunities to further enhance other e-newsletters to grow subscription numbers and increase open and click-through rates.

Social media continues to be the top communication channel for 18-49 year olds. Our social media pages have been building steadily since they were first introduced in 2017. Currently Council has over 11,000 followers on its official ('City of Victor Harbor') Facebook, Instagram and LinkedIn pages. On average Council publishes nine posts weekly across these platforms. This has generated a total of 868,000 views of Council social media content over the past six months. Posts relating to major infrastructure projects, special staff achievements, major events and the environment/wildlife tend to receive the greatest reach and highest engagement. In 2025, the post with the highest number of interactions (391 likes, comments and shares) was about Council's Senior Team Leader Open Space Scott winning an award. The post with the highest reach (53,217 views) was an update on the Yilki Coastal Sea Defence Wall. Total post views have increased by approximately 17% compared to the previous reporting period, which reflects the continued growth of Council's social media channels. It is worth noting that there is additional engagement on other pages run by Council, such as the Visit Victor Harbor Facebook page which has 12,000 followers.

The City of Victor Harbor website is the council's primary information source and service portal for the community. In the last six months, the website recorded 180,000 page views from 62,700 unique users, reflecting a 3% (negligible) decrease on the previous period. Pages that attracted the most visits included Rates Payment, Bluff Boat Ramp Camera, Employment, Cemetery Search. As the Council progresses through the optimisation phase of the corporate system project, there will be opportunities to enhance the use of online forms and digital services (mainly payments). Payment landing pages were updated following the Release 2 go-live with new platform for managing online payments. A dedicated communications campaign will occur around the next quarter rates notice mailout to ensure the community is aware of changes and how to navigate the process.

Over the three Community Satisfaction Surveys, a downward trend in customer service satisfaction has been evident. Much of this decline can be attributed to the extensive corporate systems transformation project, which placed pressure on internal resources and required substantial operational transitions. With the new systems now implemented and moving into the optimisation phase, processes are expected to stabilise and the impact on customers will reduce.

The upgraded corporate systems offer significant opportunities to enhance the customer experience and enable Council to monitor satisfaction more regularly, beyond the formal survey cycle. Anecdotal feedback indicates that customers appreciate the new automated messaging function for request status updates, although further refinements are needed to make the experience even smoother. Building on this, a key initiative during the optimisation phase will be the introduction of an automated customer feedback mechanism. Under this approach, customers lodging a request will receive updates as it progresses through to resolution, followed by an option to rate their experience and provide feedback. This functionality will support more robust reporting and continuous tracking of customer experience and satisfaction.

***Corporate Performance and Financial Transparency***

Corporate performance results across the Community Satisfaction Surveys indicate that community confidence in Council's governance, financial management and decision-making remains an area requiring continued focus.

Across all three survey years, respondents have consistently expressed lower levels of satisfaction with:

- Council operating in a financially responsible manner
- The fairness and reasonableness of rates
- Confidence that Council decisions are made in the best interests of the community
- Levels of transparency and communication relating to major decisions.

Given these results, it is important that Council continues to provide the community with clear, accessible and consistent information about its current financial practices, rate-setting processes and overall financial position within its Long-Term Financial Plan, Annual Business Plan and Annual Report.

A comprehensive review of Council's rating system is scheduled for 2025/26, with a consultant brief currently being finalised to commence the procurement process to engage a firm to deliver this work with Council in early 2026. This review will provide an important opportunity to clearly explain the rate setting framework to the community, outline legislative requirements and equity principles to guide Council's decisions. It is also an opportunity to invite community feedback on rating methodologies available within the local government sector. As a part of this process, it will be critical to reinforce the distinction between rate setting, budget allocation and service delivery levels - which are three separate but interconnected components of Council's financial management framework.

Over the past several years the Council has demonstrated its strategic approach to planning and decision making. Significant investigations and research projects have been undertaken to inform projects and strategic directions. This is evidenced through the significant work undertaken in the lead up to the adoption of the Victor Harbor Urban Growth Management Strategy which will also feed into several other key projects, along with a commitment to evidenced based decision making - investing in projects like the community satisfaction survey, liveability census and service level reviews, amongst others. The program of service level reviews will be crucial to future decision making around resourcing and also complement findings of the community satisfaction surveys.

***Planning for Growth***

In all surveys, the community's major concern has been around Victor Harbor's growth and ensuring that we have the appropriate infrastructure and facilities to support this growth. Through the Urban Growth Management Strategy (UGMS), Council has demonstrated a clear and evidence-based approach to managing this growth responsibly, ensuring future development is supported by the infrastructure, services, and planning frameworks the community expects. The UGMS outlines how Council will respond to increasing demand by undertaking detailed structure planning, conducting targeted infrastructure investigations, and progressing broader strategic initiatives such as the Future Ready Strategy. Together,

these actions provide a coordinated, long-term approach to managing growth in a way that balances growth with liveability, safeguards community wellbeing, and ensures Victor Harbor remains resilient and well-prepared for the future.

***Next Steps***

Over the next six months the Council will continue to implement actions that address findings of these surveys with a focus on enhancement of corporate systems with a customer-centric lens, completing service level reviews (Open Space and Environment, and Finance functions), and ensuring budget preparations draw on the findings from these surveys along with other decision-making considerations (resourcing, strategic direction, legislative requirements and risk).

In addition, Council will prioritise ongoing communication with stakeholders to ensure that feedback is continuously gathered and integrated into future planning. Well-planned engagement activities will help maintain transparency and foster a collaborative approach to shaping Victor Harbor's future. These efforts are designed to build trust, encourage participation, and ensure that Council's decisions reflect the community's needs and aspirations.

A further update on addressing the findings of the Community Satisfaction Surveys will be presented to Council in June 2026.

Further to this, a budget bid to undertake a further Community Satisfaction Survey in early 2027 will be prepared for consideration by Council during the 2026/27 budgeting process.

## RISK ASSESSMENT

The following risks have been assessed in line with Council's Risk Management Framework and Policy:

**Reputation -** Providing six-monthly updates relating to the Community Satisfaction Survey demonstrates transparency and Council's ongoing commitment to addressing community feedback. This risk is assessed as ***low*.**

**Service Delivery -** Failure to respond to key survey findings may lead to reduced community satisfaction. This risk is assessed as ***medium*.**

**Financial -** Actions arising from the Community Satisfaction Survey are currently being addressed through existing budget allocations with additional projects to be presented through the annual budgeting process for consideration in the context of the Council's entire operations. This enables for a strategic and risk-based approach to investment. This risk is assessed ***low.***

## REFERENCES

**City of Victor Harbor Community Plan 2030**

Aspiration 6 - We are a financially sustainable and well-governed organisation

- Objective 6.2 - Ensure our community is well informed and has opportunities to inform decision making
- Objective 6.5 - Deliver high-quality customer service to make it easier for our customers to interact and do business with Council

**Other references used:**

- 2025 Community Satisfaction Survey Analysis Report
- 2023 Community Satisfaction Survey Analysis Report
- 2022 Community Satisfaction Survey Analysis Report

## BUDGET IMPLICATIONS

Excluding endorsed budgeted staff resources there are no budget implications in receiving and noting the six-monthly update on the Community Satisfaction Survey.

No additional funds are required.

## CONSULTATION

Chief Executive Officer - Victoria MacKirdy

Director Environment and Infrastructure - Jodi Roberts

Manager Operations - Michael Ross

Manager Open Space and Environment - Mark Short

Manager City Activation - Mark Przibilla

Manager Library, Records and Customer Service - Vicki Hutchinson

Communications Officer - Emma Warren / Chelsie Butler

## ATTACHMENTS

Nil

## 9.4. Reviewed - Mobile Food Vendors Permit Policy and Guidelines

Committee: Ordinary Council Meeting

Meeting Date: 15 December 2025

Report Author: Kyla Walker

## RECOMMENDATION

That Council

a. resolves to revoke the Mobile Food Permit Policy as provided at Attachment 1; and

b. adopts the reviewed Mobile Food Vendors Permit Guidelines and Locations as provided at Attachment 2; and

c. resolves that the Chief Executive Officer (or delegate) be authorised to make administrative amendments and implement the guidelines; and

d. receive and note the reviewed Mobile Food Vendors Application form and permit as provided at Attachment 3 and 4.

## PURPOSE

The purpose of this report is for Council to consider and adopt the revised Mobile Food Vending Guidelines and receive and note the reviewed application form and permit.

## BACKGROUND

The City of Victor Harbor reviews policies regularly to ensure compliance with statutory requirements and uphold good governance under section 132A of the *Local Government Act 1999.* Policies and procedures provides consistency, fairness and community confidence that council will undertake operations in a consistent, fair and equitable way.

Council adopted the Mobile Food Vendors Permit Policy and Guidelines in January 2018. These were last reviewed in November 2021.

Administration has identified duplication between the policy and guidelines. As section 222 of the *Local Government Act 1999* already establishes the requirements for permits, the policy is unnecessary. Administration will be recommending to Council to revoke the policy, while retaining clear, practical guidelines for permit processes and conditions. A copy of the existing endorsed Mobile Food Vendors Policy is provided at Attachment 1.

## COMMENTARY

The revised guidelines streamline the format, removed duplication, align with Council's style guide, and enhance clarity while maintaining legislative compliance. The structure of the guidelines remains consistent, with minor rewording. Key changes include:

- Clause 3 - Definitions
    - Category One Business: A food service or caterer business who processes unpackaged potentially hazardous food into food that is both potentially hazardous and ready-to eat. Examples of category one business can include - cafes, fast-food outlets, that sell salads, sandwiches, curries, pizza, sushi, pastas and soups.
    - Category Two Business: A food retailer who handles and sells (but does not make) unpackaged, potentially hazardous, ready to eat food. Examples of a category two business can include (but not limited to - seafood retailers, delis, market stalls
- Removed Clauses
    - Clause 5.1.11: requirement for retail tobacco and e-cigarettes merchants' licence. From 1 July 2024, vapes are only to be sold through pharmacies under commonwealth laws. Licensees cannot sell e-cigarettes or apply for new licences.
    - Statement that 'Permits are not transferable to a new proprietor' (already covered under Clause 5.3)
    - Clause 7 - Legislative and compliance: Removed as it duplicates Clause 5.4
- Removed Feedback Form
    - The feedback form was introduced during trial of the sites in 2018/2019. After six years of implementation, it is no longer required.

***Locations***

Nine locations were identified and assessed in relation to:

- Vehicle and pedestrian traffic, footpaths, driveways, access points to buildings and parking areas for people with disabilities; and
- The requirement relating to, and availability of, parking spaces; and
- Nearby residents and businesses - 'reasonable distance'
- The operating hours of any fixed food businesses near a location.

The locations are as follows:

- The Bluff

- Ken Reserve
- Barker Reserve
- Corner Inman Street and Esplanade
- Bridge Terrace
- Bridge Point
- Hayward Court Car Park
- Investigator Carpark
- Hindmarsh Falls

The revised Mobile Food Vendor Guidelines are not proposing any changes to the above locations.

***Application Form and Permit***

Applying for a mobile food vendor can be either made online through Council's bookable system or alternatively the applicant can lodge a hard copy form.

The application form and permit have been reviewed for consistency and integrated with Council's new corporate system. These administrative documents do not require formal adoption but are provided for information. A copy of the application form and permit is provided at Attachments 3 and 4.

## RISK ASSESSMENT

The following risks have been assessed in line with Council's Risk Management Framework and Policy:

**Legal and Compliance** - The Mobile Food Vendors Guidelines and Locations have been reviewed against legislative provisions and other best practices to ensure the guidelines are effective and meeting any statutory obligations. This risk is assessed as **low.**

## REFERENCES

**City of Victor Harbor Community Plan 2030**

Aspiration 6 - We are a financially sustainable and well-governed organisation

**Other references used:**

Local Government Act 1999

- Section 222 - Permits for business purposes

## BUDGET IMPLICATIONS

Excluding endorsed budgeted staff resources there are no budget implications in Council adopting the revised mobile Food Vendors Guidelines and Locations, application form and permit.

No additional funds are required.

## CONSULTATION

Director Environment and Infrastructure - Jodi Roberts

Strategy and Engagement Business Partner - Michelle James

Team Leader Property and Assets - Chris Bowey

Property Officer - Michelle Griffiths

## ATTACHMENTS

Attachment 1 - Mobile Food Vendors Policy 2021

Attachment 2 - Revised Mobile Food Vendors Guidelines and Locations

Attachment 3 - Mobile Food Vendors Application Form

Attachment 4 - Mobile Food Vendors Permit

## Attachment 1 – Mobile Food Vendors Permit Policy

# POLICY

| | |
|---|---|
| **Policy Name** | Mobile Food Vendors Permit Policy |
| **Policy Category** | Governance |
| **Department / Officer** | Environment and Infrastructure Services/Team Leader Property |
| **Date Adopted** | 29 January 2018 |
| **Date/s Reviewed** | 29 April 2019, 22 November 2021 |
| **Review Frequency** | Every Three Years |
| **Strategic Plan Reference** | Aspiration 6 – We are a financially sustainable and well-governed organisation |
| **Attachments** | Nil |

### 1. Purpose

The purpose of this Policy is to provide a framework for the locations in which a mobile food vendor may trade.

### 2. Scope

This Policy applies to mobile food vendors seeking a permit to operate within the City of Victor Harbor council area.

This Policy does not include applications for mobile food vendors that wish to trade at festivals and events.,

### 3. Policy Statement (Summary)

The City of Victor Harbor supports the appropriate use of public roads and reserves for mobile food vendors to operate at approved locations whilst considering public safety, the local economy, fixed food business operators and residential amenity.

Mobile Food Vendor Permit applications will be considered on an individual basis and assessed against the Mobile Food Vending Permit Guidelines.

### 4. Legislation and Compliance

A Mobile Food Vending business requires a permit under Section 222 of the *Local Government Act 1999* to operate a business on a public road in the City of Victor Harbor Council area.

Council has approved the location rules set out in the Mobile Food Vendors Guidelines to assist in determining the approved locations.

Mobile Food Vending Businesses must comply with any relevant requirements under (but not limited to) the:

- Food Act 2001;
- South Australian Public Health Act 2011;
- Environment Protection Act 1993;
- Local Nuisance and Litter Control Act 2016;
- Motor Vehicle Act 1959;
- Road Traffic Act 1961; and
- Any other legislation relating to health, safety or the environment

## 5. Definitions

***Fixed Food Business*** is '*a business the primary purpose of which is the retail sale of food or beverages that is carried on at fixed premises.* Fixed food businesses include cafes, restaurants, delicatessens, takeaway food businesses, bakeries, greengrocers, health food shops, butchers, supermarkets and, in some cases, service stations.

***Mobile Food Vendor*** means the operator of a business involving the sale of food or beverages from a vehicle. (within the meaning of the *Road Traffic Act 1961*), excluding a mobile ice cream vending business primarily engaged in the sale of ice cream.

***Mobile Ice Cream Vendor*** means an operator that is primarily engaged in the sales of ice cream. These vans only stop to trade as hailed by customers and predominately services residential homes.

***Authorised Officer/Person*** means a person who is has been authorised (by the Chief Executive Officer) to carry out statutory functions and powers.

## 6. Policy Content

In order for Council to achieve its objective for the safe operation of mobile food vehicles, specific sites have been identified. Mobile food vendors are only permitted to trade at pre-approved sites, as outlined in the Mobile Food Vending Guidelines as they have been risk assessed and considers the effect on fixed food businesses and residents living in the vicinity.

Location rules ensures each site does not cause an obstruction to vehicle and pedestrian traffic, footpaths, driveways, access points to buildings and parking areas for people with disabilities.

**6.1 A mobile food vendor:**

- may only trade at a site that has been approved by Council
- Occupation is on a first in basis
- A Mobile Food Vendor may elect to pay a monthly or annual permit fee.

- Exclusive use of an area is not permitted and areas are not to be reserved.
- The operator must not leave a mobile food vehicle unattended on site i.e leave a vehicle overnight as to secure a location.

A mobile ice cream vendor may apply for a permit to:

- Travel along residential streets and hailed by customers (location rules do **not** apply);
- Trade at any of the any of the eight approved locations (location rules apply)

### 6.2 Enforcement

A Permit Holder must make available for inspection, a current Permit at any time when requested by an Authorised Officer/Person and comply with any direction provided by such an officer.

Any breach of conditions of the Permit may result in further action by the Council, including the issue of an infringement notice and / or cancellation of the Permit.

A Council may, under section 225 of the *Local Government Act 1999* and the City of Victor Harbor By- Law 1, by notice in writing to the Permit Holder, cancel a Permit if a breach a condition has occurred.

### .6.4 Amendment of the location rules

The location rules may be amended from time to time by the Council.

## 7. Risk Management

Through the provision of the 'Location Rules' Council endeavors to provide safe areas for mobile food vendors to trade that also considers the impact on nearby fixed food business operators.

## 8. Implementation/Delegations

Before using an approved location, mobile food vendors must receive Council approval in the form of a written permit.

The Chief Executive Officer is delegated the authority to implement this Policy and the Director Environment and Infrastructure, Manager Infrastructure, Team Leader Property and Asset and Property Officer are responsible for issuing mobile food vendor permits and the day to day management of mobile food vendor.

## 9. Related Documents

Community Plan – 2030
Mobile Food Vendor Permit Application Form
Mobile Food Vendor Permit Guidelines
By-Law No 1 – Permits and Penalties 2016
By-Law No 4 – Local Government Land By-Law 2016
Enforcement Policy

## 10. Availability of Policy

This policy is available on Council's website at www.victor.sa.gov.au. It may also be inspected or purchased at the Principal Office of the Council at 1 Bay Road, Victor Harbor.

**Attachment 2 – Revised Mobile Food Vending Permit Guidelines and Locations**

city of Victor Harbor

# Mobile Food Vendors

Permit Guidelines and Locations



# Mobile Food Vendors

**The City of Victor Harbor welcomes Mobile Food Vendors to operate at specified locations within the Council area to enhance and complement existing food businesses, ~~by~~ and cultivating a vibrant community culture through the activation of streets and public places.**

**What is a mobile food vendor?**

*A mobile food vendor is the operator of a business involving the sale of food or beverages from a vehicle, ~~,~~within the* meaning of the *Road Traffic Act 1961~~)~~.*

**I am a mobile food vendor. Do I have to apply ~~to~~ for a P~~p~~ermit~~permission~~ to trade in Victor Harbor?**

Yes. Mobile food vendors are required to seek Council's permission by submitting a P~~p~~ermit application, together ~~online~~ with supporting documentation~~s~~ and the payment of the prescribed fee ~~an application form.~~

This application form is available at www.victor.sa.gov.au/council-activities/permits-and-licences/mobilefood~~or from the Civic Centre, 1 Bay Road Victor Harbor.~~

**Types of Permits**

***Mobile food vendors:*** may set up and trade at any of the approved locations ~~as~~ identified on Council's website. These P~~p~~ermits are subject to adherence to 'L~~l~~ocation R~~r~~ules' and individual site specific conditions as ~~referenced~~ outlined in these Guidelines.

***Mobile ice cream vendors:*** only stop to trade as hailed by customers and primarily service residential homes. These permits are not subject to the 'L~~l~~ocation R~~r~~ules' or restricted to the approved locations as ~~referenced~~ outlined in these Guidelines, unless they seek to trade in those locations.

**Festivals, Events and Private Functions**

These G~~g~~uidelines do not include applications for mobile food vendors that wish to trade at Festivals and Events.

Please refer to Council's Festival~~-~~s and Events documents ~~which are~~ available on C~~c~~ouncil's website.

A Permit is not required if the mobile food vendor is catering (by invitation) for an event on public land where a Permit or Licence has already been issued to the Event Holder.

**Where are the approved locations for Mobile Food Vendors?**

The current locations approved for the mobile food vendor Permits include:

- The Bluff
- Kent Reserve
- Barker Reserve
- Corner of Inman Street and Esplanade
- Youth Park (Bridge Terrace)
- Bridge Point
- Hayward Court Lookout
- Investigator Car Park

*Detailed maps and descriptions of the locations are provided from page 10.*

**Locations may be added, altered or removed from time to time. Please check Council's website for current details.**

# Mobile Food Vendor Permit Guidelines

*~~Pursuant to:~~ Section 222 Local Government Act 1999*
*Council By- Law No. 3 - Roads~~4~~*

## 1. Scope

These Guidelines have been prepared to provide guidance to mobile food vending businesses that wish to operate within the City of Victor Harbor Council area at locations that have been approved by Council and that are not subject to other Council policies or ~~local government regulations~~legislation.

These Guidelines ~~should~~ must be read in conjunction with the ~~Mobile Food Vendor Permit Policy and~~ associated location maps.

## 2. Methodology

Each location where mobile food vendors are permitted to trade, supports Council's objective to enhance and complement existing fixed food businesses by cultivating a vibrant community culture and make sure each site does not cause an obstruction to vehicle and pedestrian traffic.

Council's Guidelines are structured to enable a merit-based assessment of applications that support~~s~~ the appropriate use of public roads and reserves.

## 3. Definitions

***Category One Business*** means a food service or catering~~er~~ business who process~~es~~ unpackaged potentially hazardous food into food that is both potentially hazardous and ready-to eat.

***Category Two Business*** means a food retailer who handles and sells (but does not make) unpackaged, potentially hazardous, ready to eat food.

***Food*** *means the sale of food and beverage directly to the public is for immediate consumption for example coffee, snacks, burgers, pizza and street food.*

***Mobile food vendor*** ~~: is~~means the operator of a business involving the sale of food or beverages from a vehicle~~.~~ ~~(~~within the meaning of the *Road Traffic Act 1961*~~)~~.

***Mobile food truck*** ~~: is~~means an all-in-one vehicle (e.g transit van) that m~~M~~ay contain a cooking / food preparation area and m~~M~~ay serve from inside or the rear ~~from back~~ of the vehicle.

***Mobile food trailer*** *means* ~~: is~~ a vehicle that is required to be attached to a vehicle and towed. May contain a cooking / food preparation area.

***Mobile food cart*** means ~~: is the smallest option,~~ a cart either attached to a vehicle or a push bike. It does not contain a ~~No~~ food cooking / preparation area.

***Mobile ice cream vendor*** means~~: refers to~~ a mobile food vendor that is primarily engaged in the sale of ice cream. These vans only stop as hailed by customers and primarily service residential homes.

***Vehicle***~~:~~ within the meaning of the *Road Traffic Act 1961*~~, includes:~~

~~a motor vehicle, trailer and a tram; and~~

~~a bicycle; and~~

~~an animal; drawn vehicle, and an animal that is being ridden or drawing a vehicle; and~~

~~a combination; and~~

~~a motorised wheelchair that can travel at over 10 kilometres per hour (on ground level).~~

~~but does not include another kind of wheel chair, a train or a wheeled recreational device or wheeled toy.~~

## 4. Strategies for effective implementation

Council supports the appropriate use of public roads and reserves for mobile food vendors to operate at approved locations and for mobile ice cream vendors to traverse the streets, whilst considering public safety, the local economy, fixed food business operators and residential amenity.

A mobile food vendor vehicle must be self-sufficient as ~~i.e.~~ there is no provision for power or water at any of the approved sites.

**4.1** **A mobile food vendor** must hold a valid P~~p~~ermit to operate within the Victor Harbor Council area, ~~(~~ pursuant to Section 200, 202, 221 and 222 of the *Local Government Act 1999* ~~(~~the Act~~)~~ and Council By-Law No.3 - Roads~~4~~).

**4.2** **Mobile ice cream vendors** will be assessed on an individual basis and are **not** subject to the 'L~~l~~ocations R~~r~~ules' as described in these Guidelines, unless ~~(unless~~they are applying to trade at the eight (8) approved sites, in which case, the~~n~~ L~~l~~ocation R~~r~~ules will apply~~)~~.

Only one (1) Permit within the Council area will be approved at any one time.

**Mobile Food Vendors**

**~~4.2~~4.3** For mobile food vendors to set up and operate a food vending business on a public road, a condition of the P~~p~~ermit is for the P~~p~~ermit H~~h~~older to comply with the 'L~~l~~ocation R~~r~~ules' ~~-~~as outlined in these Guidelines.

**~~4.3~~4.4** ~~-~~The Location Rules consider~~s~~ the effect of the mobile food vending business operation on:

**~~4.3.1~~4.4.1** Vehicle and pedestrian traffic, footpaths, driveways, access points to buildings and parking areas for people with disabilities; and

**~~4.3.2~~4.4.2** The availability of parking spaces; and

**~~4.3.3~~4.4.3** Residents and businesses in the vicinity.

**~~4.4~~4.5** The approved locations, as published on Council's website, have taken in~~-~~to account the location, ~~-~~opening hours and the distance of the nearby fixed food businesses.

**~~4.5~~4.6** Mobile food vendor vehicles may be restricted at certain locations depending on their size or type of vehicle and / or the size of the parking area in an approved location ~~(~~–i.e. if the operator serves from inside or outside of the vehicle, or if the vehicle is a food truck or food trailer).

**4.7** A mobile food vendor may display one 'A' frame sign to advertise their business within a maximum of five (5) metres from the vehicle. The construction of which must comply with Council's *Moveable Sign By-Law No.2*.

## 5. Operational guidelines

**Mobile Food Vendors**

**5.1** Core Guidelines and Location Rules are essential for the implementation of athe Mobile Food Vendors Permit, Policy r and includes the following directions:

5.1.1 Permit Holders are only permitted to trade at any of Council's designated sites (or as approved by Council staff).

5.1.2 Most sites allow for only one (1)(1) mobile food vendor to operateonly (unless specified on the individual site-specific conditions).

5.1.3 Occupation on an approved site is on a 'first in' basis.

5.1.45.1.3 Operating hours are from sunrise to sunset unless otherwise stated.

5.1.55.1.4 There is no minimum or maximum stay limit within the listed hours of operation on the approved sites.

5.1.65.1.5 The Permit Holder must not use or allow the area to be used for any other purpose or activity other than that authorised by the Permit.

5.1.75.1.6 When an approved location offers more than one car parking area to operate, this means the operator is able tomay choose which space within that site to operate but does not permit for more than one mobile food vending operator to utilisze that site (unless specified on the individual site-specific conditions).

5.1.85.1.7 The Permit Holder must not leave a mobile food vending vehicle unattended on site i.e. leave a vehicle overnight as to secure a location for trading.

5.1.95.1.8 Exclusive use of an area is not permittedpermitted, and areas are not to be reserved.

5.1.105.1.9 The Permit Holder must not sell, serve or provide alcohol without prior Council approval.

5.1.11 The Permit does not include the right to provide or sell cigarette or tobacco products.

5.1.125.1.10 All liquid waste (including waste-water and waste oil) must be contained and removed or disposed of appropriately.

5.1.135.1.11 No waste or other material is to be deposited into the storm water system.

5.1.145.1.12 The use of amplified noise is prohibited.

~~5.1.15~~5.1.13 All sign boards, ropes wires etc and other equipment used in connection mobile food premises should be placed so as not to cause a hazard to members of the public.

~~5.1.16~~5.1.14 All cooking and heating equipment should be adequately screened to prevent accidental burn injuries among members of the public or staff.

~~5.1.17~~5.1.15 The Permit Holder must provide a bin for the use of their customers and keep the site clean and free of litter and waste materials.

5.1.16 The Permit Holder is responsible for the removal of all rubbish and equipment from each site and must not dispose of rubbish in-to Council bins.

### 5.2 Mobile Ffood and Ice Cream Vendors

The operation of a mobile food or mobile ice cream vending business must not unduly interfere with:

- vehicles driven on roads;
- vehicles parking or standing on roads;
- a parking area for people with disabilities (within the meaning of rule 203 of the *Australian Road Rules*);
- public transport and cycling infrastructure (including bus zones, taxi zones and bike lanes);
- other road related infrastructure; or
- infrastructure designed to give access to roads, footpaths and buildings.

### 5.3 Permit Ffee

A Ppermit fee ~~is payable~~must be paid before an approved Ppermit is issued.

Permits can be issued on a day, monthly or annual basis.

Fees are reviewed annually and are set out in the ~~determined as per~~ Council's Schedule of Ffees ~~and~~ & Ccharges, which are reviewed annually.

Permits are not transferable if a business changes ownership.

### 5.4 Compliance with Llegislation

All Ppermit Hholders must comply with all relevant Legislation, Laws, Regulations and By-laws and hold all relevant licences and registrations required forin the operation of a mobile food or a mobile ice cream business.

This lLegislation includes but is not limited to the:

- *Food Act 2001*~~; and~~
- *South Australian Public Health Act 2011*~~; and~~
- *Environment Protection Act 1993*~~; and~~
- *Local Nuisance and Litter Control Act 2016*~~; and~~
- *Motor Vehicle Act 1959*~~and~~
- *Road Traffic Act 1961*~~; and~~
- legislation relating to electrical or gas installations or appliances~~; and~~
- relevant legislation relating to health, safety or the environment.

Also, refer to the Safework SA website (www.safework.sa.gov.au).

Permits do not allow parking contrary to the Australian Road Rules.

### 5.5 Design and construction

Mobile food and mobile ice cream vending vehicles must be suitably constructed for the type of food preparation, handling and sale activities that are intended to take place.

Mobile food vending vehicles must provide adequate protection for any food that may be contaminated by adverse environmental effects such as dust, insects, rain and direct sunlight.

### 5.6 Enforcement

A Permit Holder must make available for inspection, a current Permit at any time when requested by an Authorised Officer and comply with any direction provided by such an officer.

Any breach of the conditions of the Permit may result in further action by

the Council, including the issue of an infringement notice and / or cancellation of the Permit.

TheA Council may, under section 225 of the Act and the City of Victor Harbor By-Law 1, by notice in writing to the Permit Holder, cancel a Permit if a breach is sufficiently serious to justify cancellation of the Permit.

### 5.7 Amendment of the *location rules*

The Llocation Rrules may be amended from time to time by the Council.

### 5.8 Approved Llocations and sSite-Sspecific Ceonditions

The maps for the approved locations noting the individual specific conditions are detailed from page 9 of this document and are available on Council's website.

## 6 Applying for a permit

Approved locations as shown on Council's website may be subject to change at any time dependent on feedback relating to the location.

### 6.1 What the Ppermit Aallows

6.1.1 The Ppermit allows for a mobile food vending business to operate a mobile food vehicle at approved locations or a mobile ice cream vendor within the Council area provided it meets the criteria outlined in the ~~Mobile Food Vendors Permit Policy and~~ these Guidelines.

6.1.2 The Permit is for the mobile food vehicle as shown on the Permit application form.

6.1.3 A Mobile Food Vendor Permit does not confer any exclusive right, entitlement or proprietary interest in the Permit area and does derogate from Council's powers under the *Local Government Act 1999* or any other legislation.

### 6.2 Where to Apply

An application form can be obtained from the Council's Oeffice or online at www.victor.sa.gov.au

### 6.3 ~~How to apply for a new Permit~~Application Process

The following information is required as part of an application for a Mobile Food or Ice Cream Vendor Permit:

- a completed Aapplication Fform
- a current copy of public liability insurance~~:~~ for a minimum of $20,000,000 (twenty million dollars~~) (against all actions, costs, claims charges and expenses whatsoever to property or persons arising out of or connected with the activities undertaken in respect of the permit).~~ ). n Noting the City of Victor Harbor as an interested party. The Policy must not be allowed to lapse during the period of the Permit.
- ~~•~~ provide a copy of the most recent food inspection report or evidence of ~~proof of notification of~~ a food business notification from ~~with their~~the Council where the food business was situated or where the mobile food vending vehicle is garaged. ~~local Council's Environmental Health Officer and address where the vehicle is garaged~~

- Provide a copy of the Food safety supervisor certificate (only applicable for Category 1 and Category 2 food businesses ~~only~~)
- an image of the registered mobile food vehicle~~s~~ and proposed ~~set~~ setup up including any signage
- a copy of the vehicle registration certificate
- evidence of a police clearance
- payment of the prescribed fee

~~a copy of the mobile food business emergency management plan~~

**Mobile ice cream vendors** should supply information on any audible or visual devices that are proposed as a means of attracting customers. There may be conditions imposed that restrict the trading of mobile ice cream vendors near the CBD and immediate foreshore areas.

### 6.4 Permit Approval

Councils Delegations R~~r~~egister lists the relevant officers who have been delegated the power and function to issue a P~~p~~ermit, attach a condition to a P~~p~~ermit and cancel a P~~p~~ermit under the ~~Local Government Act 1999~~Act and By-Laws.

~~Approval is granted by Council under delegated authority with reference to Council's Mobile Food Vendor Permit Policy and these Guidelines. If approved, Council staff will notify the applicant and issue a written Permit.~~

~~Th~~A Permit will be validly issued ~~e Permit becomes valid~~ when ~~all of~~ the following has been ~~completed~~attended to:

- all information and fees are received ~~,~~and the A~~a~~pplication approved
- a~~n executed~~ Permit has been issued to the A~~a~~pplicant

Permits are valid for either a day, ~~,~~ ~~12~~ or on a monthly basis, dependent on the application and as stated ~~i~~en the approved Permit.

~~Permits are not transferable to a new proprietor.~~

### ~~6.5 Schedule of Permit Fees~~

~~Fees associated with the issuing of a Mobile Food Vendor Permit are detailed in the Council's Schedule of Fees and Charges.~~

### ~~6.6~~6.5 Permit Holder Responsibilities

Permit H~~h~~olders must:

- comply with the P~~p~~ermit conditions
- ensure ~~that~~ the operation of the food vendors business conforms to the criteria specified in these Guidelines
- not create a hazard for pedestrians or motorists, particularly during adverse weather conditions.

The P~~p~~ermit H~~h~~older must not cause, suffer or permit any damage to Council land or property.

The P~~p~~ermit H~~h~~older is liable to pay Council the costs of making good any damage caused to Council land of property in connection with the mobile food vending activities authorised by the P~~p~~ermit.

This includes pavement repairs or cleaning that Council considers to be necessary by reason of the P~~p~~ermit H~~h~~olders use of the P~~p~~ermit areas, which Council costs may be recover as a debt from the P~~p~~ermit H~~h~~older.

The Permit Holder must notify Council immediately of any damage to the area or any Council owned property located within or adjacent the area.

**6.76.6 Removal or Relocation of an operating Food Vendor Vehicle**

The Council reserves the right to request a mobile food vendor to remove or relocate the mobile food vending vehicle, if in the opinion of an authorised / delegated Council Officer:

- there is any hazard or obstruction or there is likely to be a hazard or obstruction arising out of the location of the vehicle
- removal is considered necessary to facilitate occasional events such as road or footpath works, parades, festivals, etc.
- if permit conditions are not complied with, or
- tThe food vendor operator does not have an approved Ppermit for the– vehicle.

## 7 Legislation and compliance

Refer to Council's Mobile Food Vendors Permit Policy for relevant legislation.

### 7.1 Compliance

7.1.1 Using a public road for business purposes without a Permit issued by Council is an offence under Section 222 and may be liable to pay a penalty as specified under the *Local Government Act 1999*.

7.1.2 A person who commits a breach of any By-Law of the Council is guilty of an offence and may be liable to pay a penalty as specified by the *Local Government Act 1999*.

7.1.3 Should an area of the public road or Council reserve be used that is outside an approved location boundary then it is considered to be an offence (no permit). Any continued breach may attract further expiations fines issued at a timeframe set by Council's delegate.

7.1.4 Any breach or continued breach of the permit conditions may result in the Permit being cancelled pursuant to Section 225 of the *Local Government Act 1999* and the City of Victor Harbor By-Law 1.

# Mobile Food Vendor Permit Approved Locations and Site Specific Location Rules

## The following Sstandard Cconditions apply for all sites (unless otherwise stated or approved by Council):

- Only one (1) mobile food vendor is allowed ~~permitted~~ unless stated otherwise ~~stated~~in ~~on~~ the ~~individual site~~ specific conditions for each site.
- Mobile food vehicles must be self-~~-~~sufficient, as there will be no access to water or power.~~is no opportunity for connection to water or power.~~
- Operating hours ~~—~~are from sunrise to sunset, unless specified differently in the conditions for each site.
- ~~Site Occupation is of a site is on a 'first come, first served in' basis.~~
- There are~~is~~ no minimum or maximum stay limits between the listed hours of operation
- ~~When~~ If an approved location has~~offers~~ more than one (1)~~ear~~ parking area for mobile food vendors,~~to operate, this means~~ the operator ~~is able to~~can choose which space to use~~within that site to~~; however, only one mobile food vendor is permitted in that ~~operate but does not permit for more than one mobile food vending operator to utilize that~~ site ~~(~~unless otherwise stated on ~~the individual~~ site-specific conditions.~~)~~
- Exclusive use of an area is not permitted, and areas ~~are not to~~cannot be reserved
- Mobile food vendors must serve away from moving traffic and~~/~~ other vehicles, directing service ~~and~~ towards footpaths~~,/~~ reserves or~~/~~ beaches.
- Mobile food vendors should park in a~~an~~ way that does not obstruct~~to restrict~~ other users of the parking areas
- Mobile food vehicles may be restricted ~~excluded~~ from certain locations based on their~~dependent on~~ size and movability of the vehicle.

**Currently there are eight (8) approved sites within the Council area of Victor Harbor~~,a nd are~~ listed as ~~an~~ Aannexure A to these Guidelines and at www.victor.gov.au**

***Locations may be subject to change at any time dependent on feedback received relating a location. Permit Hholders should check Council's website regularly for updates.**

**These locations do not apply to mobile ice cream vendors.*

~~List of e~~Eight (8) approved mobile food vendor sites ~~Annexure A~~Attachment 1




0 700 1,400 2,800 Metres

**Eight Approved Mobile Food Vendor Sites**

This map may contain inaccuracies and errors and the City of Victor Harbor does not give warranty of accuracy, reliability or completeness.

# Site 1 – The Bluff

## Corner of Franklin Parade and Jagger Road, Victor Harbor




**Description:**

Popular tourist area overlooking Encounter Bay

**Operating hours:**

Sunrise to sunset only

**Site Specific Conditions:**

Two (2) mobile food vendors permitted to operate at any one time at the Bluff sites 1a to 1e

**1a** Sealed carpark looking toward Granite Island
- Limited to food trucks and carts only
- Trading permitted in car park space on either end of parking indent, highlighted areas and facing away from other vehicles

**1b** Gravel parking bay in-between site 1a and 1c

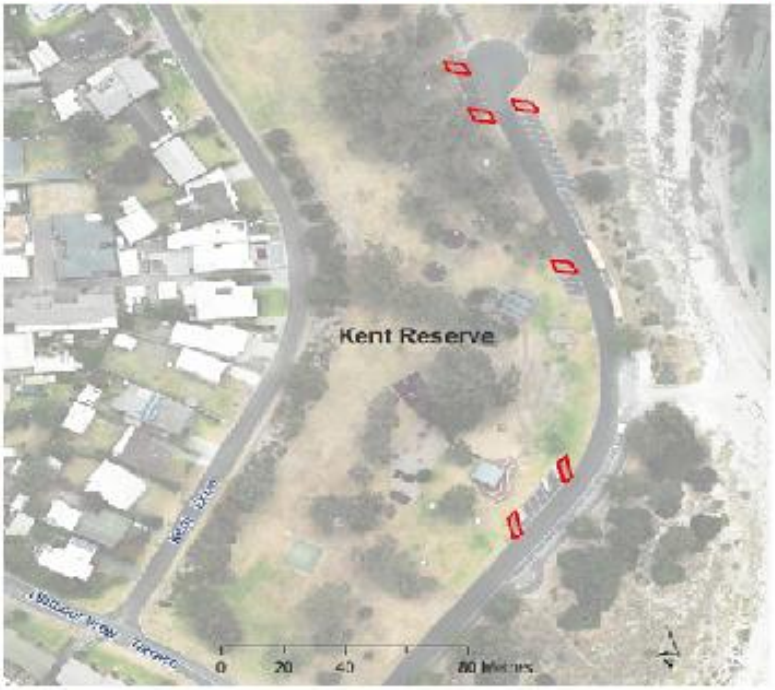
**1c** Sealed parking off road- looking toward Waitpinga – top of Bluff
- Limited to food trucks and food carts only
- Food vehicle to use car park space at entrance to walking trail to Bluff summit

**1d** Gravel off road parking – Petrel Cove
- Food vehicle to park at far end of parking area as not to restrict other users of the parking area – near steps

**1e** Gravel parallel parking area at picnic area on way to Bluff exit

# Site 2 – Kent Reserve

## Corner Franklin Parade and Harbour View Terrace, Victor Harbor




**Description:**

- Maintained Reserve
- Three indented angle car parking areas facing Reserve
- One area facing beach
- All located within the Reserve, includes playground, toilets and picnic area

**Operating hours:**

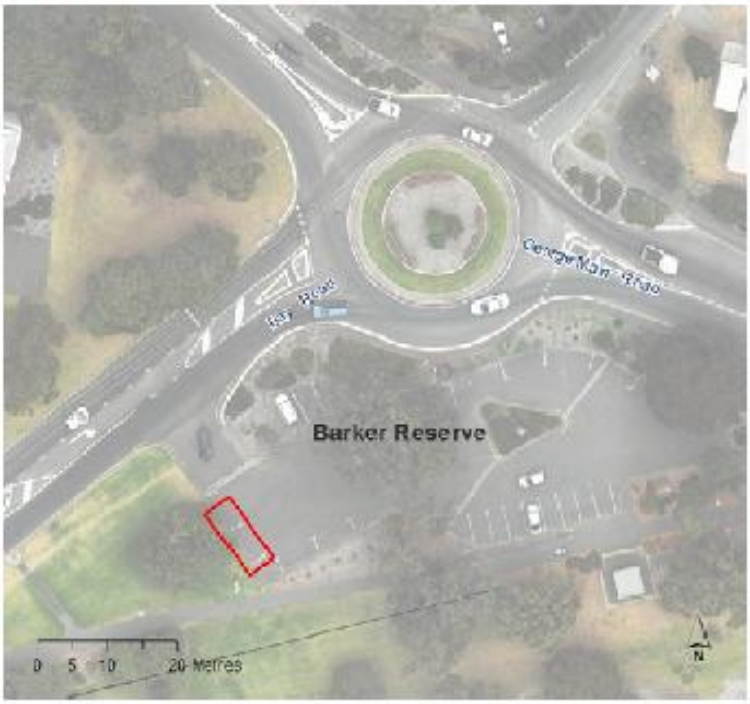
- Sunrise to sunset only

**Site Specific Conditions:**

- Two (2) mobile food vendors permitted to operate at any one time
- Limited to food trucks and carts
- Trading permitted in the end car park space of each indent (highlighted areas)
- Food vendors must serve away from moving traffic / other vehicles and towards the reserve.

# Site 3 - Barker Reserve

## Bay Road, Victor Harbor




**Description:**

- Maintained Reserve, picnic area and toilets by Inman River Bridge
- Sealed car parking within the Reserve

**Operating hours:**

- From 4pm to sunset Monday to Friday
  Sunrise to sunset, weekends and public holidays

**Site Specific Conditions:**

- One mobile food vendor permitted at any one time
- Limited to food trucks and carts
- Trading permitted in or up to two (2) car parallel park spaces located near the entrance (highlighted areas)
- Food Vendors must serve away from moving traffic / other vehicles and towards the reserve.

# Site 4 - Inman River Mouth

## Corner Inman and Esplanade, Victor Harbor




**Description:**

- Parallel car parking on the roadside
- Popular beach viewing spot at the mouth of Inman River
- Adjoining walking-/-bike track

**Operating hours:**

- Sunrise to sunset only

**Site Specific Conditions:**

- One mobile food vendor permitted at any one time
- Trading permitted to occupy parallel car park spaces (unmarked up to 40 metres from pram ramp to garden bed, highlighted area) along the esplanade.
- Food vendors must serve facing away from moving traffic and towards the beach.

# Site 5 - Youth Park

## Bridge Terrace, Victor Harbor




**Description:**

- Near Grantley Avenue rail crossing
- Parallel parking on road (unmarked) adjacent to the Youth Park.
- Near the Skate Park and toilets

**Operating hours:**

- Sunrise until sunset
- Hours limited to when the nearby shop on the corner of Hindmarsh Road and Breckan Avenue is closed

**Site Specific Conditions:**

- One mobile food vendor permitted at any one time
- Trading permitted in the unmarked car park area in front of the Youth playground (highlighted area)
- Food vendors must serve facing away from moving traffic and towards the youth playground

# Site 6 - Bridge Point

## Bridge Terrace, Victor Harbor




**Description:**

Roadside parallel car parking (unmarked) Bridge Terrace

- Popular beach access
- Commonly known as Groynes Beach
- At Bridge Point near the railway bridge
- Toilets and change room

**Operating hours:**

- Sunrise to sunset only

**Site Specific Conditions:**

- One mobile food vendor permitted at any one time
- Trading permitted along the unmarked road parallel to beach and avoid parking on the curve of road (highlighted area)
- Food vendors -must serve facing away from moving traffic and facing beach

# Site 7 - Hayward Court Lookout

## Hayward Court, Hayborough




**Description:**

Unmarked parallel car parking on the roadside at a popular viewing and beach access area

**Operating hours:**

- Sunrise to sunset only

**Site Specific Conditions:**

- One mobile food vendor permitted at any one time
- Trading permitted along unmarked parallel car park spaces adjoining the marked angle parking area (highlighted area)
- Food vendor- must serve facing away from moving traffic and towards the beach.

# Site 8 - Investigator Car Park

## Corner Olivers Parade and First Avenue, Hayborough




**Description:**

- Large, sealed car park for popular beach access
- Toilets available

**Operating hours:**

Sunrise to sunset only

**Site Specific Conditions:**

- **Two** (2) mobile food vendors permitted to operate at any one time
- Trading permitted using up to three (3) car park spaces each (highlighted area)
- Permitted along the first row of car park from the entrance only
- Food vendors must serve facing away from moving traffic toward the central pedestrian pathway that separates the adjoining row of car parking.

# ~~Feedback: Mobile Food Vendors~~

~~If you have feedback relating to the mobile food vendor permit locations or mobile food vendors in general, please provide your feedback online or by completing the form below, and returning to council by email (localgov@victor.sa.gov.au); post (PO Box 11, Victor Harbor SA 5211) or in person (1 Bay Road, Victor Harbor).~~

~~Name:~~ .....

~~Address:~~ .....

~~Email*:~~ .....

~~Please note, your feedback may be made publicly available in a Council agenda.~~

~~Comments:~~

.....

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~~If you require more space please use the other side of this form or attach further pages.~~

~~Signed:~~ ..... ~~Date:~~ .....

## Attachment 3 - Mobile Food Vendor Application

**PERMIT APPLICATION**

# Mobile Food Vendor

*Use of a Public Road for Business Purposes*
*Pursuant to section 222 of the Local Government Act 1999*
*Use of Local Government Land*
*City of Victor Harbor By-Law No. 4*

city of Victor Harbor

P 08 8551 0500
F 08 8551 0501
E localgov@victor.sa.gov.au
**www.victor.sa.gov.au**

Please complete this form in **BLOCK LETTERS** and return to the City of Victor Harbor by:

| **Post:** | **Email:** | **In person:** |
|---|---|---|
| PO Box 11, Victor Harbor SA 5211 | localgov@victor.sa.gov.au | 1 Bay Road, Victor Harbor |

To avoid delays, please ensure the application form is completed with all requested documentation attached and payment of the fee is received.
Mobile Food Vendor Permits are issued on a daily, annual or monthly basis and relates to the mobile food vehicle detailed on this application.

Please select applicable option (✓): ☐ **New Application** ☐ **Renewal Application***

*Permit extensions are available for monthly Permits up to 12 months from the original monthly Permit approval. *See permit extension application form*

### Applicant Details

Applicant Name:_____
*(Title)* *(First Name)* *(Last Name)*

Postal Address: _____

Contact Details: Phone: _____ Email: _____

### Permit Details

Business / Trading Name: _____ ABN:_____

Address mobile vehicle is garaged: _____

Food Business notification No: _____ Vehicle registration No:_____

Other: _____

Permit required: ***Daily*** ***Annual*** ***Monthly*** Dates required: From: _____ To: _____
(please circle)

The following documents are required to be submitted with the application:

- An image of the registered mobile food vending vehicle and proposed set up
- Copy of the vehicle registration certificate
- A copy of a current Public Liability Insurance to a minimum of twenty million dollars (20,000,000) with the City of Victor Harbor noted as an interested party
- A copy of the most recent food inspection report or evidence of food business notification from the council where the food business is situated, or where the mobile food vending vehicle is garaged
- Food safety supervisor certificate (only applicable for Category 1 and Category 2 food businesses)
- Any other details required by the Council

**Approved locations as shown on the Council's website may be subject to change at any time. Permit Holders should check Council's website regularly for updates.**

# Mobile Food Vendors Permit Terms and Conditions

**1. Permitted Use**

The Permit authorises the Applicant named above (the Permit Holder), in connection with the Business named above, to operate a mobile food vending vehicle at Council approved locations, subject to these terms and conditions.

**2. Permit Area**

The Permit applies in relation to the operation of a mobile food vending vehicle as described in the Mobile Food Vendors Permit Guidelines and the location maps available on Council's website.

**3. Nature of Permit**

3.1. The Permit does not take effect until the Permit has been approved by the Council and a copy returned to the Permit Holder.

3.2. The Permit does not confer on the Permit Holder any exclusive right, entitlement or proprietary interest in the Permit Area and does not derogate from the Council's powers under the *Local Government Act 1999* or any other legislation.

3.3. The Permit is personal to the Permit Holder and is not transferrable.

3.4. The Permit is for the mobile food vehicle as shown on this application form.

3.5. The Council may vary the Permit Conditions at any time by notice in writing to the Permit Holder.

**4. Permit Fee**

The Permit Holder shall pay the Permit Fee set out under the Council's Schedule of Fees and Charges.

**5. Expiry**

5.1. Subject to clause 6, the Permit expires on the earliest of the following dates:

5.1.1. twelve months or one month from issue date as indicated
5.1.2. daily permits – day of issuance only
5.1.3. the date that the Permit Holder ceases to hold an insurance policy as required by clause 7, or
5.1.4. the date that the Permit Holder, by notice in writing to the Council, surrenders this Permit

5.2. In the event the Permit is cancelled by the Council prior to its expiration, or the Permit Holder ceases using the Permit Locations for trading (for any reason whatsoever), there shall be no adjustment, reduction or refund by the Council of the Permit fees paid.

**6. Cancellation**

Pursuant to section 225 of the *Local Government Act 1999* and Council By-Law number 1, Permits and Penalties By-Law 2023, the Council may, by notice in writing to the Permit Holder, cancel the Permit for any breach of these Terms and Conditions that is sufficiently serious to justify cancellation of the Permit.

**7. Insurance**

7.1. The Permit Holder must take out and maintain during the term of the Permit a public liability insurance policy for a minimum amount of twenty million dollars ($20,000,000) per claim.

7.2. The policy must be in respect of injury, loss or damage occurring in connection with the Permit Holder's use and/or occupation of the Permit Area and must note the Council's rights and interest as owner of the Permit Area and the indemnities provided by the Permit Holder in favour of the Council.

7.3. The Permit Holder must provide a copy of the Permit Holder's current certificate of insurance evidencing compliance with this clause within 48 hours of a request by the Council.

**8. Indemnity**

8.1. As a continuing obligation and except to the extent caused by the Council's negligence, the Permit Holder indemnifies and will keep indemnified the Council (including its employees, servants and agents) from and against all actions, costs, claims, damages, charges and expenses whatsoever that may be brought, made or claimed against or otherwise incurred by the Council (or its employees, servants and agents) arising out of or in relation to the Permit having been issued by the Council and/or the actions or omissions of the Permit Holder and/or the Permit Holder's agents, contractors, employees and invitees in the Permit Area.

8.2. The Permit Holder releases the Council from any liability or claim resulting directly or indirectly from any accident, damage or injury occurring as a result of the Permit Holder's use of the Permit Area or the use of the Permit Area by the Permit Holder's agents, contractors, employees and invitees.

**9. Permit Holder's Obligations**

9.1. The Permit Holder must, at the Permit Holder's cost and expense in all things, comply with all applicable laws and all Council directions in relation to the Permit Holder's use of the Permit Areas.

9.2. The Permit Holder must not cause, suffer or permit any damage to Council land or property. The Permit Holder is liable to pay to the Council the costs of making good any damage caused to Council land or property in connection with the mobile food vending activities authorised by this Permit. This includes the cost of any pavement repairs or cleaning that the Council considers to be necessary by reason of the Permit Holder's use of the Permit Area, which costs the Council may recover as a debt from the Permit Holder.

The Permit Holder must notify Council immediately of any damage to the area or any Council owned property located within or adjacent to the Permit Area.

9.3. The Permit Holder must not use or allow the area to be used for any purpose or activity other than that authorised by this Permit.

9.4. The Permit Holder must not cause any unreasonable disturbances or nuisance to users of land adjacent to the Permit area or to vehicles or pedestrians using the Permit area.

9.5. The operations of a food vending business must not unduly interfere with:

9.5.1. vehicles driven on roads
9.5.2. vehicles parking or standing on roads
9.5.3. a parking area for people with disabilities (within the meaning of rule 203 of the Australian Road Rules)
9.5.4. public transport and cycling infrastructure (including bus zones, taxi and bike lanes)
9.5.5. other road related infrastructure, or
9.5.6. infrastructure designed to give access to roads, footpaths and buildings.

9.6. The Permit Holder must (*excluding mobile ice cream vendors*):

9.6.1. provide bins for use by their customers and maintain the Permit Area in a clean and tidy state that is free from rubbish throughout the day and at the close of business each day; and
9.6.2. ensure all liquid waste (including waste water and waste oil) must be contained and removed or disposed of appropriately; and
9.6.3. not use amplified music excepting for ice cream vendors; and
9.6.4. must not leave a mobile food vending vehicle unattended on site e.g. leave a vehicle overnight as to secure a location for trading.

**10. Alcohol**

The Permit Holder must not sell or serve alcohol in the Permit Area without the prior written consent of the Council.

**11. Enforcement**

A Permit Holder must make available for inspection, an approved Permit at any time when requested by an Authorised Officer and comply with any direction of such an officer.

Any breach of the conditions of the Permit may result in further action by the Council, including the issue of an Infringement Notice and / or cancellation of the Permit.

**12. Mobile Ice Cream Vendors**

Mobile ice cream vendors are primarily engaged in the sale of ice cream. These vans only stop to trade as hailed by customers and primarily service residential homes.

These Permits are not subject to the Location Rules or restricted to trade at the approved locations as referenced on Council's website, unless they wish to trade at those locations.

**Applicant Acknowledgement**

I/We *agree and acknowledge that:*

- *The above information is true and correct and I/we have read, understand and agree to be bound by the Council's Mobile Food Vendors Guidelines and the Permit Terms and Conditions set out herein; and*
- *The Permit Holder takes responsibility for safety and compliance with any Act of Parliament, Regulations or By-Laws relating to the operation of a mobile food vending business and occupation at an approved Council location.*

**Signature:** _____ **Print name:** _____

**Date:** _____

***Office Use Only*** GL 68096 - 830

Council hereby grants a Permit to the Applicant subject to the Terms and Conditions herein.

Permit valid: From: _____ to: _____ Permit # _____

Fee paid date:_____ Amount paid:_____ Receipt number_____

Supporting Documents Received: ☐ Yes ☐ No

Health Inspector Approval: ☐ approved ☐ not approved

Record # _____

Comment: _____

Type of mobile food vehicle: Food Truck Food Trailer Food Cart

** Vehicles may be restricted to certain locations depending on the size or type of vehicle and / or the size of the parking area at an approved location. i.e. if the operator of the business serves from inside or outside of the vehicle or if the vehicle is a food truck or food trailer.*

Special conditions: _____

_____

_____

Approved by the Chief Executive Officer or Delegate

**Signature**: _____ **Date**:_____

**Attachment 4 - Mobile Food Vendor Permit**

# Mobile Food Vending Permit

85510500
www.victor.sa.gov.au

| APPROVED MOBILE FOOD VENDING PERMIT DETAILS | |
|---|---|
| **Permit Issued to:** | |
| **Permit Number:** | |
| **Business Name / Trading Name:** | |
| **ABN** | |
| **Food Business Notification No:** | |
| **Vehicle Registration No.** | |
| **Location:** | |
| **Valid From:** | |
| **Valid To:** | |

**Permitted Times:**

The permit holder may only trade during the following times, unless otherwise approved in writing by Council:

**Permit Start Time:** **Permit End Time:**

*Note: Trade outside of these hours is not permitted*

| Approval and Authorisation | |
|---|---|
| *This document certifies that the named individual is authorised to operate a Mobile Food Vending Vehicle within the City of Victor Harbor Council area. This Permit is granted in accordance with Section 225 of the Local Government Act 1999, and pursuant to Council's By-Law No. 3 – Roads and By-Law No. 4 – Local Government Land. The Permit is issued subject to compliance with all stated terms and conditions.* | |
| **Approved By:** | |
| **Position Title** | |
| **Signature** | |
| **Date of Approval** | |

# Conditions of Permit

**1. Permitted Use**

The Permit authorises the Applicant named above (the Permit Holder), in connection with the Business named above, to operate a mobile food vending vehicle at Council approved locations, subject to these Terms and Conditions.

**2. Permit Area**

The Permit applies in relation to the operation of a mobile food vending vehicle as described in the Mobile Food Vendors Permit Guidelines and the location maps available on Council's website.

**3. Nature of Permit**

3.1. The Permit does not take effect until the Permit has been approved by the Council and a copy returned to the Permit Holder.

3.2. The Permit does not confer on the Permit Holder any exclusive right, entitlement or proprietary interest in the Permit Area and does not derogate from the Council's powers under the *Local Government Act 1999* or any other legislation.

3.3. The Permit is personal to the Permit Holder and is not transferrable.

3.4. The Permit is for the mobile food vehicle as shown on this application form.

3.5. The Council may vary the Permit Conditions at any time by notice in writing to the Permit Holder.

**4. Permit Fee**

The Permit Holder shall pay the Permit Fee, set out in the Council's Schedule of Fees and Charges.

**5. Expiry**

5.1. Subject to clause 6, the Permit expires on the earliest of the following dates:

5.1.1. twelve months or one month from issue date as indicated
5.1.2. permits – day of issuance only
5.1.3. the date that the Permit Holder ceases to hold an insurance policy as required by clause 7, or
5.1.4. the date that the Permit Holder, by notice in writing to the Council, surrenders this Permit

5.2. In the event the Permit is cancelled by the Council prior to its expiration, or the Permit Holder ceases using the Permit Locations for trading (for any reason whatsoever), there shall be no adjustment, reduction or refund by the Council of the Permit fees paid.

**6. Cancellation**

Pursuant to section 225 of the *Local Government Act 1999* and Council By-Law 1, Permits and Penalties By-Law 2023, the Council may, by notice in writing to the Permit Holder, cancel the Permit for any breach of these Terms and Conditions that is sufficiently serious to justify cancellation of the Permit.

**7. Insurance**

7.1. The Permit Holder must take out and maintain during the term of the Permit a public liability insurance policy for a minimum amount of twenty million dollars ($20,000,000) per claim.

7.2. The policy must be in respect of injury, loss or damage occurring in connection with the Permit Holder's use and/or occupation of the Permit Area and must note the Council's rights and interest as owner of the Permit Area and the indemnities provided by the Permit Holder in favour of the Council.

7.3. The Permit Holder must provide a copy of the Permit Holder's current certificate of insurance evidencing compliance with this clause within 48 hours of a request by the Council.

**8. Indemnity**

8.1. As a continuing obligation and except to the extent caused by the Council's negligence, the Permit Holder indemnifies and will keep indemnified the Council (including its employees, servants and agents) from and against all actions, costs, claims, damages, charges and expenses whatsoever that may be brought, made or claimed against or otherwise incurred by the Council (or its employees, servants and agents) arising out of or in relation to the Permit having been issued by the Council and/or the actions or omissions of the Permit Holder and/or the Permit Holder's agents, contractors, employees and invitees in the Permit Area.

8.2. The Permit Holder releases the Council from any liability or claim resulting directly or indirectly from any accident, damage or injury occurring as a result of the Permit Holder's use of the Permit Area or the use of the Permit Area by the Permit Holder's agents, contractors, employees and invitees.

**9. Permit Holder's Obligations**

9.1. The Permit Holder must, at the Permit Holder's cost and expense in all things, comply with all applicable laws and all Council directions in relation to the Permit Holder's use of the Permit Areas.

9.2. The Permit Holder must not cause, suffer or permit any damage to Council land or property. The Permit Holder is liable to pay to the Council the costs of making good any damage caused to Council land or property in connection with the mobile food vending activities authorised by this Permit. This includes the cost of any pavement repairs or cleaning that the Council considers to be necessary by reason of the Permit Holder's use of the Permit Area, which costs the Council may recover as a debt from the Permit Holder.

The Permit Holder must notify Council immediately of any damage to the area or any Council owned property located within or adjacent to the Permit Area.

9.3. The Permit Holder must not use or allow the area to be used for any purpose or activity other than that authorised by this Permit.

9.4. The Permit Holder must not cause any unreasonable disturbances or nuisance to users of land adjacent to the Permit area or to vehicles or pedestrians using the Permit area.

9.5. The operations of a food vending business must not unduly interfere with:

9.5.1. vehicles driven on roads
9.5.2. vehicles parking or standing on roads
9.5.3. a parking area for people with disabilities (within the meaning of rule 203 of the Australian Road Rules)
9.5.4. public transport and cycling infrastructure (including bus zones, taxi and bike lanes)
9.5.5. other road related infrastructure,; or
9.5.6. infrastructure designed to give access to roads, footpaths and buildings

9.6. The Permit Holder must (*excluding mobile ice cream vendors*):

9.6.1. provide bins for use by their customers and maintain the Permit Area in a clean and tidy state that is free from rubbish throughout the day and at the close of business each day, and
9.6.2. ensure all liquid waste (including waste water and waste oil) must be contained and removed or disposed of appropriately, and
9.6.3. not use amplified music excepting for ice cream vendors, and
9.6.4. must not leave a mobile food vending vehicle unattended on site ( e.g. leave a vehicle overnight as to secure a location for trading)

**10. Alcohol**

The Permit Holder must not sell or serve alcohol in the Permit Area without the prior written consent of the Council.

**11. Enforcement**

A Permit Holder must make available for inspection, an approved Permit at any time when requested by an Authorised Officer and comply with any direction of such an officer.

Any breach of the conditions of the Permit may result in further action by the Council, including the issue of an Infringement Notice and / or cancellation of the Permit.

**12. Mobile Ice Cream Vendors**

Mobile ice cream vendors are primarily engaged in the sale of ice cream. These vans only stop to trade as hailed by customers and primarily service residential homes.

These Permits are not subject to the Location Rules or restricted to trade at the approved locations as referenced on Council's website, unless they choose to trade in one of the specified locations.

## 9.5. Reviewed - Crossover and Crossing Place Policy

Committee: Ordinary Council Meeting

Meeting Date: 15 December 2025

Report Author: Kyla Walker

## RECOMMENDATION

The Council:

a. revoke the Crossover and Crossing Place Policy as provided at Attachment 1; and

b. adopt the Vehicle Crossover Policy as provided at Attachment 2; and

c. resolves that the Chief Executive Officer (or delegate) be authorised to make administrative amendments and implement the Vehicle Crossover application form and permit as provided at Attachment 3 and Attachment 4; and

d. in accordance with Section 188 of the Local Government Act 1999, impose a fee of $70 for lodging an application to obtain a permit for the construction of a vehicle crossover on council land and update the 2025/26 Fees and Charges.

## PURPOSE

The purpose of this report is for Council to revoke the current Crossover and Crossing Place Policy, adopt the new Vehicle Crossover Policy, receive and note the updated application form, permit and impose an application fee for the lodgement an application form.

## BACKGROUND

Policies are an important part of ensuring the City of Victor Harbor has good governance. Furthermore, they are a mechanism to protect the organisation and provide the community with confidence that the Council will undertake operations in a consistent, fair and equitable way.

The City of Victor Harbor has developed a schedule to ensure that all policies are reviewed in a timely manner. Section 132A of the *Local Government Act 1999* specifies that the Council must ensure that appropriate policies, practices, and procedures are implemented and maintained to ensure compliance with any statutory requirements and to achieve and maintain standards of good public administration.

The Crossover and Crossing Place Policy was adopted by Council at the Ordinary Council meeting held on 28 July 1997 and was last reviewed at 25 June 2018.

## COMMENTARY

Any person who wishes to undertake an activity on a public road must first obtain a permit under Section 221 of the *Local Government Act 1999* and includes the construction of a new driveway. To improve clarity for staff exercising their delegation, a comprehensive review of the Crossover and Crossing Place Policy has been undertaken. The review identified several key gaps including:

- Compliance with the Planning, Development and Infrastructure Act
- Requirements for separation between dual crossovers
- Guidelines for shared and adjacent property crossovers
- Considerations for corner allotments
- Management of redundant crossovers
- Application and permit lodgement process.

In addition, the State Government is currently consulting on the South Australian Growth Areas Technical Manual, outlines design standards for land divisions. The manual aims to provide a consistent approach to technical standards and construction specifications, ensuring that councils, landowners, developers, and consultants have a clear understanding of expectations when undertaking greenfield development.

To ensure the Council's policy aligns with this manual and addresses the key gaps, as identified through the review, a new policy has been drafted . The new policy includes sections on redundant crossovers, the application and lodgement process and other key matters. Under the current policy, Council funds the cost of one 4.5 metre-wide crossover per rateable property. Any additional crossovers or extensions to existing crossovers are at the property owner's expense, currently charged at $400 per linear metre.

Under the proposed policy, property owners will be responsible for the full cost of constructing a crossover (with the exception that they request Council to undertake this on their behalf at a cost in line with Council's Fees and Charges). In addition, an application feed is proposed at a cost of $70 per application, the intent of this fee is to contribute to the administrative costs associated with processing permit applications.

Council obtained an external legal review of the proposed policy, reviewed application form and permit. There were no substantial changes proposed to what administration have already included.

A copy of the current Crossover and Crossing Place Policy is provided at Attachment 1 and the proposed Vehicle Crossover Policy is provided at Attachment 2.

## RISK ASSESSMENT

The following risks have been assessed in line with Council's Risk Management Framework and Policy:

**Legal and Compliance** - The changes made to the proposed Vehicle Crossover Policy provides greater clarity on the obligations of the landowner and their contractors in obtaining a Section 221 permit under the *Local Government Act 1999*. This risk is assessed as ***low***.

**Financial Management** - The proposed Vehicle Crossover Policy, property owners will be responsible for funding the full cost of constructing crossovers. As a result, council will see an approximate cost saving of $10,000 plus staff resources. This saving will assist with allocating staff resources to other activities currently being undertaken by council. This risk is assessed as ***low.***

## REFERENCES

**City of Victor Harbor Community Plan 2030**

Aspiration 5 - We have services and infrastructure that meet our community's needs

Aspiration 6 - We are a financially sustainable and well-governed organisation

**Other references used:**

Local Government Act 1999

- Section 221 - Alteration of road

## BUDGET IMPLICATIONS

Excluding endorsed budgeted staff resources there are no budget implications in council revoking the current policy, adopting the new Vehicle Crossover Policy and setting a fee.

No additional funds are required.

## CONSULTATION

Kelledyjones Lawyers - Tracy Riddle (Lawyer)

Senior Management Team

Manager City Infrastructure - Mark Buckerfield

Land Development and Infrastructure Officer - Scott Champion

Strategy and Engagement Business Partner - Michelle James

## ATTACHMENTS

Attachment 1 - Crossover and Crossing Place Policy

Attachment 2 - Draft Vehicle Crossover Policy

Attachment 3 - Vehicle Crossover Application Form

Attachment 4 - Vehicle Crossover Permit

## Attachment 1 - Crossover and Crossing Place Policy

# POLICY

| | |
|---|---|
| **Policy Name** | Crossover/Crossing Place Policy |
| **Policy Category** | Service Provision |
| **Department / Officer** | Environment and Infrastructure Department/Director |
| **Date Adopted** | 28 July 1997 |
| **Date/s Reviewed** | 22 October 2012, 23 September 2013, 28 September 2015, 25 June 2018 |
| **Review Frequency** | Every Three Years |
| **Strategic Plan Reference** | Objective 4 - Services and infrastructure supporting the community |
| **Attachments** | Application to construct a crossover and/or crossing place |

### 1. Purpose

The purpose of the policy is to set out the process required for the installation and construction of a crossover and/or a crossing place to allow private allotment vehicle access.

### 2. Scope

This Policy applies to all applications for installation and construction of a crossover and/or a crossing place.

### 3. Policy Statement (Summary)

Council is committed to ensuring a consistent approach to the installation and construction of crossovers and crossing places.

### 4. Legislation and Compliance

Local Government Act 1999
Section 221—Alteration of Road

(1) A person (other than the council or a person acting under some other statutory authority) must not make an alteration to a public road unless authorised to do so by the council. Maximum penalty: $5000.

(2) A person makes an alteration to a public road if the person—
  (a) alters the construction or arrangement of the road to permit or facilitate access from an adjacent property.

(3) An authorisation is not required under this section for an alteration to a road if—

(a) the person who proposes to make the alteration has some other statutory authorisation to make the alteration; or

(b) the purpose of the alteration is to permit vehicular access to and from land adjoining the road and the alteration is approved as part of a development authorisation under the *Development Act 1993*;

## 5. Definitions

**A Crossing Place** - is the section from the property boundary to the back of the kerb that is used to enter a property via a vehicle.

**A Crossover** - is the section of stand up kerb that is removed and replaced with mountable concrete for vehicle access.

**An Applicant** - is the owner of the property which the crossover is intended.

**Council** - City of Victor Harbor.

## 6. Policy Content

### 6.1 Townships

a) Within the defined urban area Council shall provide one (1) 4.5 metre wide access (where feasible) to each rateable property free of charge, any additional access or extension to existing culvert to be at the landholders expense. The crossing provided shall be of open surface construction. Any upgrading to a higher standard shall be at the property owners cost.

When upgrading any residential crossovers the standard to be adopted shall be that the construction shall be of reinforced concrete 100mm thick and reinforced with F62 reinforcing mesh or an acceptable substitute, examples of which are:

- Concrete Segmental Pavers
- Block Paving
- Bituminous Two Coat Seal
- Hotmix Mix AC7 or AC10

The presence of large tree roots would tend to preclude these options in favour of concrete.

b) Should Council vary the horizontal or vertical alignment of any road, it shall be responsible for reinstating the crossover to all properties abutting the road, provided such crossover was in existence prior to the re-construction of such road.

c) If upright kerbing is present Council will provide only one driveway crossover. Any other driveway entrances will be at the ratepayer's expense.

d) Where rollover kerbing exists Council will not provide any other type of driveway entrance the only exemptions being if there are extenuating circumstances e.g. medical condition requires a lower type of driveway entrance.

e) In sloping terrain areas where driveways are constructed between the roadway invert and the property boundary, the first one metre section adjoining the road (invert) is to be graded at no more than 1 in 20 from the invert.

### 6.2 Rural Area

a) The provision of crossovers to all rural properties shall be the responsibility of the landholder after seeking approval from Council for the access point. Should Council vary the horizontal or vertical alignment of any road, it shall be responsible for reinstating crossovers to all properties abutting the road providing such crossover was in existence prior to re-construction of such road.

b) Crossovers over drains to private property shall be the responsibility of the landholder. The design of all such crossings, are to be approved by the Manager Infrastructure and/or Manager Operations.

### 6.3 Department of Planning, Transport & Infrastructure (DPTI) 'Approval Required'

Before a crossover application is granted approval by the Manager Operations or his/her delegate must obtain written approval from the Department of Planning, Transport & Infrastructure when the crossover abuts a DPTI road.

#### 6.3.1 Application Requirements

The applicant (i.e the owner or the owner's representative) must lodge with Council a formal application (attached) for approval to construct, reconstruct or otherwise alter a vehicle crossing and/or a crossing place. The applicant must, as part of the application, submit a site plan, showing the proposed location/alteration/reconstruction of the crossing and all existing street/road assets (nature strips, Council assets, public authority assets etc).

In the first instance when an application is received by Councils Department of Environment & Infrastructure to construct a Crossover and/or a Crossing Place the application will be assessed against Australian Standard 2890.1:2004 regarding its location. The location will be assessed against its proximity to intersecting roads, and assessed against sight distance requirements for the speed environment. The Infrastructure Officer will provide comment to the Manager Operations in relation these findings.

An on-site assessment 'if required' will then be conducted by Councils Infrastructure Officer and Manager Operations to help determine the merits of the application.
A decision will be made on whether approval will be granted. The applicant will be advised of the outcome by letter which will provide the specifications for construction.

The applicant may arrange for a competent concreting/asphalt/paving contractor to carry out the works which must be in accordance with Council's standards. Approval must be obtained prior to the works commencing.
The physical construction of a new vehicular crossing, or an alteration, reinstatement or addition to an existing vehicle crossing must be done in

accordance with Council's standards and to the satisfaction of the Manager Operations his/her delegate.

For reference, the application to construct a crossover and/or crossing place form is attached to this policy.

## 7. Risk Management

Crossovers and Crossing Places are to be constructed in accordance with Council specifications. The specifications and approval conditions take into account impacts of visual amenity and the existing infrastructure of the area, along with public safety.

An application to construct a crossover and/or a crossing place form must be completed by an applicant, prior to the installation of a crossover and/or crossing place. The application form details the crossover and crossing place specifications to the applicant. An approval letter is also sent to that applicant with customised conditions for installation.

## 8. Implementation/Delegations

The Chief Executive Officer is delegated authority to implement this Policy and to sub-delegate to other officers as necessary.

## 9. Related Documents

- Local Government Act 1993
- Development Act 1993
- Australian Standards

## 10. Availability of Policy

This policy is available on Council's website at www.victor.sa.gov.au. It may also be inspected or purchased at the Principal Office of the Council at 1 Bay Road, Victor Harbor.

# APPLICATION TO CONSTRUCT A CROSSOVER and/or a CROSSING PLACE

Applicant: _____

Postal Address: _____

Phone Number: _____

(*A* **crossover** *is the section of stand up kerb that is removed and replaced with mountable concrete for vehicle access)*

(*A* **crossing place** *is the section from the property boundary to the back of the kerb that is used to enter a property via a vehicle)*

I/We ……
*("the applicant")*

hereby make application to the City of Victor Harbor *("the Council")* for the purposes of installing a crossover and/or a crossing place at:

……..
*(property address)*

***Tick Applicable Box(s)***

☐ *Construct a Crossover*

☐ *Construct a Crossing Place*

In support of this application, I/we attach a plan containing the following:

- Proposed location of the crossover and/or crossing place;
- Dimensions of new crossover *(Council to supply one (1) only standard 4.5 metre crossover free of charge)*;
- Dimensions of new crossing place (to include cross section) *(Council to supply one (1) standard 4.5 metre wide crossing place free of charge);*
- North point;
- Road or street name;
- Proposed location of access in relation to existing roadway and property boundary;
- Location of existing trees;
- Distances to the road/street corner(s);
- Location of footways (if applicable);
- Utility Service Authority Assets & Locations, Example: SA Water Mains Water and Sewer Lines, Telstra Cables, SA Power Network, NBN Co.

APPLICANT PLEASE NOTE:

If work to be executed by applicant or contractor, issuing of this permit is subject to:

1. The applicant agreeing to any general conditions of the permit as contained herein.
2. The applicant agreeing to any special conditions which the Council determine and are attached hereto.
3. The applicant providing evidence of all appropriate insurances as required by either the general conditions or special conditions of the permit.

_____ Date: _____/_____/_____
Applicant Signature

# SPECIFICATION FOR THE CONSTRUCTION
## Crossover and a Crossing Place

## 1. SCOPE OF SPECIFICATION

### 1.1 Crossover

This specification is for the construction of a mountable concrete vehicular access at the kerb line. All work must be performed in accordance with this specification.

### 1.2 Crossing Place

This specification is for the construction of concrete vehicular access way from the edge of the kerb to the property boundary. All work must be performed in accordance with this specification.

## 2. PRELIMINARY CLAUSES

### 2.1 Workmanship and Materials

The whole of the work shall be executed in a thorough manner to the satisfaction of the Manager Operations or his/her delegate.

All materials to be used in the construction of the work shall be made available prior to and during the construction activities requested by the Manager of Operations or his/her delegate.

Should any of these materials fail to meet the requirements of this specification, the Manager Operations or his/her delegate has the authority to order these materials to be removed from the site at no cost to the Council.

### 2.2 Variations from Specification

No variation from this specification shall be permitted without written approval from the Director of Environment and Infrastructure or his/her delegate.

### 2.3 Water for Work

All water used on the work shall be clean and free from all impurities of all kinds. Arrangements for the supply of water shall be made by the property owner at their own expense.

### 2.4 Setting Out

#### 2.4.1 Crossover

For the removal of the existing kerb section, a saw cut at either end and at the invert of the water table.

For a single 4.5 metre crossover, the width is to be 450 mm, depth at 200 mm with the height to be to existing top of kerb at either end.

#### 2.4.2 Crossing Place

For a single invert the crossing is to be the full width of the invert tapering to a minimum width of 3metres at the fence line.

Where a footpath exists, the crossing shall be graded from the fence line to the path and the path to the invert. Where no footpath exists, the back of the footpath levels will be provided upon request, although in flat terrain a level of 100mm above edge of road is normally satisfactory.

### 2.5 Cleaning Up

At all times the job must be kept clean and tidy and free from all surplus materials, spoil and debris of all kinds.

All surplus earth, clay and excavated material from the job shall be removed from the site and disposed of by the owner or contractor, unless otherwise requested.

## 3. EXCAVATION AND BACKFILL

### 3.1 Excavation

The whole of the area of the crossing shall be excavated or filled as required to provide an even working base on which to place concrete. The depth of excavation shall be sufficient to ensure that the correct concrete thickness and grade is obtained.

### 3.2 Subgrade

The subgrade shall be free from organic matter or other deleterious material detrimental to the long term strength or stability of the material.

### 3.3 Basecourse and Sub Base

The basecourse shall be hard, durable crushed rock, basecourse or quarry rubble or other suitable material which is clean and free from any deleterious matter, from weathered, cracked, disintegrated or decomposed stone, and from thin, flaky or excessively elongated stone fragments.

The basecourse shall be thoroughly compacted (95% mod. AS1289 E2.1 compaction to a thickness as specified in table A). Material to comply with Department of Planning, Transport & Infrastructure (DPTI) Specification PM32 (Class1) basecourse, PM21 Class2) sub basecourse.

## 4. Materials

### 4.1 Concrete

Ready mixed concrete conforming to the standards outline shall be used:

- To be nominal 4:2:1 mix with a minimum 28 days strength of 20 MPA
- 80mm maximum slump using ordinary Portland cement, maximum aggregate size is 20mm.

Concrete slabs shall be reinforced with steel fabric (as specified in Table A) and placed 40mm below the top of the slab.

The surface should be finished with a wood float and steel edging tool used on joint and edges.

Concrete slabs shall be protected from sun and vehicle damage during the first seven days of curing.

### 4.2 Bitumen Hotmix

Bituminous Hotmix shall consist of either AC 7mm, or AC 10mm or AITCH 14 as per Department of Planning, Transport and Infrastructure Standard A7.

Table B outlines required thickness for various applications.

### 4.3 Pavers or Other Materials

If pavers or other material are to be used, then approval on the type, colour and texture of the paver or other material shall be obtained from the Council prior to any work commencing.

## 5. Sketch/map of location required

Please attach a sketch or map to application. Within the map, indicate distances from the boundary of the allotment and approximate width required. Show allotments or street numbers of adjoining properties if known.

## TABLE A - CONCRETE SLABS/DRIVEWAYS

| LAND USE | BASE COURSE | SLAB THICKNESS | REINFORCEMENT |
|---|---|---|---|
| Residential | 150 mm | 125 mm | F62 |
| Commercial, including car parks | 200 mm | 150 mm | F72 |
| Industrial | 250 mm | 200 mm | F82 |

## TABLE B – HOTMIX DRIVEWAYS

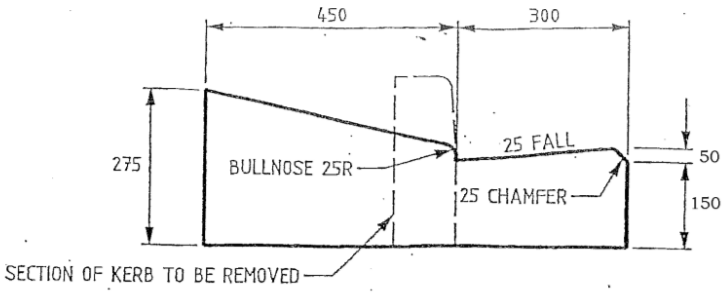
| LAND USE | BASE COURSE | PAVEMENT THICKNESS |
|---|---|---|
| Residential | 125 mm | 40 mm |
| Commercial, including car parks | 200 mm | 50 mm |
| Industrial | 250 mm 2% CTQR | 130 mm |

***NB:*** *(CTQR) 2% Cement Treated Quarry Rubble, parent materials to comply with Department of Planning, Transport & Infrastructure Specifications PM21 (Class2).*

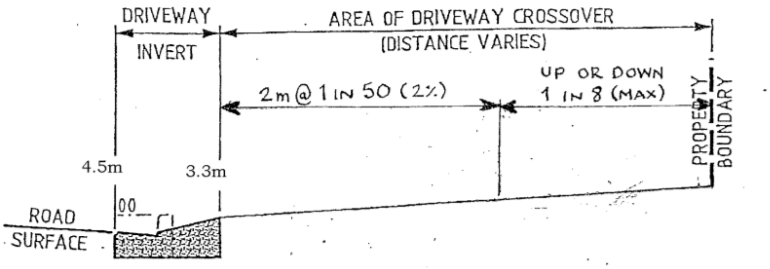
## TABLE C – BLOCK PAVING DRIVEWAYS

| LAND USE | SUB BASE | BASE | BLOCK PAVER THICKNESS |
|---|---|---|---|
| Residential | 125 mm | 30 mm - sand | 70 mm |
| Commercial | 200 mm | 30 mm - sand | 70 mm |
| Industrial | 250 mm | 30 mm – sand | 90 mm |

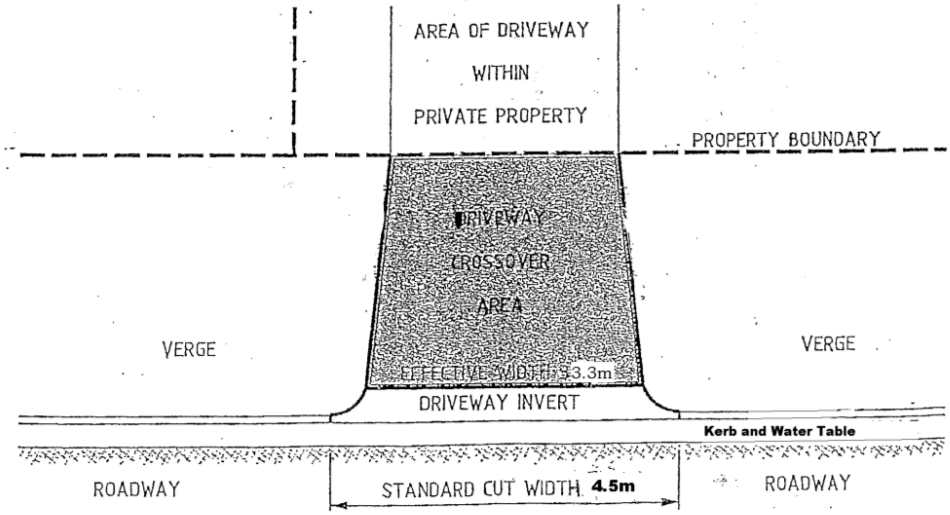
***NB:*** *Laying of Pavers – to follow and adhere to the paver supplier's technical specification*




TYPICAL DRIVEWAY INVERT




TYPICAL DRIVEWAY CROSSOVER




TYPICAL PLAN OF DRIVEWAY ACCESS

## Attachment 2 - Draft - Vehicle Crossover Policy

# POLICY

| | |
|---|---|
| **Policy Name** | Vehicle Crossover Policy |
| **Policy Category** | Service Provision |
| **Department / Officer** | Environment and Infrastructure Department |
| **Date Adopted** | 28 July 1997 |
| **Date/s Reviewed** | 22 October 2012, 23 September 2013, 28 September 2015, 25 June 2018; 22 September 2025; |
| **Review Frequency** | Every Three Years |
| **Strategic Plan Reference** | Aspiration 5: We have services and infrastructure that meet our community's needs |
| **Attachments** | Nil |

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### 1. Purpose

The purpose of the Policy is to provide a consistent approach for the construction of a driveway crossover to allow vehicle access to private property.

### 2. Scope

This Policy applies to properties where one or more vehicles access to and from land adjoining a road (including construction of a crossover or driveway and associated or ancillary works) to:

- Provide for the safety of all road users.
- Provide for vehicular access that maximises the provision of on-street carparking.
- Create attractive streetscapes through the retention of street trees and limiting the amount of hardstand areas.
- Create driveway crossovers that are durable.
- Create driveway crossovers that are located to minimise the need to relocate or remove street infrastructure.

It covers applications for the construction of new crossovers, as well as modifications or upgrades to existing crossovers.

### 3. Policy Statement (Summary)

The City of Victor Harbor (the Council) is committed to ensuring a consistent approach to the construction of driveway crossovers for urban and rural properties.

## 4. Legislation and Compliance

Section 221 of the *Local Government Act 1999* provides the Council with the ability to control works on roads, including requiring property owners to obtain permission to undertake works (construction, maintenance and /or alterations) of their driveways.

Section 221(3)(b) of the *Local Government Act 1999* provides that a person with the benefit of a Development Authorisation under the *Planning, Development and Infrastructure Act 2016* does not require an Authorisation under the *Local Government Act 1999* to undertake the necessary alterations to a road including the installation of a driveway crossover.

## 5. Definitions

***Adjoining*** means properties accessed via the same public road or laneway sharing a boundary, or opposite (including directly and diagonally opposite properties) to a subject site, but does not include properties that share a rear boundary with the subject site.

***Applicant*** mean the owner of the property for which the crossover is intended.

***Council*** means the City of Victor Harbor.

***Driveway*** means the roadway extending from the frontage of a private property to a public road and comprises the following sections:

- Invert representing the kerb and water table.
- Crossover is the area between the property boundary and the kerb.

***Urban*** means development involving detached and semi-detached dwellings, row dwellings, residential flat buildings, group dwellings, the division of land to accommodate new housing and a domestic outbuilding, within the residential zoned areas

***Road width*** means:

- On kerbed roads – the distance from face of kerb to face of kerb.
- On un-kerbed roads – the width of the sealed carriageway.
- On unsealed roads – the width of the formed road surface.

***Rural*** means land that is located outside of the residential zoned area.

## 6. Policy Content

Most private properties have driveway access over Council land to the public road network.

Section 221 of the *Local Government Act 1999* provides the Council with the ability to control works on roads, including requiring property owners to obtain permission to undertake works (construction, maintenance, and/or alterations) on their driveways.

Property owners must submit a driveway crossover application and obtain approval from the Council before altering (installing, widening, or replacing) any part of their driveway on public



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land. Property owners are responsible for the construction, maintenance, and/or alterations of their driveways, as well as all associated costs.

Modification to the kerbing is also at the property owners' expense and can be requested to be undertaken by Council, or can be undertaken by a suitably experienced private contractor.

Approval is not required if an alteration is to provide vehicle access to and from land adjoining the road and is approved as part of a Development Authorisation under the *Planning, Development and Infrastructure Act 2016*.

### 6.1 Urban Crossovers

A maximum of two vehicle crossovers is permitted for any urban property, with neither exceeding 4 metres in width

The minimum width for a single vehicle crossover is 3 metres, and the maximum width is 6 metres, unless otherwise approved

### 6.2 Rural Crossovers

Crossovers are to be constructed with a minimum width for a single vehicle crossover of 4 metres and a maximum width is 6 metres. Rural crossovers may require the installation of pipes to allow for stormwater drainage along the road verge, at the property owners' expense.

### 6.3 Separation Between Dual Crossovers

When two crossovers are provided for a single property, a minimum separation distance of 9 meters must be maintained between them.

### 6.4 Shared and Adjacent Property Crossovers

For adjacent properties with frontages of 10 meters or less, vehicle crossovers must comply with one of the following conditions:

- They must be fully combined, with a maximum total width of 6 meters, or
- There must be a minimum separation of 6 meters between the driveways to accommodate one on-street parking space.

### 6.5 Corner Allotments

Vehicle crossovers on corner allotments must be located at a minimum of 6 metres from the tangent point of the kerb return at intersections and maintain a minimum clearance of 1.0 metres from:

- Pedestrian kerb crossovers
- Street trees

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- Signage
- Bollards
- Other street furniture

These requirements must comply with AS 2890.1 (Parking Facilities – Off-street car parking).

### 6.6 Alignment with Opposite Crossovers

Where practicable, vehicle crossovers should be aligned with those on the opposite side of the road, to reduce the loss of on-street parking opposite driveways.

### 6.7 Construction Standards

#### 6.7.1 General Construction Requirements

All vehicle crossovers must be constructed in accordance with the Infrastructure Guidelines SA – Standards and Requirements for the Design and Construction of Infrastructure Assets in South Australia in particular to the following standards drawings:

- SD 225 – Retrofit Residential Vehicle Crossing Detail
- SD 235 - Vehicle Block paved crossing detail
- SD 240 – Industrial Vehicle Crossing Detail
- SD 245 – Vehicle Crossing Longitudinal Sections
- SD 250 – Typical Swale Drain Residential Vehicle Crossing (Rural Entrance)
- SD 255 - Typical Swale Drain Residential Vehicle Crossing (Urban Entrance)
- SD 260 - Typical Swale Drain Heavy Vehicle Crossing (Rural Entrance)

Kerbing works are to be undertaken using a minimum of 25 MPa concrete.

#### 6.7.2 Road Reserve and Footpath Zone Surfaces

Crossovers must be constructed with an all-weather surface within the road reserve.

The section of the crossover passing through the footpath area must:

- Comply with AS/NZS 1428.1 – Design for Access and Mobility
- Use a surface that matches the texture and colour of adjacent footpaths where possible.
-

#### 6.7.3 Surface Treatments and Limitations

Coloured edge strips that run parallel to the footpath alignment are permitted.

Surface patterns that create irregularities greater than 5 mm and decorative edge strips that cross the pedestrian path of travel are prohibited.

#### 6.7.4 Obstructions to kerb and water table

The use of steel plates or rubber/plastic wedges to assist vehicular access are not permitted because they cause potential tripping hazards and restrict stormwater flows.

For property owners with low clearance vehicles it is recommended that the driveway access kerbing be modified to allow for easier transition from the road to the driveway.

### 6.8 Slope and Gradient Considerations

If the proposed vehicle crossover exceeds a gradient of 6.7%, a qualified Design Engineer must provide documentation showing, through standard car templates, that safe access is achievable for all vehicles.

For particularly steep sites it may be necessary to include a vehicular turnaround space within the property boundary to allow for forward facing exit from the property to the road.

### 6.9 Redundant Driveway Crossovers

All redundant driveway crossovers shall be removed at the expense of the landowner. This includes the removal of existing driveway inverts and reinstatement of upright kerb and footpaths (where applicable), to match existing and backfilling the verge with sandy loam. It is the responsibility of the landowner to negotiate with their builder to ensure this work is completed.

### 6.10 How to lodge an Application

Prior to construction or modification of any vehicle crossover, property owners must lodge an application form with Council and include:

- A site plan showing proposed dimensions and location
- Relevant engineering details, if applicable
- Any supporting documentation related to design or slope (if required)

A lodgement fee is payable at the time of submitting the application form, as specified in the Councill's Fees and Charges.

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## 7 Risk Management

Crossovers are to be constructed in accordance with Council specifications. The specifications and approval conditions take into account impacts of visual amenity and the existing infrastructure of the area, along with public safety.

Property owners, or their nominated contractors, are to advise Council once crossover works have been completed, to allow staff to inspect the works to ensure the works have been undertaken to the required standard and in accordance with approved design.

## 8 Implementation/Delegations

The Chief Executive Officer is delegated the authority to implement this Policy, and to sub-delegate to the officers as necessary.

Refer to Council's delegation register under Section 221(1) of the *Local Government Act 1999*, which identifies who is delegated the power to grant an authorisation to alter a public road.

## 9 Related Documents

Infrastructure Guidelines SA – Standards and Requirements for the Design and Construction of Infrastructure Assets in South Australia

*Planning, Development and Infrastructure Act 2016*

AS/NZS 2890.1, AS/NZS 1428.1 - Design for Access and Mobility

AS1428 – Design for access and mobility

AS1742 – Traffic Control Devices

## 10 Availability of Policy

This Policy is available on Council's website at www.victor.sa.gov.au.

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**Attachment 3 - Application to Construct a Vehicle Crossover**

# APPLICATION TO CONSTRUCT A VEHICLE CROSSOVER

Pursuant to Section 221 of the *Local Government Act 1999*

| 1. Applicant Details | | | | | | | |
|---|---|---|---|---|---|---|---|
| **Title** | | **Given Name** | | **Family Name** | | | |
| **Company Name** | | | | | | | |
| **Postal Address** | | | | | | | |
| **Suburb** | | | | | **Post Code** | | |
| **Home Phone** | | | **Work Phone** | | | | |
| **Mobile** | | | **Email address** | | | | |

| 2. Construction Location | | | |
|---|---|---|---|
| **Construction Address** | | | |
| **Suburb** | | **Post Code** | |

| 3. Contractor's Details | | | | | |
|---|---|---|---|---|---|
| **Contractor Name** | | | | | |
| **Company Name** | | | | | |
| **Postal Address** | | | | | |
| **Suburb** | | | **Post Code** | | |
| **Home Phone** | | **Work Phone** | | | |
| **Mobile** | | **Email Address** | | | |

| 4. Application Fee | | | | | | |
|---|---|---|---|---|---|---|
| Application fee payable on lodgement as per Councils Fees and Charges | | Paid: | Yes | | No | |
| Date Paid | | Receipt No: | | | | |

**5. Special Conditions**

1. The Applicant is responsible for obtaining information on the location of underground pipes and cables from communications, water and electricity providers. Plans can be requested via the Before You Dig website – www.byda.com.au.
2. Structures on the street (e.g. trees, power poles, signs and services etc.) may not be moved, altered or interfered with in any way except with the express, written approval of the relevant public utility or service provider and Council.
3. Where a new crossover is constructed to replace an existing crossover, the existing crossover must be closed and the footpath and kerb reinstated in accordance with Council specifications.
4. All cutting of roadways and of concrete or bitumen footpaths must be carried out using a saw cut in straight lines. Concrete slab footpaths are to be cut to the nearest control joint. Concrete block paving is to be lifted and stacked neatly so as not to cause a hazard to the public.
5. Crossovers are to be constructed a minimum distance of no less than 1 metre from a stobie pole.

6. The standard cut-out distance on a road for the construction of a crossover shall be 350mm from the edge of the watertable and shall extend no less than 350mm either side beyond the extent of the crossover being constructed.
7. The excavation is to be back-filled in layers using selected material and compacted such that the compacted surface matches the adjacent footpath level and is to be at least to the standard of the existing surface in thickness and quality of materials. The Applicant must remove excess spoil and leave the site clean and safe to the public.
8. The Council shall not accept responsibility for any damage or claims arising from the works, or from the opening or breaking up of the footpath surface. 1
9. Any future alterations necessary through road widening or other works shall be carried out at no cost to the Council.

## 6. General Conditions

The applicant agrees:

1. For the term of the authorisation, to comply with all the applicable industry standards, health or safety standards, current standards of Standards Australia or any applicable code of practice.
2. To ensure that all works carried out are undertaken to the highest standard and are carried out promptly and with all due care, skill and diligence.
3. To ensure that any alteration to the road does not interfere with or cause damage to or in any way affect the property of any other person.
4. To comply with any direction given by any authority, statutory authority or Council to remove, maintain or otherwise modify the alteration to the road subject to this authorisation.
5. That all fixtures and equipment erected or installed in, on, across, under or over the road remain the property of the applicant pursuant to Section 209 of the Local Government Act 1999.
6. For the term of the authorisation, to maintain all fixtures and equipment erected or installed, or vegetation planted, in good condition and to recognised standards.
7. To indemnify the Council, its servants and/or agents, against all actions, costs, claims and demands for injury, loss or damage arising out of any negligent act or omission of the applicant in relation to the alteration to the road, the granting of this authorisation and the general and special conditions contained herein and such indemnity shall be in addition to any statutory immunity in favour of the Council.
8. For the term of the authorisation, to take out and keep current a public liability policy of insurance to an appropriate level of cover per claim in respect of any negligent act or omission of the applicant in relation to the alteration to the road or any activity arising out of or from the granting of this Authorisation by the Council.
9. At the expiration or earlier termination of this authorisation to remove, if so directed by the Council, any structure or object erected or installed on the road and to reinstate the road to the satisfaction of the Council.
10. This authorisation does not confer on the applicant any exclusive right, entitlement or interest in the road and does not derogate from the Council's powers arising under the Local Government Act, 1999.

## 7. Declaration

I undertake to be responsible for the works approved under this application and undertake to effect reinstatement of the footway and road pavements, as may be required, to a standard equivalent to that existing prior to the commencement of this work.
I am aware of the general conditions of authorisation as contained herein.
I agree to any/all special conditions that the Council may determine and attach to this authorisation. I am aware of the administration fee to be paid prior to approval of this application

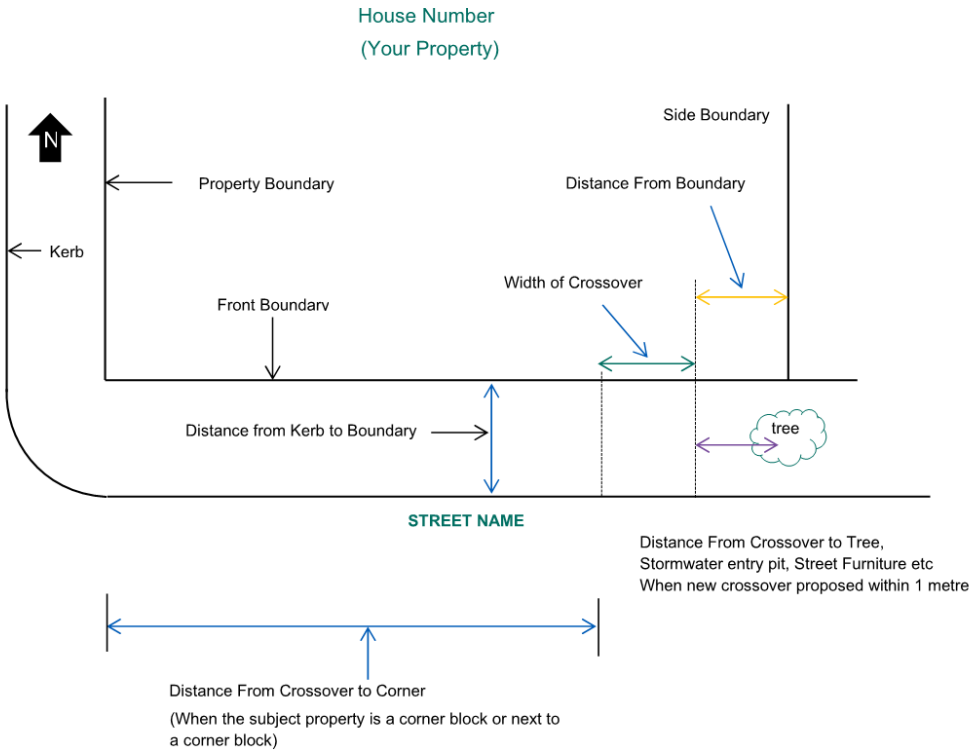
| | |
|---|---|
| Signature of property owner or applicant on behalf of the property owner: | |
| Date: | |

| **Office Use Only** | | | | |
|---|---|---|---|---|
| Application Approved: | Yes | | No | |
| Tree Removal Approved: | Yes | | No | |
| Work Site Inspected: | | | | |

| | | | |
|---|---|---|---|
| Administration fee: | | | |
| Total Amount Payable: | | | |
| Application approved by: | | Date: | |
| Reinstatement inspected by<br><br>:<br><br>Date: | | | |

| 8. Scale Plans | | | | | | |
|---|---|---|---|---|---|---|
| Construction material: | | Concrete | | Block Paving | | |
| Asphalt | | | | | | |
| Colour (block paving only) | | | | | | |
| Type of vehicle crossover: | | Urban | | Rural | | Industrial |
| Architectural plans provided in lieu of sketch plan below:<br>All work is to be undertaken in accordance with the Infrastructure Guidelines SA – standards and Requirements for the Design and Construction of Infrastructure Assets in South Australia | | | | | | |
| | | | | | | |
| Sketch to include: | | | | | | |
| • Distance to property boundary<br>• Distances to crossover<br>• Distance to corner (if applicable)<br>• Dimensions of new crossover<br>• Street Signs (if appliable) | | | • North Point<br>• Location(s) of existing tree(s)<br>• Locations(s) of existing stobie poles<br>• Locations of footpaths<br>• Street Name(s)<br>• Stormwater infrastructure | | | |

## Example Sketch for Driveway Crossover Plan



**Attachment 4 - Vehicle Crossover Permit**

# Vehicle Crossover Permit

85510500
www.victor.sa.gov.au

| APPROVED PERMIT DETAILS | |
|---|---|
| **Permit Issued to:** | |
| **Permit Number:** | |
| **Activity:** | |
| **Location:** | |

| Approval and Authorisation | |
|---|---|
| *This document certifies that the named organisation/individual/community group is authorised to undertake fundraising in a public space within the City of Victor Harbor Council area. This permit is granted in accordance with Section 221 of the Local Government Act 1999, and pursuant to Council's By-Law No. 3 – Roads and By-Law No. 4 – Local Government Land. The permit is issued subject to compliance with all stated terms and conditions.* | |
| **Approved By:** | |
| **Position Title** | |
| **Signature** | |
| **Date of Approval** | |

# Conditions of Permit

**RECITALS**

A. All public roads in the Council area are vested in the Council.

B. The Council, having complied with relevant consultation obligations (if any) under the *Local Government Act 1999*, grants this Authorisation to the Authorisation Holder to make alterations to a public road, subject to the general and any special conditions stipulated below.

**Special Conditions**

1. The Applicant is responsible for obtaining information on the location of underground pipes and cables from communications, water and electricity providers. Plans can be requested via the Before You Dig website – www.byda.com.au.
2. Structures on the street (e.g. trees, power poles, signs and services etc.) may not be moved, altered or interfered with in any way except with the express, written approval of the relevant public utility or service provider and Council.
3. Where a new crossover is constructed to replace an existing crossover, the existing crossover must be closed and the footpath and kerb reinstated in accordance with Council specifications.
4. All cutting of roadways and of concrete or bitumen footpaths must be carried out using a saw cut in straight lines. Concrete slab footpaths are to be cut to the nearest control joint. Concrete block paving is to be lifted and stacked neatly so as not to cause a hazard to the public.
5. Crossovers are to be constructed a minimum distance of no less than 1 metre from a stobie pole.
6. The standard cut-out distance on a road for the construction of a crossover shall be 350mm from the edge of the watertable and shall extend no less than 350mm either side beyond the extent of the crossover being constructed.
7. The excavation is to be back-filled in layers using selected material and compacted such that the compacted surface matches the adjacent footpath level and is to be at least to the standard of the existing surface in thickness and quality of materials. The Applicant must remove excess spoil and leave the site clean and safe to the public.
8. The Council shall not accept responsibility for any damage or claims arising from the works, or from the opening or breaking up of the footpath surface.
9. Any future alterations necessary through road widening or other works shall be carried out at no cost to the Council.

**General Conditions**

The applicant agrees:

1. For the term of the authorisation, to comply with all the applicable industry standards, health or safety standards, current standards of Standards Australia or any applicable code of practice.
2. To ensure that all works carried out are undertaken to the highest standard and are carried out promptly and with all due care, skill and diligence.
3. To ensure that any alteration to the road does not interfere with or cause damage to or in any way affect the property of any other person.

4. To comply with any direction given by any authority, statutory authority or Council to remove, maintain or otherwise modify the alteration to the road subject to this authorisation.
5. That all fixtures and equipment erected or installed in, on, across, under or over the road remain the property of the applicant pursuant to Section 209 of the *Local Government Act 1999*.
6. For the term of the authorisation, to maintain all fixtures and equipment erected or installed, or vegetation planted, in good condition and to recognised standards.
7. To indemnify the Council, its servants and/or agents, against all actions, costs, claims and demands for injury, loss or damage arising out of any negligent act or omission of the applicant in relation to the alteration to the road, the granting of this authorisation and the general and special conditions contained herein and such indemnity shall be in addition to any statutory immunity in favour of the Council.
8. For the term of the authorisation, to take out and keep current a public liability policy of insurance to an appropriate level of cover per claim in respect of any negligent act or omission of the applicant in relation to the alteration to the road or any activity arising out of or from the granting of this Authorisation by the Council.
9. At the expiration or earlier termination of this authorisation to remove, if so directed by the Council, any structure or object erected or installed on the road and to reinstate the road to the satisfaction of the Council.
10. This authorisation does not confer on the applicant any exclusive right, entitlement or interest in the road and does not derogate from the Council's powers arising under the *Local Government Act, 1999*.

## 9.6. Arts and Culture Advisory Group

Committee: Ordinary Council Meeting

Meeting Date: 15 December 2025

Report Author: Kyla Walker

## RECOMMENDATION

That Council:

a. appoint Tyler Chappell as a community member representative to the Arts and Culture Advisory Group, effective 15 December 2025, with the term concluding at the Ordinary Council meeting in June 2027; and

b. proceed to an expression of interest process to recruit two community member representatives for the Arts and Culture Advisory Group; and

c. note a future report will be brought back to Council for consideration and appointment of the two remaining vacancies on the Arts and Culture Advisory Group.

## PURPOSE

The purpose of this report is for Council to appoint Tyler Chappell as a community member representative and commence an expression of interest process to fill the two vacant positions on the Arts and Culture Advisory Group.

## BACKGROUND

In March 2024, Council resolved to recruit community representatives through an expression of interest process, with appointments to these positions being resolved by Council in June 2024 for a three-year term ending in June 2027.

The membership of the Arts and Culture Advisory Group shall consist of:

- Six (6) community representatives who have relevant experience in arts and culture industries or related industries;
- One (1) First Nations Community Representative;
- Two (2) Council Members of the City of Victor Harbor.

Since May 2025, three community representative members - Peta Johnson, Margaret Worth and Luisa Stocco have resigned. Tyler Chappell has been attending the Arts and Culture Advisory Group since June 2025.

## COMMENTARY

The three vacancies impact quorum requirements, making it essential to fill these positions.

In accordance with the Arts and Culture Advisory Group Terms of Reference, the Council must resolve to appoint replacements from the same sector.

The Arts and Culture Advisory Group supports filling the vacant positions. Expressions of Interest for the three vacant positions will be open for four weeks and advertised via:

- Fleurieu Sun
- Social Media
- City of Victor Harbor website

Applications will be reviewed by the relevant Director, Group Facilitator and a Council Member, with recommendations being presented to Council for appointment.

It is recommended that Council formally appoint Tyler Chappell to one of the vacant positions.

## RISK ASSESSMENT

The following risks have been assessed in line with Council's Risk Management Framework and Policy:

**Legal and Compliance** - The Arts and Culture Advisory Group plays an advisory role, that helps the council facilitate the Arts and Heritage Culture Strategy. This risk is assessed as ***low***.

## REFERENCES

**City of Victor Harbor Community Plan 2030**

Aspiration 2 - We have a culture of innovation, collaboration and creativity

Aspiration 6 - We are a financially sustainable and well-governed organisation

**Other references used:**

Arts and Culture Advisory Group Terms of Reference

## BUDGET IMPLICATIONS

There are sufficient funds in Project #63193 (*Arts and Culture Projects - Marketing Expenses*) for the purposes of undertaking expression of interest for the three community representative position for the Arts and Culture Advisory Group at an estimated costs of $1,000.

No additional funds are required.

## CONSULTATION

Arts and Culture Advisory Group

Strategy and Engagement Business Partner - Michelle James

Project Officer - Kate O'Donoghue

## ATTACHMENTS

Nil

# 10. COMMUNITY AND DEVELOPMENT

## 10.1. Future Ready Strategy - Engagement Plan and Discussion Paper

Committee: Ordinary Council Meeting

Meeting Date: 15 December 2025

Report Author: Michelle James

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## RECOMMENDATION

1. That Council receive and note the engagement plan, as provided at Attachment 1, prepared to support the preparation of the Future Ready Strategy.

2. That Council approve the proposed content for the Future Ready Strategy Discussion Paper, as provided at Attachment 2, for the purpose of commencing the first phase of community and stakeholder engagement in accordance with the Future Ready Engagement Strategy.

3. That Council grant delegation to the Chief Executive Officer to make minor amendments and graphic design improvements to the draft Future Ready Strategy Discussion Paper (for consultation) document if/where necessary and appropriate.

4. That a report be brought back to Council following the first phase of stakeholder and community engagement, outlining the engagement findings and next steps for the project

5. That Council, following feedback from the Victor Harbor Future Ready Stakeholder Reference Group, revise the membership of the Group as proposed within the updated guidelines at Attachment 3.

## PURPOSE

The purpose of this report is to provide Council with an update on the progress of the Future Ready Strategy project, present a project engagement plan for noting, seek endorsement of the content for a discussion paper to guide Phase 1 engagement, and revise the membership of the Victor Harbor Future Ready Stakeholder Reference Group.

## BACKGROUND

Delivery of a Future Ready Strategy (the Strategy) is identified as a Key Planned Activity within the 2025/26 Annual Business Plan.

The Strategy is being delivered by a multi-disciplinary project team from varying areas across the Council administration including planning, community wellbeing, strategy and engagement. Methodology includes a six-stage process as outlined below:

- **Stage 1 - Project Initiation and Planning**
  Establishment of governance structure, delivery plan and project team. *(Completed)*

- **Stage 2 - Research and Analysis**
  Review of demographics, housing, workforce and economic trends, drawing on UGMS investigations and relevant datasets and documents. *(Completed)*

- **Stage 3 - Consultation (Phase 1 Engagement)**
  Targeted community and stakeholder engagement to gather insights from young people, families and other key stakeholders through a range of considered methods to capture community needs and ideas. *(Current stage)*

- **Stage 4 - Strategy Development**
  Drafting of the Future Ready Strategy informed by engagement findings and evidence.

- **Stage 5 - Draft Strategy Consultation (Phase 2 Engagement)**
  The Strategy is presented back to Council, community and stakeholders for feedback for broader feedback and refinement.

- **Stage 6 - Finalisation and Implementation**
  Preparation of final strategy for adoption, summarising findings, community input and priority recommendations for implementation.

Stages 1 and 2 have been completed. With Stage 2 drawing significantly on the investigations undertaken to support the Urban Growth Management Strategy and other relevant datasets, reports and strategic documents. The project is now progressing into Stage 3 (Phase 1 engagement).

These stages have informed the preparation of two draft documents for Council's consideration, as follows:

- **Future Ready Strategy Engagement Plan** (Attachment 1)

- **Future Ready Strategy Discussion Paper** (Attachment 2)

These draft documents complete the preparatory work required for Stage 3 (Phase 1 engagement). The Engagement Plan outlines how community and stakeholder input will be collected, and the Discussion Paper provides the evidence base to support engagement. Insights gathered during this phase will then inform future stages of the strategy development.

***Preliminary Consultation***

At its meeting on 22 July 2025, Council resolved to establish the Victor Harbor Future Ready Stakeholder Reference Group and adopt the associated Guidelines (Resolution OC1952025). Council subsequently appointed Mayor Jenkins, Cr Mann, Cr Quinton and Cr Quaremba as Council Member representatives to the Group and amended the Guidelines to reflect this membership (Resolution OC1972025).

The Stakeholder Reference Group membership also currently includes:

- A staff representative from each local high school.
- A school or college captain from each local high school.
- A representative from Business Victor Harbor.
- Administration representatives, including the Youth Development Officer.

The inaugural meeting of the Stakeholder Reference Group was held on 27 November 2025, where members reviewed the draft documents and provided feedback, including suggestions to strengthen engagement with young people, recent school leavers, local professionals and tertiary education providers.

Feedback from the Future Ready Victor Harbor Strategy Stakeholder Reference Group has also informed a recommendation to update the Group's membership as follows:

- Remove student representatives noting that more targeted engagement initiatives will be undertaken to capture the views and insights of young people in a more appropriate format (as identified within the engagement plan);
- Add representatives from the Fleurieu Study Hub and Regional Development Australia - Adelaide Hills, Fleurieu and Kangaroo Island.

A copy of the proposed changes to the Stakeholder Reference Group Membership is provided in the guidelines at Attachment 3.

The draft Discussion Paper and Engagement Plan were also presented to Council Members at the Briefing Session held on 1 December 2025. Feedback from this session has been detailed in the commentary section of the report along with ways in which the feedback has been considered and captured in the draft documents.

## COMMENTARY

The following commentary outlines the purpose and function of the draft Engagement Plan and Discussion Paper, and how Council Member feedback has been considered in the preparation of the draft documents.

***Engagement Plan and Discussion Paper***

The draft Engagement Plan outlines the approach for Phase 1 engagement and identifies the target audiences, methods and tools required to capture diverse community perspectives. The Engagement Plan reflects stakeholder mapping undertaken by the project team and aligns with the feedback received from the Stakeholder Reference Group.

The draft Discussion Paper consolidates the research and analysis completed in Stages 1 and 2. It presents an evidence-based snapshot of Victor Harbor's demographic trends, housing and workforce pressures, liveability considerations and opportunities for future growth. The purpose of the Discussion Paper is to inform and support community conversations during Phase 1 engagement.

***Council Member Feedback and Project Team Response***

During the Council Member Briefing Session on 1 December 2025, elected members provided detailed feedback on the draft Discussion Paper and Engagement Plan. A summary of this feedback and the project team's response is provided at Attachment 4.

***Next steps***

Upon approval of the content of the draft Discussion Paper, the document will be finalised (graphic design and minor administrative amendments). The Discussion Paper will then be released for consultation per the Engagement Plan. The consultation period will be for approximately 6 weeks with the indicative window being from mid-January until the end of February 2026. However, there may be some youth engagement initiatives undertaken in early March to allow for settling into the new school year in February.

At the conclusion of the engagement period a report will be brought back to Council following outlining what we heard and next steps for the project.

## RISK ASSESSMENT

The following risks have been assessed in line with Council's Risk Management Framework and Policy:

**Reputation** - It is unlikely that there will be any negative media or community concerns with progressing the development of the Future Ready Strategy noting that an extensive Engagement Plan works to ensure community and stakeholder voices are reflected within its development. This risk is assessed as ***low***.

## REFERENCES

**City of Victor Harbor Community Plan 2030**

Aspiration 3 - We manage growth and change responsibly

- Objective 3.1 - Support initiatives that grow the economy, strengthen local businesses and retain people in Victor Harbor.
- Objective 3.3 - Attract and retain young professionals and families in Victor Harbor for long-term demographic sustainability.

**Other references used:**

2025/26 Annual Business Plan and Budget

Victor Harbor Urban Growth Management Strategy (UGMS) version 17.0

Greater Adelaide Regional Plan (GARP) - Released 17 March 2025

## BUDGET IMPLICATIONS

There are sufficient funds in Project #100084 (Engagement) to undertake the delivery of the Future Ready Strategy development at an estimated cost of $50,000.

No additional funds are required.

## CONSULTATION

Council Members at a Briefing Session held 1 December 2025

Future Ready Stakeholder Reference Group at a Meeting held 27 November 2025

Chief Executive Officer - Victoria MacKirdy

Director Community and Development - Graham Pathuis

Strategic and Policy Planner - David Read

Project Officer - Louise Hampel

Project Officer - Kate O'Donoghue

Youth Development Officer - Daniel Western

## ATTACHMENTS

Attachment 1 - Future Ready Strategy Engagement Plan

Attachment 2 - Future Ready Strategy Discussion Paper

Attachment 3 - Victor Harbor Future Ready Strategy Stakeholder Reference Group Guidelines - Proposed Updates

Attachment 4 - Council Member Feedback and Response on Future Ready Engagement Plan and Discussion Paper

**Attachment 1 - Future Ready Engagement Plan**

# Engagement Plan
# Future Ready Strategy

## 1. Introduction

This Engagement Plan outlines how Council will connect with the community and key stakeholders to support the development and delivery of the Future Ready Strategy. It provides a clear approach to sharing information, gathering feedback, and ensuring that a diverse range of voices are reflected in the strategy.

This Engagement Plan is a living document and will be reviewed regularly to ensure it remains relevant, reflects community needs, and supports meaningful involvement throughout the development of the Future Ready Strategy.

## 2. Background

The City of Victor Harbor is developing the Future Ready Strategy to help guide the community toward a balanced, sustainable and thriving future. Recent population trends, including strong growth and an increasingly older demographic profile, are shaping the way people live, work, and access services in Victor Harbor. These shifts create both opportunities and challenges across housing, employment, education, community participation and liveability.

Research undertaken through the Urban Growth Management Strategy, regional population projections and local social infrastructure assessments shows that Victor Harbor will continue to grow over the coming decades. At the same time, the community has told us that it is important to carefully manage this growth so we can protect the things people value most — our environment, lifestyle, community character and the small-town feel that makes Victor Harbor unique.

The Future Ready Strategy aims to bring these insights together and outline practical actions to support a more balanced population, strengthen access to services and education, diversify the local economy, and enhance liveability for people of all ages. The Strategy will help ensure that Victor Harbor remains a place where current and future residents can enjoy a high quality of life.

To achieve this, the Strategy must be shaped in partnership with the community. Engagement will play a central role in identifying the issues that matter most, testing ideas, exploring opportunities and ensuring the final Strategy reflects local needs, priorities and aspirations. The engagement approach will provide multiple and accessible ways for people to participate, recognising that residents have varying levels of interest, time and preferred communication styles.

This Engagement Plan outlines how we will involve the community, stakeholders and partners in co-designing a Strategy that is informed, inclusive and grounded in local experience.

## 3. Purpose

The purpose of engagement is to work with the community and stakeholders to shape the Future Ready Strategy in a way that reflects local priorities, experiences and aspirations. Comprehensive engagement will help ensure the Strategy is informed, achievable and a reflection of what we have heard from our community and key stakeholders.

## 4. Engagement Objectives

- **Inform the community** about why the Future Ready Strategy is being developed and how population trends are shaping the region's future.
- **Hear from a diverse range of voices**, including young people, older residents, workers, businesses, new residents, service providers and community groups.
- **Gather community insights** to help refine the five proposed focus areas and actions to be included within the Future Ready Strategy.
- **Test potential actions** and explore new ideas that can support a more balanced and sustainable community.
- **Build a sense of shared ownership** in the development of the Future Ready Strategy.
- **Ensure engagement is accessible, inclusive and welcoming** so people can participate in ways that suit their needs.

## 5. Key Messages

The following key messages will underpin the engagement for the development of the Future Ready Strategy. Additional key messages will be created for specific stakeholder communication collateral as required.

- **Victor Harbor and the surrounding region is growing and changing.** The Future Ready Strategy will help us plan for a balanced, diverse and sustainable population so Victor Harbor remains a great place to live, work, study and invest into the future.
- **Our aim is simple: a balanced, connected and resilient community.** We want Victor Harbor to be a place where people can access suitable housing, meaningful work, strong community connections and quality services across all ages of life.
- **The evidence shows we need to plan proactively.** Housing supply doesn't match community needs, workforce participation is low, young people leave for study or work, and access to some essential services is limited. These challenges will intensify as our population grows and ages.
- **The Future Ready Strategy must be shaped *with* our community, not *for* it.** A Strategy that reflects lived experience, local knowledge and community priorities provides the best opportunity for its success. Your insights will directly influence its direction and actions.
- **Phase 1 engagement is about collecting ideas and co-design**. We're asking what's working, what needs attention, and what opportunities you see for the future. Every perspective helps shape the draft Strategy.
- **Phase 2 engagement will test the draft Strategy.** We'll bring back a draft for feedback so the community can check it reflects what was heard, highlight gaps and help refine the final version.
- **Council plays different roles, and we need to balance ambition with resources.** Council can be an enabler, partner, leader or provider depending on the issue. Community feedback will help guide where effort is most needed.
- **Your voice will help shape Victor Harbor's future.** Whether you're a young person, parent, worker, business owner, retiree or new arrival, your input will influence decisions that affect the next 10-20 years of our community.

## 6. Engagement Approach

Engagement for the development of the Future Ready Strategy will be undertaken in two phases.

### 6.1 Phase 1 Engagement: Co-design and Ideas Gathering

The purpose of this phase is to collect insights, ideas, and lived experience from the community and stakeholders to directly shape the development of the Future Ready Strategy.

Phase 1 focuses on understanding what matters most to the people who live, work, study and invest in Victor Harbor and its surrounds. It also aims to understand more from people who have chosen to move away from the region as well as what factors those who are considering a new place to live, work or invest are thinking about in their decision making. During this phase, Council will explore community perspectives on the key opportunities and challenges facing Victor Harbor across housing, liveability, education and career pathways, economic diversification, and community belonging.

Engagement activities will be designed to be open, inclusive and accessible so that people can participate in ways that suit them. This phase is about listening, learning and co-designing. The feedback from Phase 1 will directly inform the vision, goals and strategic directions of the Future Ready Strategy.

### 6.2 Feedback on the Draft Future Ready Strategy

The purpose of this phase is to present the draft Future Ready Strategy to the community and stakeholders for review, validation and refinement, prior to its adoption by Council.

Phase 2 focuses on testing the draft Strategy with the community to confirm it reflects what people said during Phase 1. The draft document will outline the proposed directions, goals and actions shaped through the earlier co-design process.

During this phase, Council will invite feedback to ensure the Strategy is clear, achievable and aligned with community aspirations. Engagement will aim to confirm support for key elements, identify gaps, highlight areas that require adjustment, and ensure the recommended actions strike the right balance between impact and feasibility.

This phase ensures transparency and provides the community with a final opportunity to influence and strengthen the Strategy before it is finalised and presented to Council for endorsement.

## 7. Stakeholder Mapping

The following section identifies the stakeholders and communities that will be interested in and actively engaged in this consultation process.

It outlines the anticipated interests, which assists in planning information and engagement activities that meet stakeholder needs and expectations.

It is aligned with the three levels of engagement, as outlined within the City of Victor Harbor Public Consultation Policy. These levels of engagement are described below:

- **Informing** – one-way communication providing balanced and objective information to assist understanding about something that is going to happen or has happened.
- **Consulting** – two-way communication designed to obtain public feedback on a proposal, initiative or issue to inform Council decision making.
- **Active Participation** – ongoing communication, where community members and Council are working together to ensure concerns and aspirations are understood. While the decision ultimately rests with Council, the community is involved in identifying alternatives and preferred solutions. This may also include involving the community in the development of proposals and options.

## Stakeholder Mapping

| Stakeholder | Level of Interest in the project *(high, medium or low)* | Nature of interest in the project and/or potential impact of the project | Stakeholder needs / expectations for engagement | Level of engagement *(inform, consult, active participation)* |
|---|---|---|---|---|
| **Local Government** | | | | |
| City of Victor Harbor – **Council Members** | High | Decision-makers responsible for endorsing the Strategy and associated actions and budgets; accountable to community outcomes. | Keep informed as project progresses<br><br>Input opportunities via workshops (briefings)<br><br>Decision Maker | Inform<br><br>Consult |
| City of Victor Harbor – **Administration** | High | Responsible for developing and delivering the Strategy.<br><br>Responsible for delivering related actions. | Ongoing internal collaboration, clarity on timelines and outputs. | Active Participation |
| City of Victor Harbor – **Future Ready Stakeholder Reference Group** | High | Direct influence on shaping strategic direction; provides expert/subject matter insight. | Regular updates, structured workshops, co-design processes. | Active Participation |
| City of Victor Harbor – **Section 41 Committees and Advisory Groups**<br>- Disability Access and Inclusion Advisory Committee<br>- Fleurieu Region Community Services Advisory Committee<br>- Agribusiness Working Group<br>- Arts and Culture Advisory Group<br>- Boating and Marine Facilities Advisory Group<br>- Heritage Advisory Group | Medium | Sector-specific insights (accessibility, arts, heritage, marine, agribusiness, community services). | Tailored reports/briefings/presentations, opportunities to provide advice, clear connection to their remit. | Consult |

| Stakeholder | Level of Interest in the project *(high, medium or low)* | Nature of interest in the project and/or potential impact of the project | Stakeholder needs / expectations for engagement | Level of engagement *(inform, consult, active participation)* |
|---|---|---|---|---|
| **Neighbouring Councils**<br>- Alexandrina Council<br>- District Council of Yankalilla | Medium | Regional workforce, housing, lifestyle and economic interdependencies. | High-level briefings, alignment on cross-boundary issues. | Inform / Consult |
| **Local Government Association** | Low | Links with broader regional and sector-level outcomes | Informed of the project and opportunities to contribute | Inform |
| **Traditional Owners and First Nations Representative Groups** | | | | |
| **Ngarrindjeri Aboriginal Corporation** (NAC) | High | Cultural authority; interest in land, identity, community wellbeing. | Early involvement, culturally respectful engagement, co-design where appropriate. | Consult |
| **Miwi Inyeri Pelepi Ambi Aboriginal Corporation** (MIPAAC) | Medium | Interest in how the project affects First Nations connection to land, heritage, identity, and community wellbeing | Early involvement, culturally respectful, co-design where appropriate. | Consult |
| **Ministers and MPs** | | | | |
| **Minister for Primary Industries and Regional Development** – Hon. Clare Scriven MP | Medium | Interest in regional development, workforce, housing, and education outcomes; funding levers. | Expect to be informed and provided with an opportunity for input or support, particularly ensuring alignment with government priorities / policies. | Inform / Consult |
| **Minister for Housing and Urban Development** – Hon Nick Champion MP | Medium | Interest in how the project addresses local housing needs, supports sustainable growth, and aligns with government housing strategies | Expect to be informed and provided with an opportunity for input or support, particularly ensuring alignment with government priorities / policies. | Inform / Consult |
| **Minister for Education, Skills and Training** – Hon. Blair Boyer MP | Medium | Interest in how the project supports local education pathways and workforce readiness | Expect to be informed and provided with an opportunity for input or support, particularly ensuring alignment with government priorities / policies. | Inform / Consult |
| **Member for Finniss –** David Basham MP | High | Represents the local community and accountable to constituents whose lives and livelihoods may be directly affected by outcomes of the Future Ready Strategy | Expect to be informed and engaged, and have opportunities to provide feedback | Inform / Consult |

| Stakeholder | Level of Interest in the project *(high, medium or low)* | Nature of interest in the project and/or potential impact of the project | Stakeholder needs / expectations for engagement | Level of engagement *(inform, consult, active participation)* |
|---|---|---|---|---|
| **Member for Mayo** – Rebekha Sharkie MP | High | Represents the local community and accountable to constituents whose lives and livelihoods may be directly affected by outcomes of the Future Ready Strategy | Expect to be informed and engaged, and have opportunities to provide feedback | Inform / Consult |
| **Government Agencies** | | | | |
| **SA Health** | Medium | Impact on health outcomes, service demand, and community wellbeing. The project may influence planning and resource allocation for health services, and presents opportunities for facilitation of public health initiatives. | Expect to be informed and engaged, and have opportunities to provide feedback | Inform / Consult |
| **Barossa Hills Fleurieu Local Health Network** | High | Primary and acute health services; workforce. | Tailored discussions on service pressures and future needs. | Consult |
| **Department for Education** | Medium | Impact on education pathways, early childhood development, and service demand. The project may influence planning and resource allocation for schools and child development services and presents opportunities for collaboration on initiatives that support improved educational outcomes and community wellbeing. | Expect to be informed and engaged, and have opportunities to provide feedback | Inform / Consult |
| **Office for Early Childhood Development (OECD)** | Medium | Planning for early childhood services in Victor Harbor, potential opportunities for collaboration | Expect to be informed and engaged, and have opportunities to provide feedback | Inform / Consult |
| **Department for Infrastructure and Transport (DIT)** | Medium | Infrastructure planning, transport needs, alignment with government plans | Expect to be informed and engaged, and have opportunities to provide feedback | Inform / Consult |
| **Department for Housing and Urban Development (including SA Housing Trust)** | High | State planning objectives, regional housing supply, demographic sustainability, infrastructure and land-use coordination | Expect to be informed and engaged, and have opportunities to provide feedback | Inform / Consult |
| **Department for Environment and Water (DEW)** | Medium | Climate adaptation, coastal management, biodiversity | Evidence sharing; discussion on environmental constraints | Inform / Consult |

| Stakeholder | Level of Interest in the project *(high, medium or low)* | Nature of interest in the project and/or potential impact of the project | Stakeholder needs / expectations for engagement | Level of engagement *(inform, consult, active participation)* |
|---|---|---|---|---|
| **Office for Recreation, Sport and Racing (ORSR)** | Medium | Liveability, youth retention, recreation access, strategy alignment, funding | Data exchange; targeted consultation | Consult |
| **Regional Development Australia – Adelaide Hills, Fleurieu and Kangaroo Island** | High | Workforce development and training pathways, housing affordability and workforce attraction, investment attraction, regional infrastructure planning | Expect to be informed and engaged, and have opportunities to provide feedback | Inform / Consult |
| **Educations and Skills Providers** | | | | |
| **Long day care Providers**<br>- Victor Harbor Childcare and Education Centre<br>- Victor Harbor World of Learning<br>- Other home-based day care. | Medium | Impacted by demographic shifts, workforce supply, demand for services.<br><br>Information conduit to local families. | Easy-to-access materials, opportunities to provide operational insight. | Consult |
| **Pre-School / Kindergarten**<br>- Victor Harbor Community Kindergarten<br>- Encounter Lutheran Early Learning Centre<br>- Little Investigators Early Learning Centre | Medium | Impacted by demographic shifts, workforce supply, facility requirements.<br><br>Information conduit to local families. | Easy-to-access materials, opportunities to provide operation insight. | Consult |
| **Schools**<br>- Victor Harbor Primary School<br>- Victor Harbor High School<br>- Encounter Lutheran College<br>- Investigator College | High | Impacted by demographic shifts and how this affects school capacity, facility requirements, workforce supply<br><br>Information conduit to local families and old scholars | Clear and accessible information, tailored opportunities for engagement (surveys, workshops, forums, direct consultation).<br><br>Opportunities to co-design youth engagement opportunities. | Active Participation |

| Stakeholder | Level of Interest in the project *(high, medium or low)* | Nature of interest in the project and/or potential impact of the project | Stakeholder needs / expectations for engagement | Level of engagement *(inform, consult, active participation)* |
|---|---|---|---|---|
| **Tertiary and Vocational Education Providers**<br>- TAFE SA – Victor Harbor Campus<br>- Fleurieu Study Hub<br>- Flinders Rural Health South Australia – Victor Harbor Campus<br>- Adelaide University<br>- Flinders University<br>- Other University | High | Regional skills pipelines, training opportunities, youth retention.<br><br>Information conduit to past and present students. | Opportunities to share insights on skills development, training pathways, and workforce needs. | Consult |
| **Employment, Workforce, Industry and Business Sector** | | | | |
| **Recruitment Services**<br>- Statewide Group Training<br>- Jobs Statewide<br>- Workskil Australia<br>- APM Employment Services<br>- WISE Employment Victor Harbor | Medium | Workforce participation, training pathways, local job creation. | Consultation touchpoints, opportunities to contribute practical insight. | Consult |
| **Business Victor Harbor** | High | Economic diversification, workforce availability, business attraction. | Workshops, targeted consultation, information sharing. | Active Participation |
| **Local Businesses**<br>- Owners<br>- Young Professionals / Staff | High | Workforce supply, labour force gaps, cost of living, amenity, customer base, housing access. | Opportunities to provide practical insights and feedback relating to workforce, housing, cost of living, and business environment via a range of methods (surveys, workshops, networking events).<br><br>Accessible and clear information | Active Participation |
| **Real Estate Sector** | Medium | Housing trends; demand pressures; rental market | Opportunities to contribute insights | Consult |

| Stakeholder | Level of Interest in the project *(high, medium or low)* | Nature of interest in the project and/or potential impact of the project | Stakeholder needs / expectations for engagement | Level of engagement *(inform, consult, active participation)* |
|---|---|---|---|---|
| **Prospective businesses and investors in priority industries** | Medium | Interest in growth potential, workforce supply, strategic direction. | Opportunity to raise questions about doing business locally, share their perspectives on barriers or incentives, and offer feedback on what would make Victor Harbor more attractive for investment. | Consult |
| **Community Service, Health and Wellbeing Providers** | | | | |
| **Community Service Providers**<br>- Fleurieu Families<br>- Uniting Communities Family Mental Health Support Service<br>- Mission Australia: Youth and Family Alcohol and Other Drugs Support<br>- Community Mental Health Service<br>- Child and Adolescent Mental Health Service<br>- Headspace<br>- Carers SA<br>- Young Carers SA<br>- Summit Health<br>- Centacare<br>- Skylight Community Connections<br>- Junction SA | Medium | Supporting community wellbeing, meeting emerging needs, and addressing service gaps. | Clear information about the intent of Strategy, clarity of council's role and influence, opportunity to advocate for clients, understand current experiences and data | Inform / Consult |
| **Aged Care Providers**<br>- Residential<br>- Home care | High | Service demand and workforce | Clear information about the intent of Strategy, opportunity to advocate for clients, understand current experiences and data | Inform / Consult |
| **GP Clinic / Primary Health Care Providers** | Medium | Increasing service pressure; access issues, workforce shortages | Opportunity to advocate for clients, understand current experiences and data | Consult |

| Stakeholder | Level of Interest in the project *(high, medium or low)* | Nature of interest in the project and/or potential impact of the project | Stakeholder needs / expectations for engagement | Level of engagement *(inform, consult, active participation)* |
|---|---|---|---|---|
| **Multi-cultural / Migrant support organisations** | Medium | Inclusion, access to services, barriers to participation | Opportunity to advocate for clients, understand current experiences and data | Consult |
| **Victor Harbor Community** | | | | |
| **Youth** | High | Strongly affected by education, housing, jobs, community identity. | Youth-friendly engagement, informal settings, creative methods (workshops, social media). | Active Participation |
| **Families** | Medium | Housing, services, cost of living, education, community infrastructure. | Clear information, online engagement options, accessible activities. | Consult |
| **Young Professionals** | High | Career and lifestyle opportunities, housing affordability and access, community and social connections | Informal, creative and accessible engagement opportunities – networking events, social media or online initiatives<br><br>Flexible options for participation, clear and relevant information | Active Participation |
| **Old Scholars (local schools)** | Medium | Connection to Victor Harbor community, career and lifestyle opportunities, availability of jobs and housing, can directly inform retention strategies | Accessible and targeted communication (ideally through school networks), flexible opportunities to share experiences (via survey), reinforce valued part of community | Inform / Consult |
| **Seniors** | Medium | Access to services and community facilities, quality of life, inclusion, representation in planning | Easy to access materials in clear, simple language, opportunities for active participation (surveys, forums, direct conversations), support for participation | Consult / Active Participation |
| **Non-Resident Ratepayers** | Low / Medium | Property owners, potential changes to local services, infrastructure, rates and community facilities | Easy to access materials via email and rates notices, opportunity to contribute via flexible means | Consult |

| Stakeholder | Level of Interest in the project *(high, medium or low)* | Nature of interest in the project and/or potential impact of the project | Stakeholder needs / expectations for engagement | Level of engagement *(inform, consult, active participation)* |
|---|---|---|---|---|
| **Community Organisations and Groups** | | | | |
| **Sports Clubs** | Low | Community belonging, services, volunteering, youth and senior engagement. | Easy to access materials in clear, simple language, flexible participation options that can be shared with members | Inform / consult |
| **Arts and Culture Groups**<br>- Zest<br>- South Coast Choral and Arts Society (SCCAS)<br>- National Trust<br>- | Low | Local heritage preservation, cultural events and facilities, development of the arts, volunteering, youth and senior engagement | Easy to access materials in clear, simple language, flexible participation options that can be shared with members | Inform / consult |
| **Service Clubs**<br>- Rotary Victor Harbor<br>- Rotary Club of Encounter Bay<br>- Lions Club of Victor Harbor and Port Elliot<br>- Victor Harbor RSL<br>- Probus Club Victor Harbor<br>- Zonta Club of the Fleurieu Peninsula<br>- South Australian Country Women's Association – Victor Harbor | Low | Community belonging, volunteering, understanding potential local initiatives for collaboration, | Easy to access materials in clear, simple language, flexible participation options that can be shared with members | Inform / consult |
| **Media** | | | | |
| **Local Media**<br>- Fleurieu Sun / The Times<br>- 5MU / Power FM<br>- Fleurieu FM<br>- Happy FM<br>- Fleurieu App<br>- Coast Lines | Medium | Key conduit for information, shaping awareness and participation. | Clear media releases, spokesperson availability, timely updates. | Inform |

**Note:** Other stakeholders may be identified during the engagement period.

# 8. Engagement Stages

## 8.1 Phase 1: Co-design and Ideas Gathering

| Stage | Objective | Stakeholders | Level of Engagement | By When |
|---|---|---|---|---|
| **Planning** | Prepare for the consultation | Council Administration | N/A | 16 January 2026 |
| **Launch** | Inform of Phase 1 consultation and opportunities to get involved | All stakeholders | Inform | 19 January 2026 |
| **Consultation** | Provide opportunities for stakeholders to participate in the consultation and share their ideas and insights | All Stakeholders | Inform / Consult / Active Participation | 19 January 2026 to 27 February 2026 |
| **Review of Feedback** | All submissions and contributions will be reviewed and summarised into an engagement summary report for consideration by Council Members | N/A – Internal Process | N/A – Internal Process | March 2026 |
| **Close the Loop** | Inform those who contributed to Phase 1 consultation about what we heard and advise them of the next steps for the project | Persons / organisations who provided feedback and insights during the consultation period | Inform | Within two weeks of Council's formal adoption of the Consultation Summary Report |

## 8.2 Phase 2: Feedback on the Draft Future Ready Strategy

| Stage | Objective | Stakeholders | Level of Engagement | By When |
|---|---|---|---|---|
| **Planning** | Prepare for the consultation | Council Administration | | March / April 2026 |
| **Launch** | Inform of Phase 2 consultation and opportunities to get involved | All Stakeholders | Inform | **TBD** (May / June 2026) |
| **Consultation** | Provide opportunities for stakeholders to provide feedback on the draft Future Ready Strategy | All Stakeholders | Inform / Consult | **TBD** (May / June 2026) |
| **Review of Feedback** | All submissions and contributions will be reviewed and summarised into an engagement summary for consideration by Council Members | N/A – Internal Process | N/A – Internal Process | **TBD** (June / July 2026) |
| **Close the Loop** | Inform those who made a submission about what was heard during the consultation period | Persons / organisations who provided feedback and insights during the consultation period | Inform | **TBD** (July / August 2026) |
| **Decision (Adoption of Strategy)** | The final Future Ready Strategy is presented to the Council for formal adoption | Council Members | Active Participation | **TBD** (August 2026) |

| | | | | |
|---|---|---|---|---|
| **Inform of Outcome** | Communicate that the Future Ready Strategy has been adopted to stakeholders | All Stakeholders | Inform | Within two weeks of the adoption of the Future Ready Strategy |

**TBD** – To be determined

## 9. Detailed Engagement Approach

### 9.1 Phase 1: Co-design and Ideas Gathering

| Stage | Engagement Activity | Engagement Level and Objective of the Activity | Stakeholders / Target Audience | Timing |
|---|---|---|---|---|
| **Planning** | • Stakeholder Reference Group Meeting | To get input into the design of the engagement strategy to ensure it captures the voices of a diverse range of stakeholders | • Future Ready Stakeholder Reference Group | 27 November 2025 |
| **Planning** | • Council Briefing | To get Council input into the design of the engagement strategy and draft Discussion Paper | • Council Members | 1 December 2025 |
| **Planning** | • Council Meeting | Adoption of the engagement plan and discussion paper to commence phase 1 consultation in January 2026 | • Council Members | 15 December |
| **Planning** | • Preparation of engagement materials and events | Preparation of engagement materials and organisation of engagement events | • Administration (and other stakeholders as required) | December 2025 to 16 January 2026 |
| **Launch** | • Letter sent via email<br>• Direct email | Inform of the Future Ready Strategy and Phase 1 consultation (including how to provide feedback) | • Council Members<br>• Administration<br>• Future Ready Stakeholder Reference Group<br>• Section 41 Committees and Advisory Groups<br>• Neighbouring Councils<br>• Ministers and MPs<br>• Government Agencies<br>• Business Victor Harbor<br>• Community Groups and Organisations (on Council's mailing list) | 19 January 2026 |

| Stage | Engagement Activity | Engagement Level and Objective of the Activity | Stakeholders / Target Audience | Timing |
|---|---|---|---|---|
| **Launch** | • Your Say Victor Harbor portal<br>• Survey<br>• Fact Sheet<br>• Postcards<br>• Social media<br>• Discussion Paper available<br>• Social Media (post / advertising)<br>• Posters<br>• Web Banner<br>• City of Victor Harbor corporate website<br>• Press Advertising<br>• Rates Newsletter (Jan 2026)<br>• School Newsletters (?)<br>• Business Victor Harbor Newsletter | Inform of Future Ready Strategy project and invite feedback and input via Phase 1 consultation | • All Stakeholders | 19 January 2026 |
| **Launch** | • Media Release | To inform media of the initiative and generate news stories / information sharing of the consultation opportunity | • Media (and by extension all stakeholders and the wider SA public) | 19 January 2026 |
| **Public consultation** | • Direct letter / email<br>• Meetings | Consult with Traditional Owners to ensure their cultural perspectives and priorities are reflected within the Future Ready Strategy | • NAC<br>• MIPAAC | From 19 January 2026 |
| **Public consultation** | • Report to Section 41 Committees / Working and Advisory Groups | Consult with Council's Section 41 Committees and Working/Advisory Groups to capture feedback and insights | • Disability Access and Inclusion Advisory Committee<br>• Fleurieu Region Community Services Advisory Committee<br>• Agribusiness Working Group<br>• Arts and Culture Advisory Group<br>• Boating and Marine Facilities Advisory Group<br>• Heritage Advisory Group | February<br>13 January 2026<br>February 2026<br>February 2026<br>February 2026<br>February 2026 |

| Stage | Engagement Activity | Engagement Level and Objective of the Activity | Stakeholders / Target Audience | Timing |
|---|---|---|---|---|
| **Public Consultation** | • **Youth Forum** | To be coordinated with local schools and held as a combined forum. This engagement will enable us to hear from students about what life is like for them now, what they need for the future, and what would make the Southern Fleurieu a better place to learn, live and work. | • Youth | February 2026 |
| **Public Consultation** | • **Youth-led engagement initiative** | Active Participation – with young people designing and leading engagement with their peers. | • Youth | February 2026 |
| **Public Consultation** | • **Old Scholar Survey** | To understand where old scholars of local schools are now – have they stayed in Victor Harbor or have they left. Understand reasons why they left and what would entice them to return. | • Old Scholars<br>• Young Professionals<br>• Youth | January / February 2026 |
| **Public Consultation** | • **Targeted Interviews** | Direct interviews with targeted stakeholders (young professionals, families, businesses) to understand perceptions of Victor Harbor and barriers to living and working in the region. | • Old Scholars<br>• Young Professionals<br>• Families<br>• Business Owners | January / February 2026 |
| **Public consultation** | • **Young Professionals Networking Event** | A casual networking session for early-career professionals, entrepreneurs and remote workers to share experiences and aspirations for living and working in Victor Harbor. This will help understand needs and barriers, while gathering ideas to attract and retain younger workers in our community. | • Business Victor Harbor<br>• Local Businesses<br>• Young Professionals<br>• Regional Development Australia - AHFKI | February 2026 (late)<br>**For discussion on timing** |
| **Public Consultation** | • **Education and Skills Round Table** | An interactive session designed to hear directly from those who support learning, training and employment in our community. | • Education and Skills Providers (by invite) | February 2026 |
| **Public Consultation** | • **Briefing / Workshop with Business Victor Harbor Board** | A focused discussion with the Business Victor Harbor Board and Executive to understand industry perspectives and identify practical actions to be considered for the Future Ready Strategy | • Business Victor Harbor | February 2026 |

| Stage | Engagement Activity | Engagement Level and Objective of the Activity | Stakeholders / Target Audience | Timing |
|---|---|---|---|---|
| **Public consultation** | **Town Hall Meeting** | Host a town hall meeting to actively involve community members in sharing their perspectives, ideas, and feedback to directly shape the Future Ready Strategy | • Families<br>• Professionals<br>• Businesses<br>• Seniors<br>• Community Members | February 2026 |
| **Review Feedback** | • Review and collate feedback, including detailed analysis | Council administration will review and summarise consultation feedback and prepare an engagement report for consideration by Council and Stakeholder Reference Group | • N/A | ASAP following consultation period |
| **Review Feedback** | • Engagement report to be presented to Council | Council Members to consider engagement report and key themes at a briefing and formal Council Meeting | • Council Members | April 2026 |
| **Close the Loop** | • Email | Inform those who contributed 'what we heard' during the consultation period and advise of next steps | • Stakeholders who made a submission<br>• Attendees at any engagement events | April 2026 |

## 9.2 Phase 2: Feedback on the Draft Future Ready Strategy

| Stage | Engagement Activity | Engagement Level and Objective of the Activity | Stakeholders / Target Audience | Timing |
|---|---|---|---|---|
| **Planning** | • Stakeholder Reference Group Meeting | A check in on the proposed engagement following execution of phase 1 to see if any tweaks are required prior to phase 2 | Future Ready Stakeholder Reference Group | **TBD** |
| **Planning** | • Council Briefing | To get Council feedback on draft Future Ready Strategy and check-in on engagement plan prior to phase 2 engagement | Council Members | **TBD** |
| **Planning** | • Council Meeting | Adoption of the draft Future Ready Strategy for the purpose of phase 2 consultation | Council Members | **TBD** |
| **Planning** | • Preparation of engagement materials and events | Preparation of engagement materials and organisation of engagement events | Administration (and other stakeholders as required) | **TBD** |

| Stage | Engagement Activity | Engagement Level and Objective of the Activity | Stakeholders / Target Audience | Timing |
|---|---|---|---|---|
| **Launch** | • Letter sent via email<br>• Direct email | Inform of the Phase 2 consultation and the opportunities to get involved | • Council Members<br>• Administration<br>• Future Ready Stakeholder Reference Group<br>• Section 41 Committees and Advisory Groups<br>• Neighbouring Councils<br>• Ministers and MPs<br>• Government Agencies<br>• Business Victor Harbor<br>• Community Groups and Organisations (on Council's mailing list) | **TBD** |
| **Launch** | • Your Say Victor Harbor portal<br>• Survey<br>• Fact Sheet<br>• Postcards<br>• Social media<br>• Discussion Paper available<br>• Social Media (post / advertising)<br>• Posters<br>• Web Banner<br>• City of Victor Harbor corporate website<br>• Press Advertising<br>• Rates Newsletter (Jan 2026) | Inform of draft Future Ready Strategy and invite feedback and input via Phase 2 consultation | • All Stakeholders | **TBD** |
| **Public Consultation** | • Direct Email | Inform all stakeholders who contributed during phase 1 engagement of the draft Strategy and invite feedback | • Stakeholders who contributed during phase 1 | **TBD** |
| **Public Consultation** | • Direct Email | Advise Traditional Owners and First Nations representative groups of the draft Strategy and seek feedback to ensure it reflects initial conversations | • NAC<br>• MIPAAC | **TBD** |

| Stage | Engagement Activity | Engagement Level and Objective of the Activity | Stakeholders / Target Audience | Timing |
|---|---|---|---|---|
| **Public Consultation** | • **Young Professionals and Business Networking Event** | A chance to inform young professionals and businesses of the draft Strategy and invite their feedback via submission / survey | • Business Victor Harbor<br>• Businesses<br>• Young Professionals<br>• RDA - AHFKI | **TBD** |
| **Public Consultation** | • **Youth Focused Activity** | To be determined in collaboration with schools | • Youth | **TBD** |
| **Public Consultation** | • **Community Drop-In Session** | An opportunity for interested stakeholders to ask questions and provide feedback on the draft Strategy face-to-face with the project team | • All Stakeholders | **TBD** |
| **Review Feedback** | • Review and collate feedback, including detailed analysis | Council administration will review and summarise consultation feedback and prepare an engagement report for consideration by Council | • N/A | ASAP following consultation period |
| **Review Feedback** | • Engagement report to be presented to Council | Council Members to consider engagement report outlining findings and feedback at a briefing | • Council Members | **TBD** |
| **Decision** | • Council Meeting | Future Ready Strategy presented for adoption | • Council Members | **TBD** |
| **Close the Loop** | • Email | Inform those who contributed 'what we heard' during the phase 2 consultation period and provide advice of Council decision and final Strategy | • Stakeholders who made a submission<br>• Attendees at any engagement events | **TBD** |
| **Inform of Outcome** | • Updates to Your Say Victor Harbor Website<br>• News Item on City of Victor Harbor corporate website<br>• Media release<br>• Victor Viewpoint Article<br>• Social Media | Communicate adoption of the Future Ready Strategy with stakeholders | • All Stakeholders | ASAP after Council decision |

**TBD** – To be determined

## 10. Measuring Success

The success of the engagement plan will be measured by the following:

- **Participation** – Number of community members and stakeholders engaged throughout the engagement process, including evidence of participation from traditionally underrepresented or hard to reach groups.
- **Accessibility** – Engagement is delivered in accessible and inclusive formats.
- **Quality and depth of feedback** – Volume and quality of feedback received through surveys, forums, online platforms and workshops, as well as the number of actionable insights, ideas or concerns raised by participants.
- **Influence on Strategy Development** – Demonstratable changes or refinements to the draft Future Ready Strategy based on community and stakeholder input, along with clear reporting on how feedback was considered.
- **Stakeholder Satisfaction** – Participant satisfaction with engagement process, measured through post engagement surveys.
- **Communication Reach and Awareness** – Number of people reached through communication channels (website visits, social media engagement, newsletter opens, event attendance etc.)
- **Process Completion and Timeliness** – Delivery of all planned engagement activities within the specified timeframes and timely reporting of engagement outcomes and next steps to participants and broader community.

**Attachment 2 - Future Ready Discussion Paper - Draft**



# Future Ready Discussion Paper

**Building a brighter future for Victor Harbor and the surrounding region starts now**

city of Victor Harbor

DRAFT

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## Snapshot of the Future Ready Discussion Paper

**If you only read one page… start here!**

**We know that not everyone has the time to read a full discussion paper. This page gives you a quick, easy overview of what the Future Ready Strategy is all about, why we're talking about it, and how you can get involved.**

**It's a snapshot of what we're aiming to achieve and the main areas we need your ideas. If something here catches your eye, you can dive deeper into the full discussion paper – but you don't need to read it all to make a meaningful contribution.**

**Your feedback – whether big or small – will help shape Victor Harbor's future.**

### Why This Matters

Victor Harbor, and the surrounding region, is growing and changing. The Future Ready Strategy will strive to keep our community balanced, diverse and sustainable.

### What Evidence Tells Us

<INFOGRAPHIC WITH KEY STATS as per the following brief>

| | |
|---|---|
| **Our community is growing fast**<br>**17,124 residents today – 10% growth in last five years**<br><br>**Why it matters:** We need to plan now to manage future demand for homes, services and infrastructure.<br>**Visual: Simple population silhouette cluster with upward arrow.** | **Big growth expected**<br>**25,000–36,000 residents by 2051**<br><br>**Why it matters:** Growth at this scale will shape how we plan housing, jobs, transport and services.<br>**Visual: Projecting line chart.** |
| **A mature community profile**<br>**Median age: 60 years (SA: 41)**<br><br>**Why it matters:** We need age-friendly environments and strong health and community support systems.<br>**Visual: Age demographic pyramid or older adult icon.** | **A larger older population**<br>**42% of residents are 65+ (SA: 20%)**<br><br>**Why it matters:** Service demand is rising and will continue to increase.<br>**Visual: 65+ circle icon or pie chart.** |
| **A shrinking workforce base**<br>**Only 26% aged 15–44 (SA: 39%)**<br><br>**Why it matters:** Workforce shortages affect local business, health services and future economic growth.<br>**Visual: Silhouettes with one segment highlighted.** | **Fewer people in the labour force**<br>**40% workforce participation (SA: 60%)**<br><br>**Why it matters:** The local economy needs more workers, skills and job pathways.<br>**Visual: Briefcase icon or downward comparison bars.** |

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| | |
|---|---|
| **Housing is getting harder to access**<br>**House prices doubled since 2020; rent up from $290 to $530/week**<br><br>**Why it matters:** Housing availability and affordability impact workforce retention, families and community wellbeing.<br>**Visual: House with rising price line.** | **Many renters are struggling**<br>**47% of renters in housing stress (SA: 31%)**<br><br>**Why it matters:** A more diverse housing mix is needed to support people across all life stages.<br>**Visual: Key or home icon + percentage badge.** |
| **Higher support needs**<br>**9.8% need daily living support (SA: 6.7%)**<br><br>**Why it matters:** Health, wellbeing and support services must expand as the population ages.<br>**Visual: Heartbeat/health cross icon.** | **A great place to live**<br>**Stat: 71/100 liveability score (above national average of 69)**<br><br>**Why it matters:** The Strategy aims to protect the lifestyle, environment and sense of community people value.<br>**Visual: Heart/leaf icon representing lifestyle and environment.** |

## Key Focus Areas

This discussion paper is centred around five key focus areas.

| Focus Area | Goal |
|---|---|
| **Housing** | Homes for every stage of life and income |
| **Economy** | Secure jobs in diverse industries |
| **Education and Career Pathways** | Local training linked to local career paths |
| **Engagement** | A community where everyone belongs and leadership is cultivated |
| **Liveability** | Strong services, appropriate facilities, valued environment |

## Co-designing a Response with our Community

We know that this strategy will only be successful if it is shaped by the people who know our community best – you! We want this to be a strong collaboration, where our community's lived experience, local knowledge and fresh ideas guide the decisions we make.

This strategy isn't being written *about* our community – it's being created *with* our community.

Throughout this process we'll be asking for your thoughts on what's working well, what needs attention and what are the opportunities for the future. Whether you are a young

person, a family, retiree, business owner or new arrival to our community, your voice matters.

There are lots of ways to get involved from <INSERT FINAL ENGAGEMENT TACTICS>

### Got A Question?

Reach out to the project team via localgov@victor.sa.gov.au or call (08) 8551 0500.

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## Introduction

Victor Harbor and the Southern Fleurieu is changing. The choices we make today will shape the community we become tomorrow. As more people discover our coastal lifestyle and strong sense of community, our population continues to grow and evolve. This growth brings opportunities, but it also places pressure on services, housing and infrastructure, especially as our community continues to age.

We've heard clearly from our community that growth needs to be managed carefully to protect what makes our region special – our natural environment, relaxed lifestyle, heritage and strong community spirit.

National and state research reinforces the importance of planning for a balanced and diverse population which helps keep communities economically resilient and socially connected.

- *Planning for Australia's Future Population* emphasises the importance of balanced population structures for long-term service sustainability.
- *South Australia's Population Projections 2021–2051* highlight the need for diverse and inclusive communities to support employment and infrastructure needs.
- *The Regional Australia Institute's Big Movers 2023* report shows that regional centres with a mix of younger families, skilled workers and culturally diverse residents experience stronger workforce participation and business growth.

The Future Ready Strategy will translate these ideas into practical actions for Victor Harbor and the broader region. It's purpose is to:

- strengthen population balance
- support workforce access and local opportunity
- protect what we value most
- build a resilient and sustainable future for everyone.

This discussion paper shares the key issues shaping the region's future and invites your feedback. Your ideas, stories and experiences will play a central role in guiding this strategy.

Add Infographic> **What do we mean by diversity?**

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## Background

Victor Harbor continues to grow steadily. The 2021 Census recorded 16,139 residents – a 10% increase since 2016 – with recent estimates placing our population at 17,124. This growth has been consistent at around 2% annually.

But it's not just the size of our community that is changing, it's the mix of people who live here. Victor Harbor has one of the oldest age profiles in Australia, with a median age of 60 and more than 42% of residents aged over 65. At the same time, we have a smaller proportion of young adults and families compared with South Australia overall. Household types reflect this pattern, with many couples without children and older people living alone. This trend is reflected across the Southern Fleurieu Peninsula.

An ageing population brings enormous strengths – wisdom, leadership, volunteering and strong community involvement. But a population that is heavily weighted toward older age groups can make it harder to sustain a strong workforce, maintain essential services and support long-term economic vibrancy.

Housing trends reinforce this challenge. Median house prices have almost doubled since 2020 and rental stress affects nearly half of local renting households. Most homes are three-bedroom detached dwellings, even though many households comprise 1-2 people. Further, a high number of properties are unoccupied holiday homes.

Within our region, healthcare demand is rising, workforce participation is well below the state average, and many local jobs are part-time. Without more young workers and families, these pressures will intensify over time.

Long-term projections show Victor Harbor's population could reach between 25,000 and 36,000 by 2051. As the primary regional hub for the Southern Fleurieu, providing major health, education, retail, community and emergency services for a catchment far beyond its boundaries, the broader region could conservatively reach a combined population of around 70,000 by 2051. Without action, this growth would continue to be concentrated among older age groups. The Strategy aims to support a more balanced demographic profile, ensuring Victor Harbor can remain sustainable, resilient and functionally equipped to fulfil its broader regional role.

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## Strategic Context

The Future Ready Strategy aligns with several existing plans that guide Victor Harbor's future.

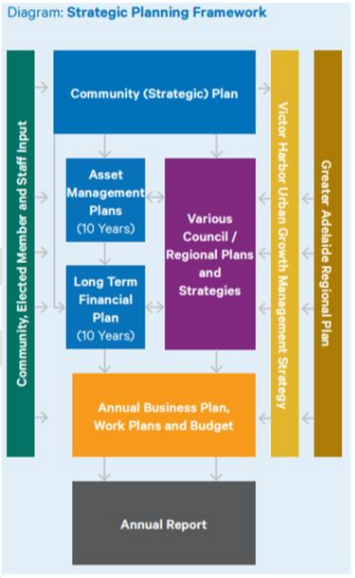
### Community Plan 2030

Our community's long-term vision is for Victor Harbor to be *"a place of choice to live, work, invest and visit"*. The Strategy supports this vision by focusing on population balance, workforce sustainability and community wellbeing.

### Victor Harbor Urban Growth Management Strategy 2025

The Victor Harbor Urban Growth Management Strategy provides a long-term blueprint for how Victor Harbor should grow while protecting its character and natural environment. It also identifies the development of the Future Ready Strategy as a priority, recognising the need to attract younger people and families.

Diagram: **Strategic Planning Framework**




### Economic Development Strategy 2020–2030 and Investment Attraction Strategy 2024–2027

These strategies aim to build a resilient, diverse and growing local economy. The Future Ready Strategy complements this by focusing on people – the workers, families and entrepreneurs who drive economic activity.

### Greater Adelaide Regional Plan

The Greater Adelaide Regional Plan sets out how housing, land use and jobs will be planned across the region to 2051. Victor Harbor is identified as a "satellite city", expected to accommodate a significant share of future residential growth. The Strategy ensures this growth is sustainable and supports community needs.

<Insert Strategic Framework Diagram, pictured above>

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## Understanding Council's Role

Everything Council does plays a part in shaping Victor Harbor's future – from planning, infrastructure delivery, community programs, partnerships and advocacy. The way we approach different issues is influenced by many different factors including legislation, community expectations, available funding and capacity.

Some outcomes sit directly within Council's control. Others are delivered in partnership with the State Government, community organisations or the private sector. The planning system sets important rules about land use and development, but it also provides opportunities for Council to guide how growth occurs, advocate for improvements, and ensure local priorities are reflected in regional and state decision-making.

As we explore options for the Future Ready Strategy, it's important to consider not just the potential benefit of each idea, but also what it would take to put it into action. Finding the right balance between impact and resources will help ensure the Strategy is both ambitious and achievable.

INSERT COUNCIL ROLE DIAGRAM:

*Figure 7 - Council Roles*

INCREASING COUNCIL RESPONSIBILITY

| | | |
|---|---|---|
| NO ROLE | | The council chooses not to have a role in relation to a particular service or activity |
| ENABLER | Information Channel | Information about a service or activity of other bodies is channelled through council communication activities |
| | Advocate | The council may advocate to another level of Government or other organisations for certain things to happen. This could range from a single event (such as writing to a Minister) through to an ongoing campaign |
| | Facilitator | A step further from advocacy where the council may try to bring parties together to work out a solution to an issue affecting the council area |
| PROVIDER | Agent | Typically this would involve the council delivering a service, funded by a Government agency, that is (or likely to be regarded as) the responsibility of another level of Government |
| | Part Funder | The council either provides funding to another body to meet part of the cost of that body providing a function/service activity, or receives funding from another body (usually a Government agency) to meet part of the cost of the council delivering it |
| | Asset Owner | As the owner (or custodian) of an asset (road, footpath, playground, etc) the council has responsibility for capital, operating and maintenance costs |
| | Regulator | The council has legislated roles in a range of areas which it is required to fund from its own funds (apart from fees for cost recovery, Government grants) |
| | Service Provider | The full cost (apart from fees for cost recover, government grants etc.) for a service or activity is met by council |
| LEADER | Strategic Planning | The council has a role as a community leader by setting out a strategic plan for the area's future |
| | Policy Setter | The council sets public policy to guide the operation of the council |
| | Educator | The council has an important role to assist in educating the community on key issues |

## Key Focus Areas

Feedback collected through the Urban Growth Management Strategy and other engagement has helped identify five key areas for discussion:

- Housing affordability and diversity
- Economic diversification
- Education and career pathways
- Engagement and belonging
- Liveability and cultural vibrancy

The following sections describe the current situation, our goals, and possible actions for each focus area, along with questions to help guide your feedback.

What do you think of the five key focus areas guiding this discussion paper? Is there anything missing?

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## Housing Affordability and Diversity

### Current Situation

Victor Harbor's appeal as a coastal destination about an hour from the Adelaide CBD means the demand for housing is high. However, supply is limited and often mismatched to community needs.

- 87% of homes are detached houses
- Most have three bedrooms or more
- Only 19% of homes are rentals
- Median house prices have risen from $380,000 to $730,000 since 2020
- A significant number of dwellings (22%) are unoccupied as holiday homes

Environmental constraints such as coastal hazards, bushfire risk and limited vacant land mean a significant portion of future housing will need to occur through infill and redevelopment within existing neighbourhoods. The Victor Harbor Urban Growth Management Strategy highlights the importance of well-located, well-designed infill housing that maintains Victor Harbor's character.

Employers report that the lack of affordable housing options makes it difficult to attract and retain workers, especially in health, aged care, education, hospitality and tourism.

### Our Goal

Create a diverse and affordable housing mix that supports residents at all stages of life, strengthens the local workforce, and protects Victor Harbor's character and environmental values

### Types of Actions to Consider

The following are a broad range of actions that Council could explore with the community and other partners. They are just a starting point – not a complete list – so we'd like to hear yours too.

- Review planning policies to support more diverse housing options close to shops, services and transport.
- Work with the State Government and regional partners to improve long-term housing availability.
- Explore partnerships for key-worker or affordable housing models.
- Investigate opportunities to use, lease or partner on suitable Council land to support housing needs.
- Consider ways to balance visitor accommodation with the needs of permanent residents.
- Encourage high-quality infill development that respects neighbourhood character.

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### Share Your Experience and Ideas

- What is your experience finding a place to live in Victor Harbor?
- What level of involvement should Council have in land purchase / development or partnership to influence long-term housing and land-use outcomes?
- What types of housing do you think Victor Harbor needs more of (e.g. townhouses, units, accessible homes, smaller homes, family homes, student accommodation, worker housing)?

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## Economic Diversification

### Current Situation

Victor Harbor plays an important role as the service hub for the southern Fleurieu Peninsula. As the largest township in the area, it provides essential amenities such as major supermarkets, medical facilities, schools, government services, and professional businesses that smaller surrounding communities rely on.

Victor Harbor's demographic profile also impacts the local economy. A large retiree population contributes strongly to volunteering and civic life, but workforce participation is low (40% compared with 60% for SA). Local jobs are mostly in health care, retail, tourism, hospitality and agriculture. Most businesses are small or micro-enterprises.

Young people often leave the region for study or work and may not return due to limited career progression, higher-skilled jobs, or diverse industry options. At the same time, remote work and digital connectivity present new opportunities for start-ups, creative industries and professionals who could live and work locally.

### Our Goal

To build a resilient and diverse local economy with secure job opportunities across a wide range of industries, supporting people of all ages to live, work and thrive in Victor Harbor.

### Types of Actions to Consider

The following are a broad range of actions that Council could explore with the community and other partners. They are just a starting point – not a complete list – so we'd like to hear yours too.

- Strengthen partnerships with local businesses and industries to understand skills needs and growth opportunities.
- Support entrepreneurship, small businesses and innovation.
- Explore opportunities for digital infrastructure, co-working spaces and remote work hubs.
- Promote career pathways in key sectors like health, trades, tourism and emerging industries.
- Attract new industries and investment that complement Victor Harbor's strengths.

### Share Your Experience and Ideas

- What barriers make it hard for businesses to grow and operate?
- What could be done to create an environment that supports innovation, entrepreneurs, and start-ups to thrive?
- What industries do you think could help strengthen our economy?
- What kind of jobs do you hope will be available here for future generations?

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## Education and Career Pathways

### Current Situation

Education and training opportunities in Victor Harbor are improving, thanks to strong schools and the expanding Fleurieu Study Hub and TAFE SA programs. These play an important role in supporting local industries and giving residents more ways to learn close to home.

Despite this, many young people still feel they need to leave Victor Harbor to get the qualifications or experience they want. Once they go, it can be hard to return due to limited career opportunities or progression pathways.

Feedback from local businesses shows ongoing challenges in attracting and retaining skilled workers, highlighting the need for stronger links between education providers, employers and the community.

For adult learners and career changers, flexible study and training options remain important. Increasing these opportunities would help support both workforce needs and community aspirations.

### Our Goal

Ensure that people of all ages have access to quality education and meaningful career pathways without needing to leave the region.

### Types of Actions to Consider

The following are a broad range of actions that Council could explore with the community and other partners. They are just a starting point – not a complete list – so we'd like to hear yours too.

- Council facilitates partnerships between schools, TAFE, the Study Hub and local businesses.
- Improve awareness of local study, training and adult learning options.
- Explore more opportunities for work experience, internships and apprenticeships.
- Promote Victor Harbor as a great place to live, study and work.
- Support young people and early-career professionals to stay or return after study.
- Seek opportunities to help Victor Harbor become a University City.

### Share Your Experience and Ideas

- What has your experience been with education, training or career opportunities in Victor Harbor?
- What would help attract and retain working age people in the region?
- What would strengthen pathways to local education opportunities and jobs?
- What new training providers or university partnerships would benefit the community?

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## Liveability and Cultural Vibrancy

### Current Situation

Victor Harbor rates strongly for overall liveability (71/100 – above the national average of 69), with residents valuing safety, community spirit, local services and the natural beauty that surrounds us. Our coastline, open spaces and environmental features play an important role in how people experience daily life and connect with the place they live. At the same time, Victor Harbor has relatively limited evening and after-hours activities, which can make it harder for younger people, working families and early-career professionals to feel connected and engaged in the community. Strengthening evening activities plays a role in attracting and retaining a balanced population and supporting ongoing workforce needs.

At the same time, there are growing gaps in essential services such as healthcare, childcare, youth recreation, evening activities and accessible public spaces. The Social Infrastructure Assessment highlights challenges in accessing services like bulk-billing GPs, a 24-hour pharmacy and urgent care options. Public transport, mobility and the way people move around the city also influence how easily residents can enjoy everything Victor Harbor has to offer.

As our population grows and changes, protecting the quality of our environment, supporting a diverse range of services and strengthening the facilities our community relies on will all be important to maintaining and improving our liveability.

### Our Goal

To support a high quality of life by strengthening the services, facilities and cultural experiences our community relies on, while protecting the natural environment that makes Victor Harbor such a great place to live.

### Types of Actions to Consider

The following are a broad range of actions that Council could explore with the community and other partners. They are just a starting point – not a complete list – so we'd like to hear yours too.

- Advocate for improved local health, childcare and community services.
- Invest in parks, trails, sport and recreation facilities designed for all ages.
- Support cultural programs, public art and activation of community spaces.
- Expand entertainment, dining and social offerings for a wider range of ages.
- Improve travel and transport options to support daily life.

### Share Your Experience and Ideas

- What aspects of local life do you most value in Victor Harbor and what could be improved?
- Are there services or facilities you feel are missing or under-provided?



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- How could travel and transport options improve your daily life?
- What does a liveable and vibrant Victor Harbor look like to you in the future?

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## Engagement and Belonging

### Current Situation

Victor Harbor's community spirit is one of its greatest strengths, and many residents feel connected through volunteering, sport, arts, local groups and informal networks. But as our population changes, with more new residents arriving and younger people moving here or returning, the way people connect is also changing.

We know that some groups don't feel as involved or represented. Younger residents often say that decision-making processes don't reflect their ideas or priorities. New arrivals can struggle to find clear pathways to information, services or social opportunities, and some people find it hard to build connections without existing networks.

Communication and accessibility also play a big role. Not everyone uses the same platforms, has access to transport, or feels comfortable in traditional engagement settings. Strengthening belonging means creating more flexible, inclusive and modern ways for people to take part, whether that's through social activities, volunteering pathways, leadership roles or community-led initiatives.

### Our Goal

Foster a welcoming, connected and inclusive community where people of all ages and backgrounds feel they belong and can participate in shaping local life.

### Types of Actions to Consider

The following are a broad range of actions that Council could explore with the community and other partners. They are just a starting point – not a complete list – so we'd like to hear yours too.

- Make engagement more accessible and youth friendly.
- Improve communication and "welcome" information for new residents.
- Support volunteering pathways that suit different ages and lifestyles.
- Strengthen opportunities for leadership development across the community.
- Increase activation of community spaces for social connection.

### Share Your Experience and Ideas

- How do you participate in the local community, and what makes you feel connected?
- Are there particular groups of people who you think feel less included or represented in Victor Harbor? What makes it harder for them?
- What opportunities or initiatives would help grow local leadership and community involvement?

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## How To Get Involved

Engagement information to be inserted

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**Attachment 3 - Updated Future Ready Stakeholder Reference Group Guidelines**

REFERENCE GROUP GUIDELINES

# Future Ready Victor Harbor Stakeholder Reference Group

## 1. Purpose

The Victor Harbor Future Ready Stakeholder Reference Group (SRG) is established to support the development of a strategy that incorporates a delivery plan aimed at making Victor Harbor a more attractive, dynamic, and sustainable place for young people.

The group is established as a community engagement mechanism to provide guidance, insight, and feedback to ensure the strategy is community-driven, inclusive, and responsive to current and future needs, particularly around the attraction and retention of young professionals and families.

## 2. Objectives

The Stakeholder Reference Group will:

- Assist in the co-design of the community engagement strategy for the Future Ready Victor Harbor Strategy.
- Provide insight into the challenges and opportunities related to attracting and retaining young people in Victor Harbor.
- Promote and share consultation activities within their networks to maximise community participation.
- Review and provide feedback on engagement activities, including surveys and public outreach materials.
- Analyse key themes from consultation findings and suggest a strategy that incorporates a delivery plan, policy options, and actions.
- Support the promotion of the draft strategy and encourage community feedback during its consultation phase.

## 3. Governance and Operation

The SRG is an advisory body with no delegated authority.

The SRG will be in operation until the adoption of the Future Ready Victor Harbor Strategy or until its objectives are achieved.

Meetings will be held in person at the City of Victor Harbor Civic Centre, with dates scheduled in advance and subject to amendment.

Agendas, meeting notes, and materials will be distributed at least three (3) days before each meeting.

Meeting notes will be distributed to SRG members within five (5) days after each meeting and made available to Council Members.

## 4. Confidentiality and Conduct

Members may receive confidential or sensitive information. Such information will be clearly marked and must not be disclosed without express authorisation.

Improper use of confidential information may result in dismissal from the SRG.

All members must comply with Council policies and maintain respectful, honest, and fair conduct at meetings.

Council employees and members must follow applicable Behavioural Standards.

SRG members are not authorised to speak to the media on behalf of the SRG.

## 5. Membership

Membership of the SRG will include:

- A staff representative ~~and student leader~~ from each local high school:
  - Victor Harbor High School
  - Investigator College
  - Encounter Lutheran College
- A representative from:
  - Business Victor Harbor
  - the Fleurieu Study Hub
  - Regional Development Australia – Adelaide Hills, Fleurieu and Kangaroos Island
- A Council Member and an Administration representative from Alexandrina Council
- The Mayor (Chairperson) and three Council Members
- Two Council Administration Staff Members
  - Strategy and Engagement Business Partner
  - Youth Development Officer

The Chief Executive Officer or delegate will coordinate nominations and invitations for representation. Where a representative is unavailable, the nominating body may appoint a formal proxy.

## 6. Meeting Participation

Council Members not formally appointed to the SRG may attend meetings as observers but are not involved in deliberations.

SRG members are expected to actively participate, prepare in advance, and share engagement opportunities within their networks.

## 7. Working Group Facilitator

A Working Group Facilitator will be appointed by the Chief Executive Officer or their delegate.

The Facilitator will be a staff member of Council and will be responsible for coordinating the preparation of agendas, invitations, and meeting notes for the Stakeholder Reference Group. They will also manage the organisation of attendance of project consultants or other relevant subject matter experts.

## 8. Review

These Terms of Reference may be reviewed and amended as necessary, with agreement by the City of Victor Harbor, to ensure they remain relevant to the evolving needs of the project.



# Schedule 1

## Future Ready Victor Harbor Stakeholder Reference Group

### Group Membership

| Stakeholder Group | Representative/s | Appointment | Expiry |
|---|---|---|---|
| **Council Members** | Mayor Jenkins **(Chair)**<br>Cr Brayden Mann<br>Cr Michael Quinton<br>Cr Carlos Quaremba | 28 July 2025 | |
| **Victor Harbor High School** | .....<br>(Staff Member)<br>.....<br>~~(Student Representative)~~ | 28 July 2025 | |
| **Investigator College** | .....<br>(Staff Member)<br>.....<br>~~(Student Representative)~~ | 28 July 2025 | |
| **Encounter Lutheran College** | .....<br>(Staff Member)<br>.....<br>~~(Student Representative)~~ | 28 July 2025 | |
| **Business Victor Harbor** | ..... | 28 July 2025 | |
| **Fleurieu Study Hub** | ..... | | |
| **Regional Development Australia – Adelaide Hills, Fleurieu and Kangaroo Island** | ..... | | |
| **Alexandrina Council** | .....<br>(Council Member)<br>.....<br>(Staff Member) | | |
| **Council Administration** | Strategy and Engagement Business Partner<br>Youth Development Officer | 28 July 2025 | |

| Working Group Facilitator |
|---|
| **Strategy and Engagement Business Partner** |

## Attachment 4 - Response to Council Member Feedback

### Response to Council Member feedback on draft Discussion Paper

| Feedback Summary | Response |
|---|---|
| **South Coast perspective and potential regional partnership for delivery**<br><br>The opportunity for the Strategy to adopt a stronger South Coast perspective was raised, including exploring whether adjoining councils may be interested in collaborating on a broader regional approach. Victor Harbor's role as a service centre for the wider region, with many workers, students and service users travelling from neighbouring areas. | A regional framing is supported, particularly in relation to housing, workforce mobility, service demand and education pathways. Additional context on cross-boundary catchments has been incorporated into the Discussion Paper.<br><br>Regarding a broader South Coast strategy, it is recommended that this not be assumed or positioned as a current direction. Instead, Phase 1 engagement will be used to:<br>• strengthen targeted consultation with adjoining councils, including Alexandrina Council<br>• test interest in potential future collaboration or shared strategic priorities<br>• identify regional issues that may benefit from joint advocacy or coordinated planning.<br><br>Any formal partnership or regional strategy would require interest, resourcing and formal commitment from participating councils. This should therefore be explored through engagement rather than embedded upfront in the Strategy's scope.<br><br>Where appropriate wording of the discussion paper has been tweaked to talk about Victor Harbor and the region.<br><br>It is envisaged that the final Strategy will reflect Victor Harbor's role as a key South Coast service centre and reflect the wider catchment contributing to local demand. |
| **Future Ready Strategy as a marketing initiative**<br><br>Looking at the Strategy as marketing initiative to sell why Victor Harbor is a great place to live, study and invest. It was suggested the Strategy could highlight opportunities to strengthen resident-attraction messaging, particularly for younger residents.<br><br>Members noted that "Feel It Calling" is primarily tourism-focused and does not fully express Victor Harbor as a place to live, work or study. | This feedback is acknowledged. While the Strategy will not revise or replace the 'Feel It Calling' place brand, community engagement may identify opportunities to broaden messaging about Victor Harbor as a place to live, work and study. If supported through Phase 1 feedback, this could form a possible long-term action to:<br>• strengthen resident-facing messaging aligned with lifestyle, opportunity and belonging<br>• broaden how the existing brand is applied in community and workforce contexts<br>• co-develop messaging with young people and local workers.<br><br>Any such action would be considered during Strategy development (Stage 4) and only where it aligns with community expectations and Council's long-term objectives. |

| Feedback Summary | Response |
|---|---|
| **Engaging a broad cross-section of ages**<br><br>There was emphasis on the importance of ensuring the engagement process captures a broad cross-section of ages, including groups that are not currently well represented in Victor Harbor's population or in typical Council engagement activities.<br><br>It was noted that different age groups may have different priorities, levels of connection to Victor Harbor, and ways of participating, and that the engagement approach should reflect this. | This feedback has been incorporated. Phase 1 engagement will use age-appropriate methods and tailored outreach to reflect the different needs and perspectives of children, young people, working-age adults, families, older residents, commuters and people who interact with Victor Harbor but do not live here. This includes:<br>• age-specific prompts and survey questions<br>• targeted outreach through schools, the Fleurieu Study Hub, youth networks, employers and community groups<br>• digital channels designed to reach people less likely to participate through traditional means<br>• place-based activities in locations where different age groups spend time. |
| **Tertiary education and the 'University City' concept**<br><br>Members expressed interest in expanding tertiary education opportunities in Victor Harbor and suggested the Strategy adopt a more active exploration of long-term partnerships with universities and training providers. | This feedback has been incorporated conceptually. The Discussion Paper strengthens references to Victor Harbor's potential as a regional centre for education and training, its role in supporting youth retention and the value of local study pathways. Any long-term actions related to tertiary partnership (such as expanded course offerings, facilities or collaborative programs) would be explored during Strategy development (Stage 4), subject to community feedback and feasibility. |
| **Engaging non-resident ratepayers**<br><br>Members noted that non-resident ratepayers were missing from the draft engagement plan. They may be former residents who left for education, employment or family reasons, or may be planning to move here in the future. They will hold valuable insights into why people stay, leave or return. | This has been incorporated into the Engagement Plan. Tailored questions will be offered to non-resident ratepayers to understand their connection to Victor Harbor, reasons for leaving and what might influence future decisions about returning or remaining connected to the community. Participation will be enabled through digital channels to allow flexible input. |
| **Engaging people who have never lived or worked in Victor Harbor**<br><br>Council Members highlighted the value of understanding what would attract young adults, skilled workers and potential future residents who do not currently live or work in Victor Harbor. This cohort may represent a key future population segment and could provide insights into lifestyle expectations, career pathways and perceptions of the region. | This feedback has been incorporated into the Engagement Plan. Several targeted approaches may be used selectively, subject to resourcing, including:<br><br>• regional or Adelaide-based young professional networking opportunities<br>• outreach at university or graduate events<br>• structured interviews with early-career professionals<br>• digital promotion to reach people outside the LGA. |

| Feedback Summary | Response |
|---|---|
| **Communicating the need for this Strategy and the risks of inaction**<br><br>Council Members suggested that the engagement and communication materials should more clearly explain why the Strategy is necessary and what the long-term implications may be if Victor Harbor does not proactively plan for future growth. It was noted that the community may not fully understand the impact on our community (and region) if we continue to grow with the same demographic pattern. The Strategy's purpose would therefore benefit from a clearer articulation of the issues Victor Harbor is seeking to address. | A brief, factual context statement has been added to the Discussion Paper outlining key challenges if current trends continue, and the project team is looking at the use of infographics to enhance messaging during the engagement. The intent is to support informed engagement, not to present immediate risks or prescribe solutions. Further refinement will occur in Stage 4 as the Strategy is developed. |
| **Community understanding of planning and Council's role in housing and development**<br><br>Council Members noted that community expectations around housing and development often reflect a limited understanding of the planning system or the powers available to Council. Members highlighted the importance of ensuring the Strategy clearly communicates what Council can realistically influence (such as advocacy, partnerships, infrastructure planning and zoning) and what is primarily determined by State planning frameworks or private development markets. It was suggested that the Strategy should help educate the community on these dynamics while exploring opportunities for Council to take a more active role in shaping long-term housing outcomes. | The Discussion Paper includes a short, plain-language explanation of Council's role in housing and future planning, outlining the key areas where Council can influence outcomes (such as strategic planning, infrastructure coordination and partnerships) without making this a central focus of the document. The intent is simply to set realistic expectations for community engagement, not to provide a detailed planning overview.<br><br>Technical and policy-specific matters will continue to be addressed through the Local Area Plan (required as an action of the Greater Adelaide Regional Plan and Council's Urban Growth Management Strategy), ensuring the Discussion Paper remains accessible, community-focused and aligned with the purpose of Phase 1 engagement. |

| Feedback Summary | Response |
|---|---|
| **Council's potential role in influencing housing outcomes**<br><br>Council Members raised concerns about the limited influence Council currently has over the type and mix of housing delivered by private developers, including retirement and age-targeted developments. Members noted that relying solely on the statutory planning system may not be sufficient to achieve a more balanced housing mix in the long term.<br><br>It was suggested that the Discussion Paper should invite community feedback on whether Council should consider more proactive approaches (such as purchasing strategic land parcels, forming partnerships, or negotiating with developers) to increase its ability to shape future development outcomes. | This feedback has been incorporated to some extent, noting that Council does have some influence in the planning policy and zone framework, but our ability to control market behaviour or development timing is limited.<br><br>This feedback has been incorporated into the Discussion Paper in a carefully framed way. The Paper acknowledges that while Council cannot prevent specific forms of development under the State Planning System, it can consider more proactive roles, including partnerships, land transactions, or collaborative delivery models (where these approaches align with long-term community outcomes and are financially and operationally feasible).<br><br>To support constructive engagement without creating unrealistic expectations, the Discussion Paper includes a neutral discussion prompt asking the community to consider:<br>• what level of involvement Council should have in land purchase, development partnerships or other non-traditional interventions<br>• whether Council should explore more active levers to influence housing diversity and long-term land-use outcome<br>• the benefits, risks and trade-offs associated with more direct involvement in the housing market |
| **Understanding what young people want to do outside of work and study**<br><br>Council Members emphasised the importance of engaging directly with young people to understand what they want to do outside work and school hours, particularly on evenings and weekends. Members noted that this age group often reports limited options for social connection, entertainment and recreation, and that the Strategy should provide an opportunity to better understand these needs and how their experiences could be improved. | This has been incorporated into the Engagement Plan and the "Liveability and Cultural Vibrancy" section of the Discussion Paper. Tailored engagement activities will explore what young people want to do in the evenings and on weekends, what is currently missing, and how experiences can be improved. These insights will inform opportunities to strengthen social connection, vibrancy and belonging. |

## 10.2. Expressions of Interest Guidelines - Victa Cinema Tenancy

Committee: Ordinary Council Meeting

Meeting Date: 15 December 2025

Report Author: Kate O'Donoghue

## RECOMMENDATION

That Council adopt guidelines for Expression of Interest (EOI) process for the activation of the tenancies within Victa Cinema.

## PURPOSE

The purpose of this report is to seek Council approval of guidelines for an EOI process for Shop 3 (and Shop 4 as a combined tenancy) at Victa Cinema,37-41 Ocean Street, Victor Harbor.

## BACKGROUND

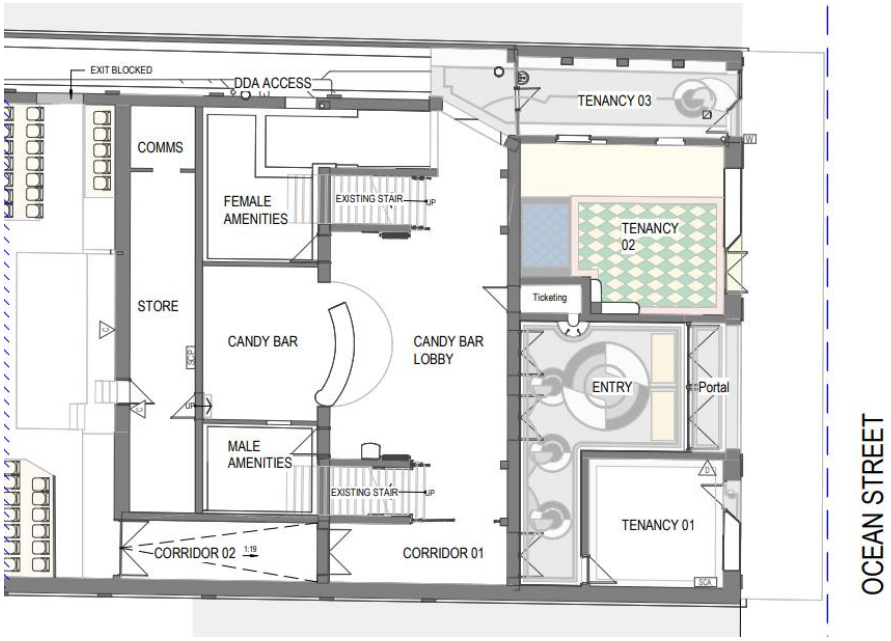
Council purchased the Victa Cinema in December 2019 as part of its vision for arts and culture in Victor Harbor. The building contains three tenancies. Shop 1 is the southernmost tenancy and is currently leased by John Nicholls Men's Hair Salon. Shop 3 and Shop 4 are currently vacant. They have previously been used for retail, office, and hospitality purposes. Shop 4 must remain as a fire egress path and cannot be leased separately from Shop 3.

An EOI process was conducted in 2024. At the December Council Meeting, the CEO was authorised to negotiate and enter tenancy agreements with the successful proponent. However, the proponent did not proceed due to a range of challenges.

The upcoming EOI will include enhanced capability criteria to ensure that proponents demonstrate the skills, resources, and readiness necessary to successfully activate the tenancy.

It should be noted that the space presents significant limitations for commercial use, and being within a heritage building, approvals and processes can be more involved. The fit-out is basic (sink and power only) and with no grease trap or exhaust is only suitable for light food service. Rectification works to protect the heritage listed terrazzo have resulted in multiple floor levels in the space and there are DDA compliance issues. Tenants can access the cinema toilets, but visitors are directed to the public toilets in Coral Street.

A plan showing the location of the tenancies within the cinema building is provided below:




## COMMENTARY

Activating the space will inject new energy into Victor Harbor's main street. Whether through a vibrant business venture or a community-focused initiative, the tenancy offers an opportunity to deliver genuine value-attracting visitors, enhancing precinct vibrancy, and creating a welcoming destination for both locals and tourists.

***Recent Interest***

Over recent months, Council has received informal approaches from individuals and community groups expressing interest in activating the tenancy within the historic Victa Cinema. These proposals have generally emphasised community and cultural outcomes rather than commercial objectives, with many proponents indicating limited capacity to meet full commercial lease rates.

***Lease Amount***

In December 2024 Council set the lease rate for the combined Shop 3 and Shop 4 tenancy at $1,800 per month (including council rates) plus outgoings, reflecting both market conditions and the limited access to Shop 4.

***Lease Amount and Community Value***

Although Council has previously set indicative lease rates for Shop 3 and 4, it is recommended that flexibility be maintained when assessing proposals received through the EOI process, to allow consideration of community and cultural outcomes alongside financial factors. For proposals that demonstrate significant community, cultural or public benefit outcomes, Council may consider a lease amount that reflects those benefits, subject to a documented public benefit assessment and a subsequent Council decision. This approach recognises that activating the vacant tenancy within the historic Victa Cinema can deliver significant community and cultural value, advancing the aspirations of the Community Plan 2030 and the Culture Strategy - Arts & Heritage.

The possibility of a lower than market value lease may provide valuable opportunities for local artists, makers, and community groups to show case their work, collaborate, and engage with the public. Ultimately, activating this space is a strategic investment in the social and cultural vitality of the region, delivering lasting benefits that go beyond financial return.

While Council recognises the significant community and cultural benefits of activating this space, any decision to vary the lease must also consider the financial implications for Council. Maintaining alignment with Council's strategic objectives around financial sustainability is essential, ensuring that community outcomes are achieved without compromising responsible fiscal management.

Commercial proposals will be expected to pay a market-aligned rental amount. The final lease amount will be determined following assessment of proposals.

***Proposed EOI Process***

The EOI process will begin with promotion of the opportunity, followed by the opening of the EOI for submissions. EOI guidelines are attached to this report. After the submission period closes, all applications will be assessed against the Assessment criteria which includes consideration of creative or cultural innovation, economic contribution and precinct activation, community benefit and inclusion, alignment with Council's strategic objectives, and feasibility and sustainability. Are commendation will be made to Council. If endorsed, the proponent will be advised and lease documents signed before they can proceed with the development application (DA) process.

## RISK ASSESSMENT

The following risks have been assessed in line with Council's Risk Management Framework and Policy:

**Reputation**-There is a risk that the adjacent or nearby businesses might object to the leasing of the space to a business that would be perceived as competition. This risk is assessed as ***low***.

**Financial**- If the lease amount is reduced or waived for a community initiative, there will be a reduction in rental income. This risk is assessed as low, given the potential for broader community benefit. This risk is assessed as ***low***.

## REFERENCES

**City of Victor Harbor Community Plan 2030**

Aspiration 1 - We are a caring, connected and active community

Aspiration 2 - We have a culture of innovation, collaboration and creativity

- Objective 2.1 Cultivate art and culture in our community

Aspiration 3 - We manage growth and change responsibly

- Objective 3.1 Support initiatives that grow the economy, strengthen local businesses, and retain people and jobs in Victor Harbor
- Objective 3.2 Preserve and celebrate Victor Harbor's rich and diverse history and heritage

## BUDGET IMPLICATIONS

Excluding endorsed budgeted staff resources there are no budget implications in receiving the Expressions of Interest Guidelines - Victa Cinema Tenancy Report.

No additional funds are required.

## CONSULTATION

Director Community and Development - Graham Pathuis

Manager City Activation - Mark Przibilla

Project Officer - Louise Hampel

Property Officer - Michelle Griffiths

## ATTACHMENTS

Attachment 1 - Expression of Interest Guidelines

## Attachment 1 - Expression of Interest Guidelines

**Expression of Interest**

**Victa Cinema - Tenancy Opportunity**
The City of Victor Harbor is seeking Expressions of Interest (EOI) from individuals, community groups, and businesses interested in activating a small tenancy located within the historic Victa Cinema on Ocean Street.

**About the Space**

- Compact and character-filled, but in need of a loving tenant (fit-out required)
- Limited access to water and services (suitability for food preparation is constrained)
- Prime location in the heart of Victor Harbor's main street and adjoining the Victa Cinema

**What We're Looking For**
We are seeking proposals that activate the precinct, complement the heritage character of Victa Cinema, and contribute to Mainstreet vibrancy. The ideal venture will offer a distinct point of difference, align with Victor Harbor's Destination Brand, and deliver experiences that attract people to the Mainstreet. Given the tenancy's connection to the cinema, concepts that are compatible and complementary with the existing business will be highly regarded. Proposals should demonstrate how they will generate foot traffic, foster cultural engagement, and support Council's Arts and Heritage Strategy objectives. Please note: the tenancy includes only a small sink making it more suitable for retail or limited food offerings rather than a full food-service operation.

**We encourage EOIs from:**

- Creative industries – micro studios (e.g. design, illustration, craft, photography), podcast or recording studio, small gallery or showcase space. Imagine a creative studio with a retail edge offering design services, related products and paid workshops for visitors who want to have a more connected experience.
- Community or cultural initiatives – exhibition/retail/workshop space for local artists or makers, pop-up hub for youth or First Nations projects, cultural activation.
- Boutique retail with personality - books, vinyl records, film memorabilia, collectibles, artisan goods, or locally-made products that align with the cinema vibe and attract both locals and tourists.
- Specialty food & beverage (light service) - Coffee, dessert, wine or cheese tastings, or packaged gourmet items - perfect for pre- or post-movie experiences. (Liquor service requires licensing and approvals.)
- Professional services with a public face - creative consultancies, marketing studios, or tourism operators that combine office functionality with a customer-facing element - like a small showroom or consultation space.

**Objectives**

- Activate a currently vacant heritage space and contribute to the vibrancy of Victor Harbor's main street
- Add value to the Victa Cinema and adjoining Arts and Culture Precinct
- Provide opportunities for local business, creatives, or community groups

**Lease and Terms**

- Flexible lease arrangements (medium term of 12–24 months preferred)
- Commercial proposals will be expected to pay a market-aligned rental amount.
- Applicants are encouraged to articulate the community, cultural, and social benefits of their proposal. Initiatives that provide significant cultural/community benefit - such as artist residencies, First Nations engagement, youth programs, or cultural activation may be prioritised.
- Council is committed to supporting initiatives that deliver meaningful community and cultural outcomes. While an indicative lease rate of $1,800/month (including council rates) plus outgoings is provided, Council reserves the right to consider a lease amount for proposals that demonstrate exceptional alignment with the Victor Harbor Community Plan 2030 and the Culture Strategy – Arts & Heritage. The final lease amount will be determined following assessment of proposals.

**How to Apply**

Interested parties are invited to submit an EOI including:

- Applicant details and outline of relevant experience or background
- Evidence of capacity and capability to successfully deliver the proposed activation.
- Provide a simple business plan outlining the proposed use and day-to-day operations, supported by a realistic budget that demonstrates financial viability and long-term sustainability. Address the EOI assessment criteria.
- Indicative fit-out concept

Show us what we can expect to see if you were to take on the space and tell us how your concept will complement the existing businesses in the precinct. Consider what your customer experience looks like; how will your patrons consume products, use services, navigate the layout, and access facilities?

**Consider the Costs**

Before submitting your proposal, please factor in the responsibilities and costs associated with occupying a Council-owned, heritage-listed space.

- **Development Application (DA):** A DA will be required for any signage and any proposed changes to the tenancy. All modifications must have the property owner's consent and planning approval, including referral to the State Heritage Branch. You'll need to apply for a liquor license (if alcohol is to be served),
- **Heritage Considerations:** The tenancy is in a heritage-listed building. Any alterations must respect heritage values and comply with statutory requirements. We strongly recommend a fit-out that is easily removable should you vacate the premises.
- **Your Responsibilities:** You are responsible for funding all approved fit outs and ensuring compliance with relevant legislation and Council policies.

**Typical Costs to Budget For:**

- Development application fees
- Electricity and water
- Public liability insurance
- Internet connection

- Fit-out and display
- Operational and business costs
- Marketing and promotion of your project
- Returning the property to its original condition upon exit

**Key Dates**

- EOI Opens: [insert date]
- EOI Closes: [insert date]
- Assessment: [~4 weeks after closing]

**EOI Assessment Matrix**

| Criteria | Weighting | Description |
|---|---|---|
| Creative/cultural innovation or distinctive offering | 20% | Does the proposal introduce new ideas, creative approaches, or unique cultural experiences? |
| Economic contribution and precinct activation | 25% | Will the proposal contribute to Ocean Street vibrancy through business hours, enhance the visitor experience, and support economic or cultural vibrancy? |
| Community benefit, impact and inclusion | 20% | Does it deliver measurable social, cultural, or accessibility benefits? Will the proposal offer programs, events, or opportunities for engagement? |
| Alignment with Strategic Objectives | 15% | Does the proposal support objectives from the Community Plan 2030 and Culture Strategy – Arts and Heritage? |
| Feasibility & sustainability | 20% | Is the proposal achievable within the available space and service limitations, including heritage and regulatory requirements? Does the proposal demonstrate a viable business model or a clear plan for ongoing social and cultural impact? Has the proponent provided evidence of capacity and capability to successfully deliver the proposed activation? |

*The final lease amount will be determined following assessment of proposals. Commercial proposals will be expected to pay a market-aligned rental amount. For proposals that demonstrate significant community, cultural or public benefit outcomes, Council may consider a lease amount that reflects those benefits, subject to a documented public benefit assessment and a subsequent Council decision.*

## 10.3. Commonwealth Home Support Program - New Aged Care Act

Committee: Ordinary Council Meeting

Meeting Date: 15 December 2025

Report Author: Leann Symonds

## RECOMMENDATION

That Council receive and note the report on Commonwealth Home Support Program - New Aged Care Act.

## PURPOSE

The purpose of this report is to inform Council about the new regulatory framework and provider registration process introduced by the Aged Care Bill 2024, effective from 1 November 2025, and to outline the implications for the organisation. The City of Victor Harbor provides services under this Act through the Caring Neighbourhood Program and Southern Communities Transport Scheme.

## BACKGROUND

The new *Aged Care Act 2024* (the Act), effective from 1 November 2025, places older people at the centre of their aged care experience. It is the main law that sets out how the aged care system operates and replaces the previous *Aged Care Act 1997* and the *Aged Care Quality and Safety Commission Act 2018*. The Act places the rights of older people at its centre through a legislated Statement of Rights and introduces strengthened expectations for dignity, respect, cultural safety, informed decision-making, and high-quality care.

The Department of Health, Disability and Ageing states that the Act will:

- outline the rights of older people who are seeking and accessing aged care
- create a single-entry point, with a clear eligibility framework
- include a fair, culturally safe single assessment framework
- support the delivery of aged care services
- establish new system oversight and accountability arrangements
- increase provider accountability through a new regulatory model
- and strengthen the aged care regulator

The Act also introduces a new regulatory model, with service-specific provider registration, enhanced oversight, and clearer accountability requirements. As a provider of Individual and Group Social Support and Transport services under the Commonwealth Home Support Program, the City of Victor Harbor must meet the obligations set out in the Act.

To support implementation, the Department of Health, Disability and Ageing has released factsheets, Easy Read materials, FAQs and guidance to assist providers in communicating the Statement of Rights to clients, families and staff.

## COMMENTARY

The City of Victor Harbor has a governance responsibility to ensure organisational readiness for the new rights-based expectations and alignment with related obligations such as the Code of Conduct, Quality Standards, provider registration, and Responsible Person requirements.

Achieving compliance will require integrating the Statement of Rights into governance, policy, service delivery, staff training, and quality and risk management systems. Failure to do so may lead to complaints, regulatory action, reputational harm, and breaches of registration conditions.

Embedding a rights-based approach across all operations is essential to meeting the requirements of the *Aged Care Act 2024* and ensuring older people's rights are consistently upheld.

## RISK ASSESSMENT

The following risks have been assessed in line with Council's Risk Management Framework and Policy:

**Legal and Compliance** Under the New Aged Care Act there is a legislative requirement to meet the conditions of the Act. This risk is assessed as ***low.***

## REFERENCES

**City of Victor Harbor Community Plan 2030**

Aspiration 1 - We are a caring, connected and active community

Aspiration 5 - We have services and infrastructure that meet our community's needs

Aspiration 6 - We are a financially sustainable and well-governed organisation

**Other references used:**

*Aged Care Act 2024* - Federal Register of Legislation Consultation on the new Aged Care Act - Australian Government Department of Health,

About the new rights-based Aged Care Act - Australian Government Department of Health,

Prepare for the new Aged Care Act - Australian Government Department of Health, Disability and Ageing

## BUDGET IMPLICATIONS

Excluding endorsed budgeted staff resources there are no budget implications in receiving this Commonwealth Home Support Program - New Aged Care Act report.

No additional funds are required.

## CONSULTATION

Director Community and Development - Graham Pathuis

Victorian Sector Support and Development (SSD) partners

Caring Neighbourhood Coordinator - Joanne Daniels

## ATTACHMENTS

Nil

## 10.4. Disability Access and Inclusion Plan - Communications and Engagement Plan

Committee: Ordinary Council Meeting

Meeting Date: 15 December 2025

Report Author: Leann Symonds

## RECOMMENDATION

That Council approve the draft Disability Access and Inclusion Plan 2026 - 2030 for public consultation, in accordance with the Communication and Engagement Plan provided at Attachment 1.

## PURPOSE

The purpose of this report is to provide Council with information on the development of the City of Victor Harbor's Disability and Inclusion Plan 2026 - 2030 and to endorse the associated Communication and Engagement Plan. The plan outlines expected dates for consultation, preparation of further drafts, final report for endorsement and lodgement with Inclusive SA by the legislative timeline.

## BACKGROUND

The *Inclusion Act 2018* (SA) (the Act) was amended in 2025. As a result key state authorities, including local government councils and state government agencies are required to develop a Disability
Access and Inclusion Plan 2026-2030 to reflect the amended Act. The City of Victor Harbor recognises the importance of an inclusive community - a community that not only accepts, but also embraces diversity.

A draft Disability Access and Inclusion Plan for 2026-2030 has been developed and the plan will guide how Council supports access, inclusion, and equity for people living with disability across the region, it builds upon actions, priorities and achievements from the previous 2020 - 2024 plan. It also aligns with the State Disability Inclusion Plan 2025-2029, ensuring that our local efforts support broader goals for inclusion in South Australia.

The draft plan includes priority areas such as:

- Inclusive community attitudes and practices
- Accessible services and facilities
- Employment and economic participation
- Inclusive communication and information

The draft plan is based on the notion and understanding of the national approach to disability, being that of a social model of disability. It is a model that understands that an individual's impairment to barriers within the environment can restrict some people's ability to participate fully in the community. Barriers may exist within structures and communication methods, and also within policies and attitudes.

The plan will set Council's commitment to doing what it can to ensure access and equity for all and ensuring that Victor Harbor is a welcoming place. The initial intent was that a basic plan with limited consultation be lodged by the February cutoff date, which would then have been followed by a period of more intensive public consultation. Advocacy by the Local Government Association in relation to the limited time frames to meet Council protocols around appropriate consultations and endorsement has resulted in an ability to now request an extension till June 30, 2026. It is recommended that the option for an extension be utilised to this enable a more comprehensive consultative approach to be undertaken.

## COMMENTARY

The Communication and Engagement Plan is provided at Attachment 1 and provides details of the consultation activities proposed. It includes key dates and timelines. Attachments 2 and 3 respectively provide a first draft of the City of Victor Harbor Disability Access and Inclusion Plan 2026 - 2030 and also an Easy Read English version.

Key dates are as follows:

| Date | Action/Milestone |
|---|---|
| 10 November 2025 | Council Briefing |
| 15 December 2025 | Council Meeting - Communication and Engagement Plan |
| 10 Feb 2026 - 6 March 2026 | Your Say Website live, survey open, feedback invited |
| 10 Feb 2026 - 6 March 2026 | Focus Groups |
| March 2026 | Council Meeting - Second Draft |
| April 2026 | Council Meeting - Final Draft for endorsement |
| May 2026 | Further Council meeting if required or lodgement with Inclusive SA |
| 30 June 2026 | Final date for lodgement with Inclusive SA |

## RISK ASSESSMENT

The following risks have been assessed in line with Council's Risk Management Framework and Policy:

**Legal and Compliance** - Failure to consult, prepare and lodge a City of Victor Harbor Disability Access and Inclusion Plan 2026 -2030 contravenes statutory requirements under the *Inclusion Act 2018*. The risk can be mitigated through the consultation, preparation and lodgement of a plan accordingly. This risk is assessed as ***low***.

**Reputation** - Failure to consult, prepare and lodge a City of Victor Harbor Disability Access and Inclusion Plan 2026 - 2030 may incur reputational damage. The risk can be mitigated by applying the process and timelines for preparation of the plan as described in this report. This risk is assessed as ***low.***

## REFERENCES

**City of Victor Harbor Community Plan 2030**

Aspiration 1 - We are a caring, connected and active community

Aspiration 5 - We have services and infrastructure that meet our community's needs

**Other references used:**

United Nations Convention on the Rights of Persons with Disabilities
Australia's National Disability Strategy 2021-2031
South Australian State Disability Inclusion Plan 2025 - 2029
SA Autism Strategy 2024 - 2029

## BUDGET IMPLICATIONS

There are sufficient funds in Project #100013 (*Community Assistance*) to undertake the community consultation of the Draft Disability Access and Inclusion Plan 2026-2030 at an estimated cost of $500.

## CONSULTATION

Chief Executive Officer - Victoria MacKirdy
Director of Community and Development - Graham Pathuis
Communications Officer - Emma Warren

## ATTACHMENTS

Attachment 1 - Communication and Engagement Plan - Disability Access and Inclusion Plan 2026-2030

Attachment 2 - Draft Disability Access and Inclusion Plan

Attachment 3 - Easy Read - Disability Access and Inclusion Plan

**Attachment 1 - Communication and Engagement Plan - Disability Access and Inclusion Plan 2026-2030**

# Disability Access and Inclusion Plan 2026-2030
# Communications and Engagement Plan

## Introduction

All State Authorities are required to develop a Disability Access and Inclusion Plan under the Disability Inclusion Act 2018 (SA) (the Act). The Act was amended in 2025 and, as a result key state authorities, including local government councils and state government agencies are required to develop a Disability Access and Inclusion Plan 2026-2030 to reflect the amended Act.

The City of Victor Harbor recognises the importance of an inclusive community, a community that not only accepts but embraces diversity.

The City of Victor Harbor has developed its draft Disability Access and Inclusion Plan for 2026–2030. The plan will guide how Council supports access, inclusion, and equity for people living with disability across the region to 2030. It builds upon actions, priorities and achievements from the previous 2020 – 2024 plan.

It will also align with the State Disability Inclusion Plan 2025–2029, ensuring that our local efforts support broader goals for inclusion in South Australia.

The draft plan includes priority areas such as:

- Inclusive community attitudes and practices
- Accessible services and facilities
- Employment and economic participation
- Inclusive communication and information

The draft plan is based on the notion and understanding of the national approach to disability, that of a social model of disability. A model that understands that an individual's impairment to barriers within the environment can restrict some people's ability to participate fully in the community. Barriers may exist within structures and communication methods; however they can also be part of policies and attitudes.

The plan will set Council's commitment to doing what it can to ensure access and equity for all and ensuring that Victor Harbor is a welcoming place.

## Purpose of community engagement

We're inviting community members to provide feedback on the draft Disability Access and Inclusion Plan. We welcome input from people living with a disability, carers, families, service providers, community groups, business owners, and residents - whether they live, work, or visit the City of Victor Harbor.



The purpose of community engagement is to:

- Seek community feedback on the actions and priorities in the draft plan
- Inform the final plan before it is submitted to Inclusive SA, Department of Human Services
- Educate the community on what Council will be doing to improve access and inclusion over the next four years.

## Previous Engagement

The South Australian Disability Inclusion Plan 2025- 2029 (State Plan) has identified measures all State Authorities will need to include in their Disability Access and Inclusion Plans.

The consultation process undertaken for the development of the State Plan captured extensive feedback from people with disability, their families and carers, service providers, advocacy groups, and the broader community. This feedback informed the development of the domains, priority areas, and mandatory measures that underpin both the State Plan and our draft plan.

## Engagement Principles

The City of Victor Harbor has a set of five principles which guide our approach to engagement.

**1. Community Participation** – We are committed to including, informing and involving our community in local decision making from project planning through to delivery.

**2. Open and Accountable** – We will provide clear and easy to understand information that will inform our community and encourage meaningful engagement.

**3. Accessibility** – Our community will be able to access information in a variety of ways.

**4. Careful Planning and Evaluation** – We will carefully plan community engagement activities and evaluate all feedback to meet the needs of our community.

**5. Closing the Loop** – We will inform our community of our decisions and outline how feedback was considered.

## Level of Engagement

| Listening Tools | Description | Examples of what we'll be asking |
|---|---|---|
| **Your Say Victor Habor** | The Your Say Victor Harbor website will form the central 'hub' for the process.<br>The main features of the hub will be:<br>• Key dates<br>• Survey tool<br>• Copies of key documents<br>• Contact details | • What would improve access and inclusion in your community?<br>• Do you think you live in an accessible community?<br>• What areas do you think could be improved? Select from the list:<br>  ○ Public parks<br>  ○ Public amenities<br>  ○ Buildings and facilities<br>  ○ Events 'Information and communications<br>  ○ Programs and services<br>  ○ Other<br>  ○ No improvement necessary<br>• How do you think these could be improved?<br>• What could Council do to help people with a disability find a job or volunteer role?<br>• What could Council do to improve the way people with a disability access information about their community?<br>• What could Council do to help people with a disability plan and make decisions for our community?<br>• Open fields for further comment |
| **Written submissions** | To provide opportunity for people who prefer a more traditional method of communicating with Council, we will welcome written submissions.<br>These can be submitted by post, email or handed in to the Council Office. | We will encourage written submissions for people who prefer this method. |



| | |
|---|---|
| | Hard copy surveys will be available at the Office |
| **Focus Groups** | Targeted to current stakeholder groups |

In addition to the five principles, the council has adopted the following levels of participation (adopted from the International Association for Public Participation's engagement spectrum):

- **Informing** – one-way communication providing balanced and objective information to assist understanding about something that is going to happen or has happened.
- **Consulting** – two-way communication designed to obtain public feedback on a proposal, initiative or issue to inform Council decision making.
- **Active Participation** – Ongoing communication, where community members and Council are working together to ensure concerns and aspirations are understood. While the decision ultimately rests with Council, the community is involved in identifying alternatives and preferred solutions. This may also include involving the community in the development of proposals and options.

| | |
|---|---|
| ✓ | **Inform** |
| ✓ | **Consult** |
| ✓ | **Active Participation** |

## Community Engagement Scope

**In Scope**

- The elements and commentary outlined within the current draft plan
- Actions and Measurable Targets that would support the strategic narrative

**Out of Scope**

- The creation of a Disability Access and Inclusion Plan
- Themes and Priority Areas, as they link with the South Australian Disability Inclusion Plan 2025 – 2030
- The duration of the Disability Access and Inclusion Plan

## Risk (Community Engagement Only)

| ***Risk*** *What might go wrong?* | ***Probability*** *How likely is this to happen?* | ***Mitigation Strategy*** *How could you prevent this happening?* |
|---|---|---|
| **Non-Compliance with legislation** | *Low* | The *South Australian Disability Inclusion Plan 2025-2029* (State Plan) has identified measures all State Authorities will need to include in their Disability Access and Inclusion Plans. |
| **Reputation /community expectation** | *Medium* | Clear communications of ways to be involved and provide feedback.<br>Accessible versions to be made available<br>Provide acknowledgement of concern and outline council processes. |
| **Lack of responses** | *Medium* | Provide a range of ways for people to engage, from quick responses to more in-depth conversations, both online and offline<br>Communications and Engagement Plan will be followed. |

## Community Engagement Deliverables

**By the end of this project, the following actions will have been delivered:**

- Notified the community of the project and opportunities to participate
- Provided information and related material for community reference
- Community consultation undertaken via Your Say Website, Written Responses, Focus Groups
- Summary of engagement findings delivered to Council

## Key Messages

- The City of Victor Harbor is updating its Disability Access and Inclusion Plan.



- The updated plan will guide how Council supports access, inclusion, and equity for people living with disability across the region to 2030. It builds upon actions, priorities and achievements from the previous 2020 – 2024 plan.
  It will also align with the Disability Inclusion Act 2018 (SA) and the State Disability Inclusion Plan 2025–2029, ensuring that our local efforts support broader goals for inclusion in South Australia.

- The City of Victor Harbor wants to ensure that we have services and infrastructure that meet our community's needs.

- This is an opportunity for the community, particularly those with disability and those with lived experience of disability to provide feedback on the plan.

- The draft plan aims to value and understand the contributions and rights of people with disability, and to ensure their rights are promoted, protected and upheld.

- This consultation is a chance for you to tell us about your thoughts on the draft plan and the direction that the Council proposes to take.

## Key Stakeholders

**Impacted (Those directly affected)**

- City of Victor Harbor residents
- City of Victor Harbor ratepayers
- People living with a disability who visit the City of Victor Harbor.

**Internal**

- City of Victor Harbor Council Members
- Senior Management Team
- Council Staff
- Disability Access and Inclusion Committee

## How will we engage?

- **Face to face engagement** – focus groups, consultation with the Disability Access and Advisory Committee
- **Survey** – available online at Your Say Victor Harbor (www.yoursay.victor.sa.gov.au) or in hard copy
- **Social Media** – leveraging Council's Facebook page to encourage community participation

## Communications and Engagement Matrix

| | City of Victor Harbor Residents and Ratepayers | Local Businesses and Workers | Elected Members | Council Staff | Council Advisory Committees | Local Schools | Interest Groups | Local and Federal Members of Parliament | Government Agencies | Media |
|---|---|---|---|---|---|---|---|---|---|---|
| **Public Notice** | x | | x | x | x | x | x | | | x |
| **Victor Viewpoint** | x | | | | | | | | | |
| **Advertisements** | x | x | | | | | x | | | |
| **Media Releases** | | | | | | | | | | x |
| **City of Victor Harbor Website** | x | | | | | | x | | | |
| **Feedback form** | x | x | | | x | | x | | | |
| **Direct email / Letter** | | | | x | x | x | x | | x | |
| **Your Say Victor Harbor webpage** | x | x | | | x | | x | | | |
| **Facebook** | x | x | | | | | x | | | |
| **Focus Groups** | | | | | | | x | | | |

## Key Dates / Timeline

| Date | Action / Milestone |
|---|---|
| 10 Nov 2025 | Council Workshop |
| 15 Dec 2025 | Council Meeting - Engagement Plan Endorsement |
| 10 Feb – 6 March 2026 | Your Say website live, survey open, feedback invited |
| 10 Feb – 6 March 2026 | Focus Groups |
| March 2026 Council Meeting | Second Draft |
| April 2026 Council Meeting | Final Plan |
| May | Lodgement with Inclusive SA |

## Measurement and Evaluation

The success of this communications and engagement plan can be measured in the following ways:

- Social media reach including likes, shares and hashtag usage
- Number of hard copy and online feedback forms completed
- Visits to Your Say Victor Harbor website
- Number of Focus Groups held

**Attachment 2 - Draft Disability Access and Inclusion Plan**

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## Acknowledgement of Country

The City of Victor Harbor acknowledges the Ramindjeri and Ngarrindjeri people, the Traditional Custodians of the land and surrounding waters where we live and work. We acknowledge their deep connection to Country and pay our respects to Elders past, present and emerging. This respect is extended to Aboriginal and Torres Strait Islander people across Australia.

## Diversity Commitment

The City of Victor Harbor is committed to diversity, equity and inclusion. We respect people of all ages, abilities, genders, sexualities, religions, beliefs, cultures and backgrounds.

## Message from Chief Executive / Leadership

Access for all is a common theme throughout the City of Victor Harbor's Community Plan 2030. This is in terms of access to beaches, better footpaths and connections, access to public spaces and services.

The City of Victor Harbor recognises the importance of an inclusive community, a community that not only accepts but embraces diversity.

This Disability Access and Inclusion Plan has been developed based on feedback from community and with advice from the Disability Access and Inclusion Advisory Committee. This plan will support the City of Victor Harbor to understand and take into consideration the needs of people living with a disability.

The plan is based on the notion and understanding of the national approach to disability, that of a social model of disability. A model that understands that an individual's impairment to barriers within the environment can restrict some people's ability to participate fully in the community. Barriers may exist within structures and communication methods, however they can also be part of policies and attitudes.

The City of Victor Harbor, where possible, will incorporate universal design and social inclusion principles for its residents and visitors to our beautiful city. Access and equity forms part of all of our decision making and planning processes. The Disability Access and Inclusion Plan will set the Council's commitment to doing what it can to ensure access and equity for all and ensuring that Victor Harbor is a welcoming place.

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## Contact Details

**Got a question about the preparation of the Disability Access and Inclusion Plan?** Contact the Council by emailing localgov@victor.sa.gov.au or call us on (08) 85510500.

This Disability Access and Inclusion Plan (DAIP) is available on the **City of Victor Harbor** website www.victor.sa.gov.au If you require a copy in an alternative format, (such as Easy Read, large font, electronic format (disk or emailed), audio or Braille), please contact **Council by any of the above methods or visit us at the Civic Centre 1 Bay Road Victor Harbor.**

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# About the City of Victor Harbor

The coastal regional city of Victor Harbor is located on South Australia's Fleurieu Peninsula, about 80kms south of the Adelaide CBD. It is the largest population centre of the Southern Fleurieu region and considered to be a regional hub. Victor Harbor has long been a favoured holiday destination, attracting 1.2 million visitors annually.

Victor Harbor and its surrounds is a growing community, the population of the city is 15,465 with forecasts suggesting this will reach 17,900 by 2030.

Victor Harbor's population and economy is impacted by seasonality. In the summer months, Victor Harbor's population doubles, jumping to approximately 30,000.

Whilst Victor Harbor has one of the oldest populations in the country, there are four schools, including two that house disability units, and a growing number of young people and families moving to the region. This highlights the importance of planning for facilities that suit both younger and older people.

The Australian Bureau of Statistics reports that 8.2% of the population of Victor Harbor identify as having some form of disability. In this community there are a number of residents with challenges related to their lived experience of disability. This includes accessing their community, local venues, events and programs and having adequate access to communication and information.

There is a diversity of disability experience including but not limited to; people with intellectual and/or psychiatric disorders, people on the autism spectrum, people with mobility and physical access issues, people with sensory disability and people who live, care and support people with disability.

## Our vision

A place of choice to live, work, invest and visit.

Victor Harbor is an evolving community with a bright future. Identified as a 'satellite city' in the Greater Adelaide Regional Plan, Victor Harbor is set to accommodate significant growth over the coming decades. The expansion presents an exciting opportunity to shape Victor Harbor into a dynamic, economically strong and inclusive community that attracts residents, visitors, jobs and investment.

The plan is based on the notion and understanding of the national approach to disability, that of a social model of disability. A model that understands that an individual's impairment to barriers within the environment can restrict some people's ability to participate fully in the community. Barriers may exist within structures and communication methods, however they can also be part of policies and attitudes.

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## Our workplace/staff

The City of Victor Harbor employs 138 full time equivalent staff and 292 volunteers. Our Disability Access and Inclusion Plan is informed and monitored by a lived experience committee, The Disability Access and Inclusion Advisory Committee that consists of Council Members, staff from several departments including Engineering and Infrastructure and Community Wellbeing and community and stakeholder members with lived experience of disability.

## Strategic context

Underpinning the City of Victor Harbor's Disability Access and Inclusion Plan is the The *Disability Inclusion Act 2018* (SA) (the Act) which commenced on 1 July 2018. It aims to protect and promote the human rights of people with disability of all ages, and to help them reach their full potential by improving social connection and inclusion.

The Act was amended in 2025 and, as a result key state authorities, including local government councils and state government agencies are required to develop a *Disability Access and Inclusion Plan* 2026-2030 to reflect the amended Act.

The Act supports the rights of people with disability and follows international and national standards, including:

- United Nations Convention on the Rights of Persons with Disabilities
- Australia's National Disability Strategy 2021–2031

Through the Inclusive SA State Disability Inclusion Plan 2019 – 2023, the South Australian Government recognises that a stronger commitment to access and inclusion for all is required. Inclusive SA sets out specific actions for local councils to achieve that address access and inclusion for all South Australians living with disability, including those people who are not National Disability Insurance Scheme (NDIS) participants.

The South Australian State Disability Inclusion Plan 2025 – 2029 and the SA Autism Strategy 2024 – 2029 guided the development of the Plan.

This plan will align with the principles detailed in the United Nations Convention on the Rights of Persons with Disabilities (UNCRPD). These principles include:

- Equality of Opportunity
- Accessibility
- Full and effective participation and inclusion in society
- Respect for difference and acceptance of persons with disabilities as part of human diversity and humanity.

The **City of Victor Harbor Community Plan 2030** provides strategic direction for the Council's future planning and decision making. It centres around six aspirations that describe what we want Victor Harbor to be like in the future.

The Disability Access and Inclusion Plan links directly to the following aspirations, strategies and priorities from the City of Victor Harbor Community Plan 2030:

**Aspiration 1: We are a caring, connected and active community**

1.1 Deliver community programs that facilitate social interaction and connection with community

1.2 An inclusive community with opportunities for everyone

1.3 Provide a variety of open space and recreation opportunities

1.4 Improve the health and well-being of our community

1.5 Vibrant community places and spaces are safe, welcoming and accessible

**Aspiration 5: We have services and infrastructure that meet our community's needs**

5.1 Facilitate access to health, education and community services

5.2 Plan and provide for a range of community facilities to meet current and future needs

5.3 Council assets and infrastructure are managed in a sustainable way to meet current and future needs

5.4 Advocate for improved local and regional transport networks and options

5.5 Facilitate capacity to deal with emergencies and build community resilience

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## Disability Access and Inclusion Plan development

### Consultation

The consultation process undertaken for the development of the *State Disability Inclusion Plan 2025–2029* (State Plan) captured extensive feedback from people with disability, their families and carers, service providers, advocacy groups, and the broader community. This feedback informed the development of the domains, priority areas, and mandatory measures that underpin both the State Plan and the City of Victor Harbor Plan

The priority areas or domains that inform the measures for Council's Plan include

- Inclusive Environments and Communities
- Education and Employment
- Personal and Community Support
- Health and Wellbeing
- Safety, Rights and Justice.

The Council Plan was prepared using information gathered though the State and Council consultation with people with a lived experience of disability, people who care for or support people with disability and Council staff.

Community members were invited to provide feedback on the City of Victor Harbor Draft Disability Access and Inclusion Plan 2026 – 2030 and we welcomed input from people with disability, carers, families, service providers, community groups, business owners and residents – whether they lived, worked or visited the City of Victor Harbor.

### Achievements

The City of Victor Harbor's previous DAIP achieved a number of outcomes, with 29 of the 34 action completed, 3 in progress and 2 not yet started. Highlights have included;

- Accessibility and inclusion upgrades to the Visitor Information Centre
- Accessibility widgets added to websites
- Beach matting purchased and rolled out
- Training for staff and community on Auslan, human guiding, universal design, accessible event management, accessible communications,
- The Development of a Toolkit for Local Government to support elected members
- Provides opportunities for active participation and decision making through a lived experience committee

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# DAIP actions table

## Domain 1: Inclusive environments and communities

**Outcome Statement: A South Australia where all people with disability can participate as equal citizens and feel connected to their communities**

**Objective:** To influence community attitudes to remove discrimination and build a South Australian community that values difference and respects the contributions people with disability make to our communities. This includes ensuring the community itself is fully accessible.

### Priority Areas for Domain 1

**1** Active participation
**2** Inclusive communities and attitudes
**3** Universal Design
**4** Accessible facilities
**5** Communications and information
**6** Transportation
**7** Collaboration, consultation and innovation
**8** Housing

### Priority Area 1: Active participation

**Outcome:** People with disability are active participants in accessible and inclusive communities.

| No. | Action | State Plan Measure | Measure | Timeframe | Responsibility and data source |
|---|---|---|---|---|---|
| **1.** | 1.1. 1 Ensure all council events for 50 or more people implement best practice event management principles, including the use of the | **1.1.2** | The number of inclusive and accessible events, both internal and external, with 50+ people following best practice event management principles. Ensure event | Ongoing | City Activation Youth Development |

| | | | | | |
|---|---|---|---|---|---|
| | Accessible and inclusive Community Events Toolkit. | | toolkits and planning documents promote accessible and inclusive practices. | | |
| | 1.1.2 Regularly evaluate and enhance event inclusion and accessibility for people with disability at all council- led events. | | Ongoing evaluation of council managed or contracted events accessibility through attendee feedback. | Ongoing | City Activation Youth Development Event evaluation surveys |
| | 1.1.3 Offer Inclusive and Accessible Event training for staff, contractors and community. | | No of training sessions offered. | 2026 | Manager Community Wellbeing |

### Priority Area 2: Inclusive communities and attitudes

**Outcome:** People with disability are respected and included in their communities, where inclusive attitudes and behaviours and widely demonstrated.

| No. | Action | State Plan Measure | Measure | Timeframe | Responsibility and data source |
|---|---|---|---|---|---|
| **2.** | 2.1 Collaborate with relevant organisations to run disability access and inclusion awareness training<br>2.2 1.7. Ensure the induction of new employees and volunteers includes information that promotes access and inclusion for all | **1.2.1** | The number of initiatives undertaken to promote disability inclusion and improve community attitudes towards people with disability in the community, including:<br>• The number of staff and volunteers participating in disability awareness training, including Universal Design.<br>• Number of inductions that includes information that | Ongoing | People and Culture |

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|---|---|---|---|---|---|
| | | | **promotes access and inclusion for all** | | |
| **3.** | 3.1 Promote awareness and understanding through displays and information in Council foyers, the library and other council and community facilities. | | The number of initiatives undertaken to promote disability inclusion and improve community attitudes towards people with disability in the community, including:<br>• The number of workplace initiatives promoting disability inclusion. | | Community Wellbeing |
| | 1.5 Encourage and promote partnerships with businesses and organisations to improve access and inclusion | | The number of initiatives undertaken to encourage and promote partnerships with businesses and organisations to improve access and inclusion. | | Community Wellbeing |
| **4.** | | **1.2.3** | The number of actions embedded in our DAIP working towards Closing the Gap targets. | | |
| | 4.1 Ensure the City of Victor Harbor Innovate Reconciliation Plan includes measures to ensure disability access and inclusion measures and Closing the Gap Measures | | • The number of actions included in the Reconciliation Action Plan<br>• The number of culturally safe engagement, consultation or codesign opportunities | | Reconciliation Action Working Group |

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### Priority Area 3: Universal Design

**Outcome:** Everyone in South Australia can access and enjoy inclusive and accessible natural and built environments.

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| No. | Action | State Plan Measure | Measure | Timeframe | Responsibility and data source |
|---|---|---|---|---|---|
| **5.** | Record and report on accessibility modifications to public-facing council buildings/entry, including details such as the type of modification (e.g., signage installation, door widening). | **1.3.2** | The number of public-facing council buildings, spaces, play spaces and infrastructure that are modified to improve accessibility. For example, by adding signage or widening doors. | As completed | E & I |
| **6.** | Record and report on new council-built developments, including how Universal Design principles were incorporated. | | The number of new council developments that incorporate Universal Design. | As Completed | E & I |
| **7.** | Record and report number of parks, reserves, beaches and playgrounds (within these areas) that are built or modified to improve accessibility. | **1.3.3** | The number of parks, reserves, beaches and playgrounds (within these areas) that are built or modified to improve accessibility. | As Completed | E & I |
| | | | | | |

### Priority Area 4: Accessible facilities

**Outcome:** People with disability can access public toilet facilities that meet their needs when out in the community.

| No. | Action | State Plan Measure | Measure | Timeframe | Responsibility and data source |
|---|---|---|---|---|---|
| **8.** | Record how many councils owned toilets within the council area meet accessibility standards or are a designed changing places facility. | **1.4.1** | The number of public council owned toilet facilities across the council area that meet accessibility standards and/or a designated Changing Places facility. | April 2026 | E & I |

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### Priority Area 5: Communications and information

**Outcome:** People with disability can find the information they need in the format(s) they need it in.

| No. | Action | State Plan Measure | Measure | Timeframe | Responsibility and data source |
|---|---|---|---|---|---|
| **9.** | The number of public documents and internal documents created in Easy Read, plain language, video or another format. | **1.5.1** | The number of resources or materials that have been developed in accessible formats. For example, websites that meet Web Content Accessibility Guidelines (WCAG) 2.2 level AA accessibility standard or above, Auslan translations and Easy Read documents. | Ongoing | Communication Team |
| | | | | | |

### Priority Area 6: Transportation

**Outcome:** People with disability can get to where they need to go safely.

| | | | | | |
|---|---|---|---|---|---|
| **No.** | **Action** | **State Plan Measure** | **Measure** | **Timeframe** | **Responsibility and data source** |
| | Provide accessible transport options through the Southern Communities Transport Scheme | | Number of trips provided by Southern Communities Transport Scheme that utilise accessibility options | **Ongoing** | Southern Communities transport Scheme Trip data |

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### Priority Area 7: Collaboration, consultation and innovation

**Outcome:** People with disability are actively involved in government decisions that affect their lives.

| No. | Action | State Plan Measure | Measure | Timeframe | Responsibility and data source |
|---|---|---|---|---|---|
| **10.** | Ensure public consultations include and seek input from priority groups. | **1.7.1** | **The number of public consultations that included and sought input from people with disability.** | Ongoing | Manager Community Wellbeing |
| **11.** | 2.2 Maintain diverse community representation on the Disability Access and Inclusion Advisory Committee | **1.7.2** | **The number of people with disability, including parents and carers, serving on committees and working groups.**<br>**Note: Committees are formal groups set up by councils to provide strategic advice or make decisions on disability inclusion.**<br>**Working groups are task-focused teams that address specific issues or actions supporting disability inclusion.** | Ongoing | Manager Community Wellbeing |
| | | | | | |

### Priority Area 8: Housing

**Outcome:** People with disability have access to appropriate housing.

| No. | Action | State Plan Measure | Measure | Timeframe | Responsibility and data source |
|---|---|---|---|---|---|

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| | | | | | |
|---|---|---|---|---|---|
| | Not Applicable as beyond the role of Council | | | | |

## Domain 2: Education and employment

**Outcome Statement: A South Australia where all people with disability benefit from inclusive educational experiences, equitable employment opportunities and financial security**

**Objective:** To ensure equal opportunity to learning and earning is achieved by addressing the barriers and obstacles people with disability of all ages continue to face at all levels of the education and employment experience.

### Priority Areas for Domain 2

**1** Targeted knowledge, understanding and support
**2** Supports and resources for children and young people
**3** Targeted transitional supports
**4** Access to employment opportunities
**5** Inclusive working environments
**6** Data and reporting

### Priority Area 1: Targeted knowledge, understanding and support

**Outcome:** People with disability are supported by a South Australian education workforce that has the knowledge and skills to meet their needs and help them succeed.

| No. | Action | State Plan Measure | Measure | Timeframe | Responsibility and data source |
|---|---|---|---|---|---|
| | Not applicable as beyond the role of Council | | | | |

### Priority Area 2: Supports and resources for children and young people

**Outcome:** Children with disability feel valued, welcomed and have access to inclusive education, starting in the early years.

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| No. | Action | State Plan Measure | Measure | Timeframe | Responsibility and data source |
|---|---|---|---|---|---|
| | Not applicable as beyond the role of Council | | | | |

### Priority Area 3: Targeted transitional supports

**Outcome:** People with disability have supportive environments to learn, grow, and transition throughout their life.

| No. | Action | State Plan Measure | Measure | Timeframe | Responsibility and data source |
|---|---|---|---|---|---|
| **12.** | Identify and remove barriers to Council volunteering for people living with a disability<br>Promote local services and opportunities for employment and volunteering for people with disability | **2.3.5** | The number of initiatives taken to encourage people with disability to volunteer.<br>Number of volunteers who identify as a person with disability | | People and Culture |
| | | | | | |

### Priority Area 4: Access to employment opportunities

**Outcome:** People with disability have opportunities to achieve, develop and succeed in their chosen fields.

| No. | Action | State Plan Measure | Measure | Timeframe | Responsibility and data source |
|---|---|---|---|---|---|
| **13.** | Training to improve inclusive recruitment offered. | **2.4.3** | The number of organisational changes adopted to improve inclusive recruitment for people with disability. For example, tailoring roles to fit individuals and employer incentives. | | People and Culture |

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| | | | | | |

### Priority Area 5: Inclusive working environments

**Outcome:** People with disability have access to supportive places to earn.

| No. | Action | State Plan Measure | Measure | Timeframe | Responsibility and data source |
|---|---|---|---|---|---|
| **14.** | Ensure processes for support of staff with a disability are in place. | **2.5.1** | The number of workplace practices implemented to support people with disability to have equal opportunities for growth and success, including support to remain in employment. For example, outcome-based employment, flexible work arrangements, workplace adjustments and mentoring programs. | | People and Culture |
| | | | | | |

### Priority Area 6: Data and reporting

**Outcome:** People with disability benefit from State authorities working to improve disability data at both state and national levels.

| No. | Action | State Plan Measure | Measure | Timeframe | Responsibility and data source |
|---|---|---|---|---|---|
| | Attend and contribute to local, state and national networks that collaborate to improve outcomes for people with disability. | | The number of networks and collaborative workshops attended | | Manager Community Wellbeing |

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## Domain 3: Personal and community support

**Outcome Statement: A South Australia where people with disability can access quality, tailored personal and community supports addressing their individual needs**

**Objective:** To build a service system in South Australia that takes a person-centred approach that recognises the contributions and potential of all people with disability.

### Priority Areas for Domain 3

**1** Accessibility
**2** Advocacy and supports
**3** Information sharing
**4** Family and carer support
**5** Programs

### Priority Area 1: Accessibility

**Outcome:** People with disability can easily access community supports and services.

| No. | Action | State Plan Measure | Measure | Timeframe | Responsibility and data source |
|---|---|---|---|---|---|
| **15.** | Establish and strengthen collaboration and partnerships with service providers and community organisations to improve access to supports and services for people with disability. | **3.1.1** | The number of council initiatives and improvements made to connect people with disability to community supports and services wherever they present. For example, referral hubs, mobile outreach, online information platforms, frontline worker training, and partnerships with community organisations. | | |

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### Priority Area 2: Advocacy and supports

**Outcome:** People with disability are supported to make their own choices and use advocacy when needed to protect and promote their rights.

| No. | Action | State Plan Measure | Measure | Timeframe | Responsibility and data source |
|---|---|---|---|---|---|
| | Promote local, state and federal initiatives that support people with a disability to be involved at a decision making level, through boards and committees | | Number of Council initiatives that support people with disability to advocate when needed to promote and protect their rights. | | Manager Community Wellbeing |

### Priority Area 3: Information sharing

**Outcome:** People with disability receive more coordinated and effective support when services work together and share information.

| No. | Action | State Plan Measure | Measure | Timeframe | Responsibility and data source |
|---|---|---|---|---|---|
| **16.** | Participate in Local Government Access and Inclusion Network and Community Of Practice meetings and with external disability service providers.<br>Include services and agency representatives in the membership of the Disability Access and Inclusion Advisory Committee | **3.3.1** | The number of inter-agency meetings and initiatives to support the implementation of the State Plan and our DAIP. | | Manager Community Wellbeing |

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|---|---|---|---|---|---|
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### Priority Area 4: Family and carer support

**Outcome:** Carers and families, including siblings of people with disability are provided with dedicated supports and services.

| No. | Action | State Plan Measure | Measure | Timeframe | Responsibility and data source |
|---|---|---|---|---|---|
| | Partner with relevant organisations to ensure information and referrals is widely available for siblings and carers | | The number of connections with relevant organisations | | |
| | Support a Denetia Alliance to provide relevant information and referrals for people living with dementia | | Number of meetings and actions of the Alliance | | |

### Priority Area 5: Programs

**Outcome:** Government-funded programs and services include disability-specific provisions to enable full and equal participation.

| No. | Action | State Plan Measure | Measure | Timeframe | Responsibility and data source |
|---|---|---|---|---|---|
| **17.** | Through the City of Victor Harbor Community Grants, distribute grants and funding to initiatives that enhance disability inclusion. | **3.5.1** | The number of council grants and funding amount distributed to enhance disability inclusion. | | |
| | | | | | |

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## Domain 4: Health and wellbeing

**Outcome Statement: A South Australia where all people with disability can attain the highest possible health and wellbeing outcomes throughout their lives**

**Objective:** To have a well-connected health and mental health sector that is easy to access, navigate and interact with for all people with disability.

### Priority Areas for Domain 4

1 Inclusive infrastructure
2 Targeted knowledge, understanding and support
3 Supports and interventions

### Priority Area 1: Inclusive infrastructure

**Outcome:** People with disability have full access to, and inclusion within health infrastructure.

| No. | Action | State Plan Measure | Measure | Timeframe | Responsibility and data source |
|---|---|---|---|---|---|
| | Through the Disability Access and Inclusion Advisory Committee advocate for access and inclusion within health infrastructure | | Number of occasions of advocacy raised by the disability access and inclusion committee. | | *Manager Community Wellbeing Committee Agendas* |

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## Domain 5: Safety, rights and justice

**Outcome Statement: A South Australia where all people with disability feel safe, have their rights upheld and have full and equal protection before the law**

**Objective:** To improve the safety and overall experience of people with disability coming into contact with our emergency services, criminal justice and civil law systems.

### Priority Areas for Domain 5

1 Targeted knowledge, understanding and support
2 Responding to emergencies
3 Support and navigating the justice system
4 Consultation and collaboration
5 Safeguarding

### Priority Area 1: Targeted knowledge, understanding and support

**Outcome:** People with disability are understood, supported, and have their rights upheld, including within the justice system.

| No. | Action | State Plan Measure | Measure | Timeframe | Responsibility and data source |
|---|---|---|---|---|---|
| | Not applicable not Council Role | | | | |

### Priority Area 2: Responding to emergencies

**Outcome:** People with disability are kept safe during emergencies, with their needs planned for and prioritised.

| No. | Action | State Plan Measure | Measure | Timeframe | Responsibility and data source |
|---|---|---|---|---|---|

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|---|---|---|---|---|---|
| **18.** | Work with collaborative partners to provide Disability Inclusive Emergency Preparedness sessions | **5.2.1** | The number of emergency response resources and systems developed for people with disability, including the Person-Centred Emergency Preparedness (P-CEP) approach. | | |
| | | | | | |

### Priority Area 3: Support and navigating the justice system

**Outcome:** People with disability receive the right supports for them when navigating the justice system.

| No. | Action | State Plan Measure | Measure | Timeframe | Responsibility and data source |
|---|---|---|---|---|---|
| | Not applicable beyond Council role | | | | |

### Priority Area 4: Consultation and collaboration

**Outcome:** People with disability are involved in the design and delivery of policies, programs and laws.

| No. | Action | State Plan Measure | Measure | Timeframe | Responsibility and data source |
|---|---|---|---|---|---|
| | | | | | |

### Priority Area 5: Safeguarding

**Outcome:** People with disability can access effective, inclusive and responsive safeguarding supports and services.

| No. | Action | State Plan Measure | Measure | Timeframe | Responsibility and data source |
|---|---|---|---|---|---|
| | Not applicable beyond Council role | | | | |

## DAIP implementation

The City of Victor Harbor Disability Access and Inclusion Plan is overseen by the Manager Community Wellbeing. The plan is an overarching document with broad actions and areas of improvement. Alongside this plan, yearly action tables will be developed to meet the recommendations of the plan, assigning tasks to staff teams, and including timeframes and evaluations.

The Disability Access and Inclusion Advisory Committee will consider and make recommendations regarding the implementation, monitoring and review of Council's Disability Access and Inclusion Plan and assist Council to communicate the plan both within the organisation and to the wider community.

## Acknowledgments

The City of Victor Harbor Acknowledges the valuable work and time given to support Council's work in improving access and inclusion through the Disability Access and Inclusion Advisory Committee. The Committee provides an avenue for the decision making, consultation and to hear the voices of those with lived experience as well as ensuring a community and lived experience lens is placed over the monitoring of our DAIP.

The City of Victor Harbor would also like to thank those who provided feedback on our Plan.

## Glossary and Definitions

**DAIP - Disability Access and Inclusion Plan** A Council plan to improve access and inclusion for people with disability.

**Accessible and Inclusive Community Events Toolkit** A guide to help event organisers make events welcoming and accessible for everyone.

**Universal Design** A way of designing buildings, spaces, and services so they can be used by everyone, no matter their age or ability.

**WCAG 2.2 AA** Web Content Accessibility Guidelines are international standards that help make websites easier to use for people with disability. "2.2 AA" is a level of accessibility that meets most users' needs.

**Easy Read** A format that uses simple words and pictures to make information easier to understand.

**Auslan** Australian Sign Language – the main language used by people who are deaf in Australia.

**Changing Places Facility** A public toilet with extra features like a hoist and adult-sized change table, designed for people with high support needs.



DRAFT

**Person-Centred Emergency Preparedness (P-CEP)** A planning approach that helps people with disability prepare for emergencies based on their individual needs.

**Local Government Access and Inclusion Network (LGAIN)** A group of councils working together to improve access and inclusion.

**Communities of Practice (COP)** Groups of professionals who share knowledge and learn from each other.

**South Australia's State Disability Inclusion Plan** A government plan to improve access and inclusion across the state.

**Closing the Gap** A national agreement to improve outcomes for Aboriginal and Torres Strait Islander people, including those with disability.

DRAFT

**Attachment 3 - Easy Read - Disability Access and Inclusion Plan**

# Easy Read: Disability Access and Inclusion Plan

### City of Victor Harbor 2026-2030

---

## About Country

We say thank you to the Ramindjeri and Ngarrindjeri people.

They are the Traditional Custodians. This means they have looked after this land for a very long time.

We respect their Elders from the past, now, and in the future.

---

## Everyone is Welcome

The City of Victor Harbor welcomes everyone.

We respect:

- People of all ages
- People with disability
- Men, women, and all genders
- People who love different people
- People from different religions
- People from different cultures
- People from different backgrounds

---

## Message from Our Leaders

We want Victor Harbor to be a place where everyone can:

- Go to the beach
- Walk on good footpaths
- Use public spaces
- Get the services they need

We want our community to welcome everyone.

We made this plan by:

- Listening to people in our community
- Getting advice from the Disability Access and Inclusion Advisory Committee

This committee helps us understand what people with disability need.

---

## What We Believe

We understand that:

- Disability is part of life
- Barriers in the environment stop some people from joining in
- Barriers can be things like steps, or the way we communicate
- Barriers can also be attitudes and policies

We will try to make Victor Harbor welcoming and accessible for everyone.

---

## Contact Us

**Do you have questions about this plan?**

**Email:** localgov@victor.sa.gov.au

**Phone:** (08) 8551 0500

**Visit us:** Civic Centre, 1 Bay Road, Victor Harbor

**Website:** www.victor.sa.gov.au

**Need this plan in a different format?**

We can provide:

- Large print
- Audio (sound)
- Braille
- On a disk or by email

Just ask us!

---

## About Victor Harbor

Victor Harbor is a city by the sea.

It is 80 kilometers south of Adelaide.

**Facts about Victor Harbor:**

- 15,465 people live here
- About 1.2 million people visit each year
- In summer, the population doubles to 30,000 people
- We have 4 schools
- 2 schools have disability units

**People with disability:**

- 8.2% of people in Victor Harbor have disability
- Some people find it hard to access places and events
- Some people need information in different ways

---

## Our Vision

**We want Victor Harbor to be a great place to:**

- Live
- Work
- Invest
- Visit

We are growing and changing.

We want to be a strong, inclusive community.

---

## Our Committee

We have a Disability Access and Inclusion Advisory Committee.

This committee includes:

- Council members
- Council staff
- Community members with disability
- People who care for or support people with disability

They help us make good decisions.

---

## Why We Made This Plan

**Laws that guide this plan:**

- Disability Inclusion Act 2018 (South Australia)
- United Nations Convention on the Rights of Persons with Disabilities
- Australia's National Disability Strategy 2021-2031
- South Australian State Disability Inclusion Plan 2025-2029
- SA Autism Strategy 2024-2029

**Important principles:**

- Everyone should have equal opportunities
- Places should be accessible
- Everyone should be included
- We respect that everyone is different

---

## How We Made This Plan

We listened to:

- People with disability
- Families and carers
- Service providers
- Advocacy groups
- The community
- Council staff

We asked people what they thought about our draft plan.

---

## What We Have Already Done

We completed 29 out of 34 actions from our last plan.

**Some things we did:**

- Made the Visitor Information Centre more accessible
- Added accessibility tools to our websites
- Put beach matting at beaches so wheelchairs can go on the sand
- Trained staff in Auslan (sign language)
- Trained staff about accessible events
- Created a toolkit for elected members

---

## Our Plan: 5 Main Areas

**1. Inclusive Environments and Communities**

Making places and communities accessible and welcoming.

**2. Education and Employment**

Helping people with disability learn and work.

**3. Personal and Community Support**

Making sure people can get the support they need.

**4. Health and Wellbeing**

Helping people with disability be healthy.

**5. Safety, Rights and Justice**

Keeping people with disability safe and protecting their rights.

---

## Area 1: Inclusive Environments and Communities

**What we will do:**

**Events:**

- Make sure events for 50 or more people are accessible
- Check that events are inclusive
- Train staff about accessible events

**Community attitudes:**

- Train staff and volunteers about disability
- Show information about disability in Council buildings
- Work with businesses to improve access

**Universal Design:**

- Design buildings and spaces that everyone can use
- Report on accessibility changes we make
- Improve parks, beaches, and playgrounds

**Toilets:**

- Make sure public toilets are accessible
- Have Changing Places facilities (special toilets with hoists and change tables)

**Communication:**

- Provide information in different formats
- Use Easy Read, plain language, and videos
- Make websites accessible

**Transport:**

- Provide accessible transport through Southern Communities Transport Scheme

**Consultation:**

- Ask people with disability about decisions
- Have people with disability on our committees

---

## Area 2: Education and Employment

**What we will do:**

**Volunteering:**

- Remove barriers to volunteering for people with disability
- Promote volunteering opportunities

**Employment:**

- Train staff about inclusive recruitment (hiring)
- Support staff with disability at work
- Provide flexible work arrangements
- Provide workplace adjustments

---

## Area 3: Personal and Community Support

**What we will do:**

**Access to services:**

- Work with service providers
- Connect people to supports and services

**Advocacy:**

- Promote opportunities for people with disability to be on boards and committees

**Information sharing:**

- Attend network meetings
- Include service providers on our committee

**Family and carer support:**

- Provide information for carers and families
- Support people living with dementia

**Grants:**

- Give grants to projects that help disability inclusion

---

## Area 4: Health and Wellbeing

**What we will do:**

**Health infrastructure:**

- Speak up for accessible health facilities through our committee

---

## Area 5: Safety, Rights and Justice

**What we will do:**

**Emergency preparedness:**

- Provide sessions about emergency planning for people with disability

---

## How We Will Use This Plan

The Manager Community Wellbeing is in charge of this plan.

Each year we will make action tables that:

- Give specific tasks to staff teams
- Set timeframes
- Check how we are going

The Disability Access and Inclusion Advisory Committee will:

- Check how we are doing
- Make recommendations
- Help us communicate the plan

---

## Thank You

Thank you to the Disability Access and Inclusion Advisory Committee.

The Committee helps us:

- Make decisions
- Listen to people with lived experience

- Check our plan is working

Thank you to everyone who gave us feedback on our plan.

---

## Word List

**DAIP** - Disability Access and Inclusion Plan. A Council plan to make things better for people with disability.

**Accessible** - Easy to use or get into.

**Universal Design** - Designing things so everyone can use them.

**Easy Read** - Information written in simple words with pictures.

**Auslan** - Australian Sign Language. The main language used by deaf people in Australia.

**Changing Places** - A special public toilet with a hoist and adult change table.

**Inclusive** - Including everyone and making everyone feel welcome.

---

## The End

This is an Easy Read summary of the City of Victor Harbor Disability Access and Inclusion Plan 2026-2030.

# 11. CORPORATE AND CUSTOMER SERVICE

# 12. ENVIRONMENT AND INFRASTRUCTURE

## 12.1. Bluff Boat Ramp Parking and Pontoon Extension

Committee: Ordinary Council Meeting

Meeting Date: 15 December 2025

Report Author: Mark Buckerfield

---

## RECOMMENDATION

That Council:

1. Endorse the installation of temporary signage at the Bluff boat ramp advising of additional parking along Jagger Road and improve delineation of the unpaved parking areas along Jagger Road.

2. Endorse reducing the speed limit to 40 km/h along Jagger Road Encounter Bay from the Bluff Boat Ramp to the additional parking area on Jagger Road from 16 December 2025 to 28 February 2026.

3. Endorse the preparation of a budget bid for the 2026/27 budget to undertake the detailed design and approval for the extension of the pontoon, subject to grant funding.

4. Request State Government to undertake dredging of the ramp area (if required by the Sea Rescue vessel).

## PURPOSE

The purpose of this report is to seek support from Council for additional parking options for users of the Bluff Boat Ramp and improvements to boat launching facilities.

## BACKGROUND

In 2019 the Boating Facilities Working Group identified a need for additional boat trailer parking at the Bluff Boat Ramp during the peak boating season. Options considered by the Boating Facilities Working Group workshop held on 7 November 2019 for additional boat trailer parking included:

- Indented carparks on the western side of Franklin Parade
- Placing rubble down on the triangular parcel of land on the corner of Jagger and the Bluff access road
- Converting 'Hyde Park' land at corner Jagger Road and Rosemary Court into overflow car parking
- Angled parking along Jagger Road.

Each option was assessed on the following criteria:

- Number of additional parks
- Safety
- Concerns such as change of land use, third party approvals (Native Vegetation and State Heritage) and adjacent residents
- Distance from boat ramp, as the time taken to park and retrieve the vehicle and trailer can add to congestion on the ramp during launching and retrieval actives
- Approximate cost
- Time for installation.

At the Ordinary Council Meeting on 25 November 2019, Council considered Bluff Boat Ramp options for additional boat trailer parking and resolved the following:

***OC8082019***

*Moved: Cr Tim Glazbrook*

*Seconded: Cr Marilyn Henderson*

*That Jagger Road reversed angled parking be provided for additional boat trailer parking, and that the speed limit on Jagger Road from the additional parking and the boat ramp be reduced to 40km/h between 20 December 2019 and 31 January 2020.*

***CARRIED***

At the Boating and Marine Facilities Advisory Group (BMFAG) meeting held on 5 November 2025, the members requested that Administration seek support from Council for urgent, mid- and long-term improvements to parking options and boat launching facilities at the Bluff Boat Ramp.

BMFAG requested support from Council for:

- Urgent improvements to parking options at the Bluff Boat Ramp and surrounding areas for the approaching summer and holiday season due to the Department of Primary Industries and Regions announcement of the Algal Bloom Fish Recovery Program that includes free boat launch facilities across South Australia from 1 December until 30 November 2026.
- Short to mid-term improvements to boat launching facilities to reduce queuing at Bluff Boat Ramp, increase speed of launch and permit unhindered launching of vessels.
- Mid-to-long term improvements to create additional parking spaces beachside of the current parking located south of the boat ramp.

## COMMENTARY

To assist in providing car and trailer parking for the Bluff boat ramp users during the peak boating season, from 16 December 2025 to 28 February 2026, the following options have been reviewed.

***Urgent and Low-cost Parking Improvements***

***Option 1*** - Allow car and boat trailer parking on the grass verge along Franklin Parade, from Bluff Boat Ramp car park to Nevin Avenue. Council approval would need to be sought and signage advising that parking on the verge is permitted.

The option of providing formal paved parking was explored in 2019 but discounted due to the high cost and feedback from the adjoining residents opposing the option.

The four images (Figures 1 to 4) below show potential parking locations for vehicle with trailer parking along Franklin Parade.









The current Boating and Marine Facilities Advisory Group's recommendation is to allow for parking on the verge. This option would provide an immediate benefit of additional parking. The disadvantages are that the road has upright kerbing along much of this section of Franklin Parade which will be difficult for some vehicles and trailers to mount and have the potential to damage vehicles and trailers with low ground clearance. The verge and grass will likely sustain some damage from vehicles and the adjoining land owners are likely to raise concerns. Parking on a verge (the strip of land between the road and the property boundary) is generally prohibited under the Australian Road Rules unless specifically allowed by signage or council policy.

***Option 2*** - Utilise Council vacant land located in the Bluff Reserve behind The Bluff Resort Apartments that could be accessed via the public car park at the rear of the apartments.

Figure 5 below shows the area (in red) behind the Bluff Resort Apartment that could be used for additional parking.



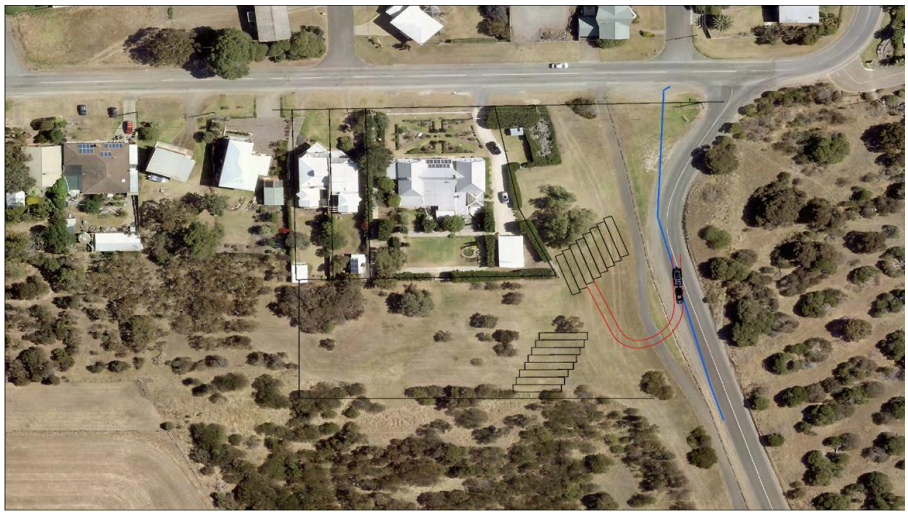

This area could be utilised but would need to be well fenced to prevent vehicles entering the Environmental Offset Areas to the south. The ability to provide sufficient turnaround areas for vehicles with trailers within the available space would make this site less than ideal.

Figure 6 Below shows Environmental Offset Areas, directly to the south, which can not be used for vehicle parking.




***Option 3*** - Entrance to the Bluff (corner of Jagger Road) The option to utilise the north western section of the Bluff Reserve, accessed via the Bluff Reserve public road, was also considered in 2019. Sixteen parking spaces could be accommodated in this location which is approximately 300 metres from the ramp. The surface is undulating and the area for parking would need to be delineated to prevent vehicles from entering the Environmental Offset Areas to the south (see Figure 6 above). The land is classified as Community Land and a change of use would need to be approved.

Figure 7 below shows a possible configuration for parking in the north western corner of Bluff Reserve.



***Option 4*** - Jagger Road - new indented parking bays were recently installed as part of the Jagger Road reconstruction. Two of the bays have sufficient length to accommodate a vehicle with trailer. Signage at the boat ramp advising of additional parking along Jagger Road is recommended.

Figure 8 below shows the location of formal parking bays along Jagger Road.




***Option 5*** - Jagger Road overflow parking located further to the west of the formal parking bays.

Figure 9 below shows the location of an area (highlighted with a red ellipse) available for parking in relation to the boat ramp.




In 2019 this option was presented to Council as the preferred location providing up to 53 parking spaces. This area could be better delineated as an area available for parking through the installation of temporary bunting and signage at the Jagger Road site and advisory signage at the boat ramp could be installed.

Figure 10 below shows a design concept for angled parking.




***Option 6*** - Hyde Park located on the corner of Rosemary Court and Jagger Road was also considered in 2019 providing 30 parking spaces. This option was discounted due to the steep terrain on the eastern portion of the reserve, proximity to residents and requirement to obtain approval to change the use of the Community Land, following public consultation.

Figure 11 below shows a concept design for parking in Hyde Park.




Members of the BMFAG recommendations for urgent and low-cost parking improvements included*:*

- permitted parking on the verge along Flinders Parade (Option1)
- parking behind The Bluff Resort Apartment (Option 2)
- parking along Jagger Road (Options 4 and 5)
- approaching the landowner on Jagger Road adjoining the Bluff Reserve and discuss if parking on their land is an option.

***Short to Mid-Term Improvements - Additional Pontoon and Dredging***

***Option 7*** - Additional pontoon

The BMFAG recommend that a high priority solution to reduce queuing of boats in the ocean channel and at the Bluff Boat Ramp is to extend the pontoon infrastructure. BMFAG requested Administration to prepare a proposal and cost estimate to add a second pontoon, and if supported by Council, a request be made to the State Government for funding of the proposal. Having the additional pontoon will mean that additional boats can be moored while a driver returns to land to either park a vehicle after launching of a vessel or to retrieve a vehicle to recover a vessel. This is particularly relevant when a vehicle is parked some distance away from the ramp.

Figure 12 below shows where the breakwater pontoon could be extended.



***Option 8*** - Extension of parking south of the Bluff boat ramp. There is potential to create additional parking beachside of the existing parking area directly south of the boat ramp.

The BMFAG recommended that Administration review the viability and obtain a cost estimate to undertake such works. On initial enquiries, the ability to obtain the relevant approvals from State Heritage as the area is State Heritage listed and holds significance to the local Aboriginal community, coupled with the likely high infrastructure cost, does not warrant further resources being spent investigating this option.

Figure 13 below shows the area where vehicle with trailer parking could be expanded.




***Dredging***

The members of the BMFAG believe that the Bluff boat ramp requires dredging to allow unhindered launching of the Sea Rescue vessel. The BMFAG recommended that Administration investigate the cost for dredging and consider the referral to State Government for funds with RecFish support.

The Bluff Boat Ramp boating channel was last dredged in 2019, there is no operating budget available to undertake this work in 2025/26 and with the planning and approvals required, including the procurement process and long lead times for equipment availability it is possible that it would take six months to implement. The Integrated Coasts 2024 Investigation of sand volumes and dynamics at The Bluff boat ramp, identified that it is likely that dredging will be required every 10 years. It also identified that minor dredging could be employed in places where the channel accreted/raised prematurely.

***Summary***

Administration's recommendation for urgent and low cost parking is that, as Option 4 is already available, only ***Option 5*** be pursued (parking along Jagger Road) and that the area is better delineated for parking with bunting and signage along Jagger Road and signage with a map at the Bluff boat ramp showing the parking options. Communication of the parking options can also be provided through RecFish, Council's web site and social media.

To increase the safety of road users, including vehicles with trailers manoeuvring into the parking area, it is recommended that the speed be temporarily reduced to 40 km/h during the peak boating period.

Administration's recommendation for short to mid-term improvements, with regards to Option 7 is to prepare a budget bid for the 2026/27 capital budget for detailed design and

development approvals for the additional pontoon and seek grant funding (State Government's Coastal Infrastructure Grant Fund and also the SA Boating Facilities Fund) to support the construction.

It is recommended that Council consider the need for dredging of the Bluff Boat Ramp boating channel in the next revision of the Long Term Financial Plan for potential inclusion in the 2029/30 operating budget. Administration support the BMFAG recommended to investigate funding opportunities through the State Government.

## RISK ASSESSMENT

The following risks have been assessed in line with Council's Risk Management Framework and Policy:

**Reputation** - It is likely that if additional parking for vehicles with boat trailers is not provided at the Bluff boat ramp in time for the peak boating season, that there will be a number of complaints being received. This risk can be partly mitigated through promotion of parking options. The risk is assessed as ***medium***.

## REFERENCES

**City of Victor Harbor Community Plan 2030**

Aspiration 5 - We have services and infrastructure that meet our community's needs

- Objective 5.2 - Plan and provide for a range of community facilities to meet current and future needs
- Objective 5.3 - Council assets and infrastructure are managed in a sustainable way to meet current and future needs

**Other references used:**

- Draft Recreational Boating Strategy 2025

## BUDGET IMPLICATIONS

There are sufficient funds in Project #100065 *(Traffic)* for the purposes of installing temporary signage and bunting at an estimated costs of $1,700.

No additional funds are required.

## CONSULTATION

Boating and Marine Facilities Advisory Group

Director Environment and Infrastructure - Jodi Roberts

Manager Development and Public Safety - Dustin Georgeson

## ATTACHMENTS

Nil

# 13. MINUTES OF COUNCIL COMMITTEE MEETINGS

## 13.1. CEO Performance Review Committee Minutes - 19 November 2025

Committee: Ordinary Council Meeting

Meeting Date: 15 December 2025

Report Author: Katie Common

Council Member Representatives: Mayor Moira Jenkins, Cr Brayden Mann, Cr Michael Quinton, Cr Angela Schiller

---

## RECOMMENDATION

That Council receive and note the minutes of the CEO Performance Review Committee meeting held on Wednesday, 19 November 2025.

## PURPOSE

The purpose of this report is to present the minutes of the CEO Performance Review Committee meeting held on Wednesday, 19 November 2025.

## SUMMARY OF MEETING

A meeting of the CEO Performance Review Committee was held on Wednesday, 19 November 2025. A copy of the minutes of the meeting is provided at Attachment 1.

## RISK ASSESSMENT

The following risks have been assessed in line with Council's Risk Management Framework and Policy:

**Legal and Compliance** - The minutes were prepared and distributed to members in line with the legislative requirements. This risk is assessed as ***low.***

## REFERENCES

**City of Victor Harbor Community Plan 2030**

Aspiration 6 - We are a financially sustainable and well-governed organisation

## BUDGET IMPLICATIONS

Excluding endorsed budgeted staff resources there are no budget implications in receiving the minutes.

No additional funds are required.

## CONSULTATION

CEO Performance Review Committee

Chief Executive Officer - Victoria MacKirdy

## ATTACHMENTS

CEO Performance Review Committee Minutes - 19 November 2025

**Attachment 1 - CEO Performance Review Committee Minutes - 19 November 2025**

City of Victor Harbor

# MINUTES

Committee: CEO Performance Review Committee

Meeting Held: Wednesday, 19 November 2025

Location: Encounter Room, 1 Bay Road, Victor Harbor

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## 1. PRESENT

Mayor Moira Jenkins
Cr Brayden Mann
Cr Angela Schiller

**In Attendance**
Chief Executive Officer - Victoria MacKirdy
Manager People and Culture - Cathy McEnroe
Executive Assistant – Katie Common
Qualified Independent Person - Daryl Stillwell (Stillwell Management Consultants)

## 2. ACKNOWLEDGEMENT OF COUNTRY AND DIVERSITY COMMITMENT

**Acknowledge of Country**

The City of Victor Harbor acknowledges the Ramindjeri and Ngarrindjeri people, the Traditional Custodians of the land and surrounding waters where we live and work. We acknowledge their deep connection to Country and pay our respects to Elders past, present and emerging. This respect is extended to Aboriginal and Torres Strait Islander people across Australia.

**Diversity Commitment**

The City of Victor Harbor is committed to diversity, equity and inclusion. We respect people of all ages, abilities, genders, sexualities, religions, beliefs, cultures and backgrounds.

## 3. APOLOGIES

Cr Michael Quinton

## 4. CONFIRMATION OF MINUTES

### 4.1. Minutes of the Previous Meeting - 20 October 2025

**CEO232025**

Moved: Cr Schiller

Seconded: Cr Mann

That the minutes of the CEO Performance Review Committee meeting held on Monday, 20 October 2025 be confirmed as true and accurate.

**CARRIED**

## 5. PRESENTATIONS

Nil

## 6. REPORTS

### 6.1. Training and Engagement Activities undertaken by the Chief Executive Officer

**CEO242025**

Moved: Cr Mann

Seconded: Cr Schiller

That the CEO Performance Review Committee receive and notes the Training and Engagement Activities Undertaken by the Chief Executive Officer report.

**CARRIED**

### 6.2. Credit Card Expenditure Report

**CEO252025**

Moved: Cr Schiller

Seconded: Cr Mann

That the CEO Performance Review Committee receive and note the Credit Card Expenditure report for the period July to September 2025.

**CARRIED**

City of Victor Harbor

### 6.3. 2025/26 Key Performance Indicators Quarter 1 Update

**CEO262025**

Moved: Cr Mann

Seconded: Cr Schiller

That the CEO Performance Review Committee receive and note the Quarter 1 progress update on the CEO's 2025/26 Key Performance Indicators as presented within this report and at Attachment 1.

**CARRIED**

## 7. OTHER BUSINESS

Nil

## 8. CONFIDENTIAL REPORTS

### 8.1. CONFIDENTIAL - Chief Executive Officer - Total Employment Package Remuneration Review

**CEO272025**

Moved: Cr Schiller

Seconded: Cr Mann

That pursuant to Section 90(2) of the Local Government Act 1999, the public be excluded from the meeting with the exception of the Chief Executive Officer (Victoria MacKirdy), Manager People and Culture (Cathy McEnroe), Executive Assistant (Katie Common) to enable the CEO Performance Review Committee to consider information in relation to Agenda Item 8.2 -Chief Executive Officer - TEC Package Remuneration Review.

The CEO Performance Review Committee is satisfied that, pursuant to Section 90(3)(a) of the Act, the information to be received, discussed or considered in relation to this Agenda Item is information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person.

In addition, the disclosure of this information, would, on balance, be contrary to the public interest. The public interest in public access to the meeting has been balanced against the public interest in the non-disclosure of the information. The benefit to the public at large from withholding the information outweighs the benefit to it of disclosure of the information. The CEO Performance Review Committee is satisfied that the principle that the meeting be conducted in a place open to the public has been outweighed in these circumstances because the disclosure of details of the CEO Employment Agreement may lead to the possibility of court action.

**CARRIED**

**CEO282025 – *retained in confidence***

**CEO292025**

Moved: Cr Schiller

Seconded: Cr Mann

That having considered Agenda Item 8.2 - Chief Executive Officer - TEC Package Remuneration Review, in confidence under Section 90(2) and (3(a) of the Local Government Act 1999, the Council;

> (i) Pursuant to Section 91(7) of the Act orders that the report and discussions be retained in confidence until the next scheduled annual review of confidential items by

City of Victor Harbor

Council at which time this order will be reviewed and determined in accordance with section 91(9)(a) of the Local Government Act 1999 or as otherwise determined by the Chief Executive Officer; and

(ii) The public be re-admitted to the meeting.

**CARRIED**

## 9. NEXT MEETING

To be scheduled

## 10. CLOSURE

Mayor Moira Jenkins closed the meeting at 6:40pm

# 14. SUBSIDIARIES AND REPRESENTATIVE REPORTS

## 14.1. Victor Harbor Horse Tram Authority - Request for Financial Support

Committee: Ordinary Council Meeting

Meeting Date: 15 December 2025

Report Author: Kellie Knight-Stacey

---

## RECOMMENDATION

That Council, having participated in a workshop with the Victor Harbor Horse Tram Authority General Manager, Board and Audit Committee to discuss the Authority's current financial position and request for financial support, approves support for the Victor Harbor Horse Tram Authority to meet operational requirements, support financial sustainability and the achievement of strategic objectives by:

a. waiving rent and corporate overhead charges for 2025/26 totalling $112,800; and

b. providing a cash contribution of $170,000 to the Authority; and

c. updating the City of Victor Harbor operating budget accordingly.

## PURPOSE

The purpose of this report is to consider the Victor Harbor Horse Tram Authority's (the Authority) (VHHTA) request for financial support.

## BACKGROUND

The VHHTA has provided a second request for financial support. In order to consider the request for financial support, the following background is provided in regard to last year's financial result and the current year forecast:

***8 September 2025 - Presentation***

The General Manager of the Authority provided a presentation to Council at an information session held on Monday, 8 September 2025. The presentation detailed the 2024/25 financial year results and particularly highlighted the impact of the algal bloom on visitor numbers and income.

The financial results for 2024/25 provide:

- an operating deficit of $170,000
- negative net assets at $153,000 including:

- assets - a cash position of $16,000
- liability - borrowings of $290,000
- liability - trade creditors of $93,000
- liability - employee provisions of $98,000

***24 September 2025 - Authority Board Meeting***

Due to the financial result, the VHHTA Board resolved to make a formal request which was received by memo from the VHHTA General Manager on 25 September 2025 for support to Council as follows:

***VHHTA543***

*Moved: Natasha Hunt*

*Seconded: Rachel Kennedy*

*(g) Request a financial contribution from Council of $170,000 in recognition of the financial impact to the VHHTA of the algal bloom and the resulting deficit; and*

*(h) As an alternative option, request Council wave the rent due to Council of $120,000 and wave the fees for Corporate support of $40,000*

**CARRIED**

***27 October 2025 - Ordinary Council Meeting***

As a result of the request, a council report was included in the 27 October 2025 Ordinary Council Meeting agenda with the following recommendations:

*1. That Council receive the Victor Harbor Horse Tram Authority 2024/25 Annual Report and Financial Statements.*

*2. That in recognition of the financial impact of the algal bloom, Council approve:*

*a. a financial Contribution to the Victor Harbor Horse Tram Authority of $170,000; or*

*b. the waiving of rent and corporate support fees charged to the Victor Harbor Horse Tram Authority, to the value of $113,000.*

*3. That Council approve an amendment to the Victor Harbor Horse Tram Authority Audit Committee Terms of Reference, enabling the CEO to appoint an appropriately skilled staff member to the Committee (non-voting position) to support the oversight of its financial position.*

The recommendations were not supported as presented, with an alternative motion moved and the following resolved:

***OC3082025***

*Moved: Cr Carol Schofield*

*Seconded: Cr Stewart Burns*

*That Council receive the Victor Harbor Horse Tram Authority 2024/25 Annual Report and Financial Statements.*

***CARRIED***

***OC3092025***

*Moved: Cr Brayden Mann*

*Seconded: Cr Nick McKenzie*

*That in recognition of the financial impact of the algal bloom, Council work with the Victor Harbor Horse Tram Authority to increase the level of advocacy to the State Government for financial assistance including:*

*a. Preparing large, visible signage for the Horse Tram and Foreshore Stables that reads 'At Risk of Closure due to Algal Bloom. Save us State Government!'*

*b. Social media marketing to alert the broader community and State of the financial impact that the Algal Bloom has had on the Horse Tram; and*

*c. Working with local and state media to help spread our message and call on the State and/or Federal Government to provide the required finances.*

***CARRIED UNANIMOUSLY***

The Authority was notified of Council's resolutions on Tuesday, 28 October 2025. On Monday, 6 November, the Authority considered their first quarter budget review in light of Council's decision. Correspondence was received on 7 November 2025 detailing the budget review and re-issuing a request for financial support.

## COMMENTARY

Council considered and approved the First Quarter Review at the Ordinary Council meeting on 24 November 2025, and noted their request for financial support and that a resolved that a workshop be held to facilitate discussions on how best to assist the Authority meet its strategic objectives. Following this workshop on 3 December 2025 attended by Council Members, Victor Harbor Horse Tram Authority General Manager, Board Members and Audit Committee Members, the Authority's request for financial support is presented for further consideration by the Council. The request is in line with the resolutions of the Board as provided below, and as detailed in the memo from the Authority General Manager to the CEO provided at Attachment 1 (noting that it was also tabled at the November Ordinary Council Meeting).

***VHHTA557***

*Moved: Natasha Hunt*

*Seconded: Rachel Kennedy*

*5. Request an additional financial contribution from the City of Victor Harbor of $170,000 and*

*6. Request Council remove the charges associated with the lease agreements, terms of rental and overhead charges from the City of Victor Harbor to the VHHTA to increase efficiencies and reduce duplication of transactions and support the VHHTA financial Sustainability.*

***CARRIED***

***Request for Financial Support***

In requesting financial support, the VHHTA Board has fulfilled a number of its requirements under the Charter including:

*1.8.1.16 ensure that information provided to the Council is accurate and that the Council is kept well informed of the solvency of the Authority as well as any material developments that may affect the operating capacity and financial affairs of the Authority.*

*2.2.3 that information is provided to the Council of any material particular affecting the financial or operational ability of the Authority or which gives rise to the expectation that the Authority may not be able to meet the debts as and when they fall due immediately upon the Board becoming aware of any such material particular.*

The 2024/25 Financial Statements and First Quarter Budget Review have both been presented and approved Council, and are provided at Attachment 2 and Attachment 3 respectively for ease of reference. The combined results of these two documents show that the Authority is in need of support with the following key matters for Councils consideration:

- Cashflow - there is a lack of appropriate cashflow for operational requirements with a small balance at 30 June 2025 and a forecast negative balance for 2025/26.

- Borrowings - balances are close to the upper limit available for drawdown ($290k out of $300k) at the end of 2024/25 and 2025/26 which illustrates that there is not enough cashflow to pay down debt. There is also insufficient drawdown available to cover the negative cashflow.

- Trade creditors - the lack of cashflow indicates that the Authority may not be able to pay creditors accounts when they fall due.

- Net Assets - a negative result in 2024/25 followed by an increased negative result forecast for 2025/26 demonstrates that additional cashflow is required.

Whilst Councils cash contributions to the Authority have remained unchanged, it should be noted that any deficit incurred by the Authority will impact Councils financial result. The Authority is a 'Controlled Entity', as it is 100% owned by Council. Its income and expenses are consolidated into Councils statements at the end of the financial year, with the $170,000 deficit included in Councils 2024/25 financial result.

The Local Government Act 1999, Schedule 2 (Provisions applicable to subsidiaries), Section 14 (Liabilities) also provides that:

- *Liabilities incurred or assumed by a subsidiary are guaranteed by the council.*

The provision of an additional cash contribution will enable the Authority to meet its operating obligations, recover from the impact of the algal bloom, address horse stock challenges and provide time for growing the new services.

***Request for Removal of Council Charges***

The Authority is charged by Council a rental fee for leased buildings and equipment that is equal to depreciation costs. An overhead fee is also charged for support provided by corporate services. In addition to the rental fee charged by Council, the Authority is required to account for a Right of Use (ROU) asset under Australian Accounting Standard AASB16. Whilst a non-cash (book) entry, the treatment impacts both the Statement of Comprehensive Income and the Statement of Financial Position.

The cash contribution provided by Council is used for both operational requirements and the payment of rental / overheads to council. The amount equates to $112,800 in the 2025/26 budget.

In consideration of the ROU treatment, transactional duplication and current cashflow challenges, the removal of the requirement to pay rent / overheads will enable the Authority to meet its operating obligations, recover from the impact of the algal bloom, address horse stock challenges and provide time for growing the new services.

***Support Recommendation***

Any change to contributions or Authority deficits will impact Councils' financial position.

In regard to the request for a cash contribution, the $170,000 deficit for the Authority in 2024/25 has already been recognised by Council in its Financial Statements. As such, payment of this amount will impact Council's position twice (once in 2024/25 and again in 2025/26).

The removal of council charges will impact Council's budget by $112,800 ($44,000 in corporate overheads and $68,800 in rent), as this amount will no longer be recovered. These monies will then be available to the Authority for operational requirements.

It is recommended that Council provide the requested cash contribution of $170,000 and waive the charges for corporate overheads and rent for 2025/26 to assist the Authority to recover from financial challenges of the past several years, and position it to meet its strategic objectives.

## RISK ASSESSMENT

The following risks have been assessed in line with Council's Risk Management Framework and Policy:

**Legal and Compliance -** The request for support is in line with the Charter obligations of the Authority Board and requirements of the *Local Government Act 1999* regarding the funding of subsidiaries. This risk is assessed as ***low.***

**Financial Management -** The provision of an additional cash contribution and waiver of rent and overhead charges will impact council's budget. An Authority deficit position will also impact council's end of financial year result. This risk is assessed as ***high*.**

**Reputation -** The Authority is fully owned by Council and as such a 'controlled entity'. Any liabilities of the Authority are guaranteed by Council. Council has endorsed the Business Plan objectives of the Authority and as such should provide sufficient funds for these to be achieved. A lack of appropriate funding for such an icon within Victor Harbor is certain to receive media coverage and community concern. This risk is assessed as ***high****.*

## REFERENCES

**City of Victor Harbor Community Plan 2030**

Aspiration 6 - We are a financially sustainable and well-governed organisation

**Other references used:**

Local Government Act 1999

- Schedule 2, Section 14 - Liabilities
- Schedule 2, Section 25 - Budget

Victor Harbor Horse Tram Authority Charter

- Clause 1.8.1.16 - Powers, Functions and Duties
- Clause 2.2.3 - Specific Functions of the Board
- Clause 5.6 - Budgets

## BUDGET IMPLICATIONS

There are insufficient funds in Project #100038 (*Horse Tram)* for the purpose of waiving the rental and overhead charges at a cost of $112,800 and providing a cash contribution of $170,000 in line with the request for financial support.

There would be an increase to operating expenses, subject to Council approval, of $282,800 resulting in an increase to the deficit (noting that an Authority deficit would also impact Council's deficit).

No offsets have been identified.

## CONSULTATION

Council Members, Victor Harbor Horse Tram Authority - Board Members, General Manager and Audit Committee Members, at a workshop held on 3 December 2025

Chief Executive Officer - Victoria MacKirdy

Director Corporate and Customer Service - Karen Rokicinski

Victor Harbor Horse Tram Authority - Meg Whibley (General Manager)

## ATTACHMENTS

Attachment 1 - Memo to the CEO - Victor Harbor Horse Tram Authority 2025-26 First Quarter Budget Review - 7 November 2025

Attachment 2 - Victor Harbor Horse Tram Authority 2024-25 Financial Statements

Attachment 3 - Victor Harbor Horse Tram Authority 2025-26 Budget Review

## Attachment 1 - Memo to the CEO - Victor Harbor Horse Tram Authority 2025-26 First Quarter Budget Review - 7 November 2025

**Memo to:** Ms Victoria MacKirdy, Chief Executive Officer, City of Victor Harbor

**From:** Meg Whibley, General Manager, Victor Harbor Horse Tram Authority

**Subject:** First Quarter Review of the 2025/26 Budget & Council Request

**Date:** 7 November 2025

Dear Victoria

The purpose of this document is to provide Council with the Victor Harbor Horse Tram Authority's (VHHTA)'s First Quarter Review of the 2025/26 Budget, and to formally request Council consideration of an additional financial contribution of $170,000, and review of the current lease and overhead charge arrangements between the City of Victor Harbor and the VHHTA to support financial sustainability.

**Background**

Section 9 of the *Local Government (Financial Management) Regulations 2011* outlines the requirements for regular budget reviews. Regulations 9(1)(b) and 9(2) require that a review include a revised forecast of the Authority's operating and capital activities compared with the estimates set out in the adopted budget.

Clause 5.5 of the VHHTA Charter requires that:

*"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 delay in submitting this report to Council is acknowledged, this arose from the timing of the Special Board Meeting to ensure comprehensive and transparent financial reporting and accurate forecasting to uphold the principles of accountability and sound governance as required under the Charter and the *Local Government (Financial Management) Regulations 2011*.

The *First Quarter Review of the 2025/26 Budget* was prepared on time and presented to the VHHTA Board for consideration at its meeting held on 29 October 2025.

At that meeting, the Board resolved to defer endorsement of the review to allow for clarification on several financial matters. The Board also resolved to convene a special meeting with the Authority's external accountant present to reconsider the report once the requested clarifications had been provided.

At the Special VHHTA Board Meeting held on 6 November 2025 the Board resolved the following:

***7.1 First Quarter Review of the 2025/26 Budget Report***

*VHHTA557* ***Moved:*** *Natasha Hunt*
***Seconded:*** *Rachel Kennedy*

*That the Victor Harbor Horse Tram Authority (VHHTA) receive and note The First Quarter Review of the 2025/26 Budget Report.*

*That the VHHTA Board advise Council we are undertaking the following action to improve the financial position of the Authority:*

1. *A Board planning workshop is scheduled within the month to update the Business Plan to prioritise cash flow and profitability.*
2. *Produce a Long-Term Financial Plan with a draft to be presented at the next Board meeting.*
3. *A monthly finance report with budget vs actuals be provided to the Board.*
4. *Review of the VHHTA Charter to provide clarity about how deficit budgets are dealt with and consider the ability for the VHHTA to retain surplus funds for future unexpected events.*

*That the Victor Harbor Horse Tram Authority:*

1. *Note the Local Government Act 1999 Schedule 2 Part 1 14—Liabilities (1) Liabilities incurred or assumed by a subsidiary are guaranteed by the council.*
2. *Note the VHHTA Charter requires the Authority and its Board to ensure that accurate information—particularly anything materially affecting the Authority's solvency, financial position, or operational capacity—is promptly provided to the Council.*
3. *Advise the City of Victor Harbor that the First Quarter Review of the 2025/26 Budget indicates impacts on the Authority's financial and operational ability to meet its debts, and highlight the following:*
    a. *Statement Changes in Equity - Deficit from the previous financial year 2024/25 of ($170,000) now integrated into the 2025/26 budget impacting on our financial position.*
    b. *Uniform Presentation of Finances – Operating Deficit revised forecast of ($95,000) for 2025/26.*
    c. *Statement of Financial Position – Long Term Borrowings forecast of $290,000 which is near the maximum borrowing capacity of our Cash Advance Debenture facility.*
    d. *Statement of Cashflow – Cash & Equivalents at end of period – forecast to be in a deficit of ($34,000).*
    e. *Trade and Payables $162,000 in Liabilities that are classified as falling due in the 2025/26 Financial Year.*
    f. *Financial Indicators:*
        1. *Operating Surplus -5.7%.*
        2. *Net Financial Liabilities 46.4%.*
        3. *Adjusted Net Financial Liabilities Ratio (adjusted for the effects of the Authorities Lease with Council) $33.3%.*
        4. *Own Source Funding 74%.*
4. *Endorse the First Quarter Budget Review of the 2025/26 as presented at Attachments A and B to this report and provide the Budget Review to Council.*
5. *Request an additional financial contribution from the City of Victor Harbor of $170,000; and*
6. *Request Council remove the charges associated with the lease agreements, terms of rental and overhead charges from the City of Victor Harbor to the VHHTA to increase efficiencies and reduce duplication of transactions and support the VHHTA financial sustainability.*

***CARRIED***

**Commentary**

As at the end of the first quarter, the Authority is operating in a deficit position, and the 2025/26 Budget continues to project a shortfall in income. This position reflects both lower-than-expected revenue from the Stables facility and the residual financial impacts from the previous financial year's deficit. Contributing factors include the 2024/25 algal bloom shutdown, the recovery period following Ross River Virus affecting the working herd and reduced operational capacity due to limited horse stock.

Operationally, the Horse Tram continues to face challenges maintaining adequate working horse stock following the early retirement of two horses. Training and conditioning of replacement horses are progressing well, and a return to full operational capacity is expected soon. The Authority notes they presented at a Council Information/Briefing Session on 8 September 2025 to outline the impact of reduced horse stock on operational performance and income generation, and to discuss options for streamlining future horse acquisition processes.

To support financial recovery from the previous financial year's deficit, the Authority submitted a formal request to the City of Victor Harbor seeking either a cash contribution of $170,000 or a waiver of annual rent and the corporate support fee totalling $117,000. At the Council meeting held on 27 October 2025, this request was not supported. Council instead resolved to work collaboratively with the Authority to advocate to the State Government for financial assistance.

While these challenges have placed considerable strain on the Authority's financial position, the VHHTA remains proactive and transparent in its management approach. Immediate measures are underway to strengthen financial governance and long-term sustainability, including enhanced financial reporting, business plan renewal, long-term financial planning, and review of the Charter to ensure clear mechanisms for managing future contingencies.

By providing a comprehensive and transparent review of the Authority's budget, including clear reporting the Authority's solvency, operational capacity and financial position, the VHHTA has renewed their requests for Council to provide an additional financial contribution of $170,000 and to also remove charges associated with lease agreements, rental, and overheads with the City of Victor Harbor. These measures are critical to increase operational efficiencies, reduce duplication of transactions, and support the long-term financial sustainability of the Authority.

The First Quarter Review of the 2025/26 Budget, including detailed financial statements, is provided at Attachments A and B.

Kind Regards

Meg Whibley

General Manager

Victor Harbor Horse Tram Authority

**Attachment 2 - Victor Harbor Horse Tram Authority 2024-25 Financial Statements**

# Victor Harbor Horse Tram Authority

## General Purpose Financial Reports

## for the year ended 30 June 2025

# Victor Harbor Horse Tram Authority

## General Purpose Financial Reports

## for the year ended 30 June 2025

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## Victor Harbor Horse Tram Authority
## Annual Financial Statements
**for the year ended 30 June 2025**

### CERTIFICATION OF FINANCIAL STATEMENTS

We have been authorised by the 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 2025 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.

**Megan Whibley**
**General Manager**
Date: 24/9/25

**Nigel Catt**
**Chairperson**

## Victor Harbor Horse Tram Authority

### Statement of Comprehensive Income

### for the year ended 30 June 2025

| | Notes | 2025 $'000 | 2024 $'000 |
|---|---|---|---|
| **INCOME** | | | |
| User charges | 2 | **968** | 870 |
| Other income | 2 | **422** | 408 |
| **Total Income** | | **1,390** | 1,278 |
| **EXPENSES** | | | |
| Employee costs | 3 | **967** | 883 |
| Materials, contracts & other expenses | 3 | **497** | 466 |
| Depreciation, amortisation & impairment | 3 | **78** | 67 |
| Finance costs | 3 | **18** | 12 |
| **Total Expenses** | | **1,560** | 1,428 |
| **OPERATING SURPLUS / (DEFICIT)** | | **(170)** | (150) |
| **NET SURPLUS / (DEFICIT)** transferred to Equity Statement | | **(170)** | (150) |
| **TOTAL COMPREHENSIVE INCOME** | | **(170)** | (150) |

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 2025

| | Notes | 2025 $'000 | 2024 $'000 |
|---|---|---|---|
| **ASSETS** | | | |
| **Current Assets** | | | |
| Cash and cash equivalents | 4 | **16** | 51 |
| Trade & other receivables | 4 | **3** | 35 |
| **Total Current Assets** | | **19** | 86 |
| **Non-current Assets** | | | |
| Infrastructure, property, plant & equipment | 6 | **328** | 321 |
| Other non-current assets | 5 | **-** | 4 |
| **Total Non-current Assets** | | **328** | 325 |
| **Total Assets** | | **347** | 411 |
| **LIABILITIES** | | | |
| **Current Liabilities** | | | |
| Trade & other payables | 7 | **93** | 40 |
| Borrowings | 7 | **19** | 34 |
| Provisions | 7 | **68** | 84 |
| **Total Current Liabilities** | | **180** | 158 |
| **Non-current Liabilities** | | | |
| Borrowings | 7 | **290** | 220 |
| Provisions | 7 | **30** | 16 |
| **Total Non-current Liabilities** | | **320** | 236 |
| **Total Liabilities** | | **500** | 394 |
| **NET ASSETS** | | **(153)** | 17 |
| **EQUITY** | | | |
| Accumulated surplus | | **(153)** | 17 |
| **Total Authority Equity** | | **(153)** | 17 |
| **TOTAL EQUITY** | | **(153)** | 17 |

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 2025

| 2025 | Notes | Acc'd Surplus $'000 | TOTAL EQUITY $'000 |
|---|---|---|---|
| Balance at end of previous reporting period | | 17 | 17 |
| **Net Surplus / (Deficit) for Year** | | (170) | (170) |
| **Balance at end of period** | | (153) | (153) |

| 2024 | Notes | Acc'd Surplus $'000 | TOTAL EQUITY $'000 |
|---|---|---|---|
| Balance at end of previous reporting period | | 167 | 167 |
| **Net Surplus / (Deficit) for Year** | | (150) | (150) |
| **Balance at end of period** | | 17 | 17 |

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 2025

| | Notes | 2025 $'000 | 2024 $'000 |
|---|---|---|---|
| **CASH FLOWS FROM OPERATING ACTIVITIES** | | | |
| ***Receipts:*** | | | |
| User charges | | **991** | 856 |
| Other revenues | | **435** | 408 |
| ***Payments:*** | | | |
| Employee costs | | **(971)** | (853) |
| Materials, contracts & other expenses | | **(448)** | (495) |
| Finance payments | | **(16)** | (11) |
| **Net Cash provided by (or used in) Operating Activities** | 8 | **(9)** | (95) |
| **CASH FLOWS FROM INVESTING ACTIVITIES** | | | |
| ***Payments:*** | | | |
| Expenditure on renewal/replacement of assets | | **(22)** | - |
| Expenditure on new/upgraded assets | | **(59)** | (182) |
| **Net Cash provided by (or used in) Investing Activities** | | **(81)** | (182) |
| **CASH FLOWS FROM FINANCING ACTIVITIES** | | | |
| ***Receipts:*** | | | |
| Proceeds from borrowings | | **90** | 200 |
| ***Payments:*** | | | |
| Repayment of principal portion of lease liabilities | | **(35)** | (33) |
| **Net Cash provided by (or used in) Financing Activities** | | **55** | 167 |
| **Net Increase (Decrease) in cash held** | | **(35)** | (110) |
| Cash & cash equivalents at beginning of period | 8 | **51** | 161 |
| **Cash & cash equivalents at end of period** | 4 | **16** | 51 |

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 2025

#### Note 1 - Material 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 Accounting Standards**

This general purpose financial report has been prepared on a going concern basis using the historical cost convention 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 dated 24th September 2025.

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 as 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 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 material to the financial statements are specifically referred to in the relevant sections of these Notes.

**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 SA Local Government Act 1999 and has its principal place of business at 1 Bay Road, Victor Harbor. These consolidated financial statements include the Authority's direct operations and all entities through which the Authority controls resources to carry out its functions. In the process of reporting on the Authority as a single unit, all transactions and balances between activity areas and controlled entities have been eliminated.

**3 Income recognition**

**3.1 Revenue**

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 'sufficiently specific' performance obligations, the transaction is accounted for under AASB 15 where income is recognised when (or as) the performance obligations are satisfied (i.e. when it transfers control of a product or service to a customer). 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 the Authority enters into transactions where the consideration to acquire an asset is materially 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 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 entity satisfies its obligations under the transfer.

## Victor Harbor Horse Tram Authority

**Notes to and forming part of the Financial Statements**

**for the year ended 30 June 2025**

**Note 1 - Material Accounting Policies**

**4 Cash, Cash Equivalents and Other Financial Instruments**

**4.1 Cash, Cash Equivalent Assets**

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

**4.2 Other Financial Instruments**

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, except for trade receivables from a contract with a customer, which are measured at the transaction price. A detailed statement of the accounting policies applied to financial instruments also form part of Note 9.

**5 Infrastructure, Property, Plant & Equipment**

**5.1 Initial Recognition**

All assets are initially recognised at cost. For assets acquired at no cost or for nominal consideration, cost is determined as fair value at the date of acquisition.

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". 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. 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.

**5.2 Materiality**

Assets with an economic life in excess of one year are only capitalised where the cost of acquisition exceeds materiality thresholds established by the Authority for each type of asset. In determining (and in annually reviewing) such thresholds, regard is had to the nature of the asset and its estimated service life. Examples of capitalisation thresholds applied during the year are given in Note 6. No capitalisation threshold is applied to the acquisition of land or interests in land.

**5.3 Depreciation of Non-Current Assets**

Other than land, all infrastructure, property, plant and equipment assets recognised are systematically depreciated over their useful lives on a straight-line basis which, in the opinion of the Authority, best reflects the consumption of the service potential embodied in those assets.

Depreciation methods, useful lives and residual values of classes of assets are reviewed annually.

Major depreciation periods for each class of asset are shown in Note 6. Depreciation periods for infrastructure assets have been estimated based on the best information available to the Authority, but appropriate records covering the entire life cycle of these assets are not available, and extreme care should be used in interpreting financial information based on these estimates.

**5.4 Impairment**

Assets whose future economic benefits are not dependent on the ability to generate cash flows, and where the future economic benefits would be replaced if the Authority were deprived thereof, are not subject to impairment testing.

Other assets that are subject to depreciation are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount (which is the higher of the present value of future cash inflows or value in use).

Where an asset that has been revalued is subsequently impaired, the impairment is first offset against such amount as stands to the credit of that class of assets in Asset Revaluation Reserve, any excess being recognised as an expense.

## Victor Harbor Horse Tram Authority

**Notes to and forming part of the Financial Statements**

**for the year ended 30 June 2025**

**Note 1 - Material Accounting Policies**

**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.

**6.2 Payments Received in Advance & Deposits**

Amounts (other than grants) received from external parties in advance of service delivery, and security deposits held against possible damage to Authority assets, are recognised as liabilities until the service is delivered or damage reinstated, or the amount is refunded as the case may be.

**7 Provisions**

**7.1 Employee Benefits**

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 on costs) 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 on-costs) 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.

| | |
|---|---|
| Weighted average discount rate | 1.40% (2024, 4.11%) |
| Weighted average settlement period | 1.60 years (2024, 2.61 years) |

No accrual is made for sick leave as the Authority 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.

Superannuation:

The Authority makes employer superannuation contributions in respect of its employees to the Hostplus Superannuation Scheme. The Scheme has two types of membership, each of which is funded differently. Details of the accounting policies applied and Authority's involvement with the schemes are reported in Note 13.

**8 Leases**

The Authority assesses at contract inception whether a contract is, or contains, a lease. That is, if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

**Authority as a lessee**

The Authority recognises lease liabilities to make lease payments and right-of-use assets representing the right to use the underlying assets.

i) Right-of-use assets

The Authority recognises right-of-use assets at the commencement date of the lease. Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities recognised, initial direct costs incurred, lease payments made at or before the commencement date less any lease incentives received and the estimate of costs to be incurred to restore the leased asset.

Right of use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets, as follows:

- Plant and equipment 3 to 10 years

## Victor Harbor Horse Tram Authority

**Notes to and forming part of the Financial Statements**

**for the year ended 30 June 2025**

**Note 1 - Material Accounting Policies**

The right-of-use assets are also subject to impairment. Refer to the accounting policies in section 5.4 - Impairment of non-financial assets above.

ii) Lease liabilities

At the commencement date of the lease, the Authority recognises lease liabilities measured at the present value of lease payments to be made over the lease term. In calculating the present value of lease payments, the Authority uses its incremental borrowing rate or the interest rate implicit in the lease.

**9 Goods & Services Tax**

In accordance with interpretation of Abstract 1031 “Accounting for the Goods & Services Tax”

- 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.

**10 Economic Dependence**

The Authority provides horse tram services to the City of Victor Harbor (the Council) 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.
In addition, under Section 14 of Part 1 Schedule 2 of the Local Government Act 1999 (SA) the liabilities incurred or assumed by a subsidiary are guaranteed by the Council.

For the 2024/25 financial year, the Council's contributed income accounted for 26.26% (2023/24: 28.56%) of the 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 2025**

### Note 2 - INCOME

| | Notes | 2025 $'000 | 2024 $'000 |
|---|---|---|---|
| **USER CHARGES** | | | |
| Ticket Sales | | **828** | 739 |
| Souvenir Sales | | **140** | 131 |
| | | **968** | 870 |
| **OTHER INCOME** | | | |
| Council Contributions | | **365** | 365 |
| Department of Infrastructure & Transport Payments | | **39** | 39 |
| Other | | **18** | 4 |
| | | **422** | 408 |

### Note 3 - EXPENSE

| | Notes | 2025 $'000 | 2024 $'000 |
|---|---|---|---|
| **EMPLOYEE COSTS** | | | |
| Salaries and Wages | | **763** | 711 |
| Employee leave expense | | **65** | 52 |
| Superannuation - defined contribution plan contributions | 13 | **92** | 78 |
| Workers' Compensation Insurance | | **15** | 11 |
| Other employment related costs | | **32** | 31 |
| **Total Operating Employee Costs** | | **967** | **883** |
| ***Total Number of Employees*** | | **9** | **8** |
| *(Full time equivalent at end of reporting period)* | | | |

## Victor Harbor Horse Tram Authority

### Notes to and forming part of the Financial Statements

### for the year ended 30 June 2025

#### Note 3 - EXPENSE

| | | | |
|---|---|---|---|
| **MATERIALS, CONTRACTS & OTHER EXPENSES** | | | |
| Prescribed Expenses | | | |
| Auditor's Remuneration | | | |
| - Auditing the financial reports | | **4** | 3 |
| Bad and Doubtful Debts | | **1** | - |
| Board expenses | | **12** | 14 |
| Lease Expenses - short term leases | 12 | **11** | 10 |
| Subtotal - Prescribed Expenses | | **28** | 27 |
| Other Materials, Contracts & Expenses | | | |
| Advertising | | **16** | 21 |
| Insurance | | **52** | 46 |
| Maintenance | | **174** | 159 |
| Office Expenses | | **10** | 11 |
| Printing & Stationery | | **4** | 4 |
| Professional services | | **91** | 89 |
| Souvenirs | | **53** | 48 |
| Utilities | | **18** | 20 |
| Training and Development | | **22** | 22 |
| Clothing and Safety | | **12** | 6 |
| Vehicle Expenses | | **17** | 13 |
| Subtotal - Other Materials, Contracts & Expenses | | **469** | 439 |
| | | **497** | 466 |
| **DEPRECIATION, AMORTISATION & IMPAIRMENT** | | | |
| **Depreciation** | | | |
| Plant & Equipment | | **45** | 34 |
| Right of use assets | 12 | **33** | 33 |
| | | **78** | 67 |
| **FINANCE COSTS** | | | |
| Bank Fees | | **6** | 6 |
| Interest on Loans | | **11** | 4 |
| Interest on Leases | | **1** | 2 |
| | | **18** | 12 |

## Victor Harbor Horse Tram Authority

**Notes to and forming part of the Financial Statements**

**for the year ended 30 June 2025**

### Note 4 - CURRENT ASSETS

| | | 2025 | 2024 |
|---|---|---|---|
| **CASH & EQUIVALENT ASSETS** | **Notes** | **$'000** | $'000 |
| Cash on Hand and at Bank | | **14** | 40 |
| Short Term Deposits & Bills, etc | | **2** | 11 |
| | | **16** | 51 |
| **TRADE & OTHER RECEIVABLES** | | | |
| Debtors - general | | **4** | 27 |
| GST Recoupment | | **-** | 5 |
| Prepayments | | **-** | 3 |
| **Total** | | **4** | 35 |
| Less: Provision for expected credit losses | | **(1)** | - |
| | | **3** | 35 |

### Note 5 - NON-CURRENT ASSETS

| | | 2025 | 2024 |
|---|---|---|---|
| | **Notes** | **$'000** | $'000 |
| **OTHER NON-CURRENT ASSETS** | | | |
| Capital Works-in-Progress | | **-** | 4 |
| | | **-** | 4 |

## Victor Harbor Horse Tram Authority

### Notes to and forming part of the Financial Statements

### for the year ended 30 June 2025

**Note 6 - INFRASTRUCTURE, PROPERTY, PLANT & EQUIPMENT (IPP&E)**

| | | 2024 $'000 | | | | 2025 $'000 | | | |
|---|---|---|---|---|---|---|---|---|---|
| | Fair Value Level | Fair Value | Cost | Acc' Dep'n | Carrying Amount | Fair Value | Cost | Acc' Dep'n | Carrying Amount |
| Plant & Equipment | | - | 320 | (52) | 268 | - | **405** | **(97)** | **308** |
| Right of use assets | | - | 166 | (113) | 53 | - | **166** | **(146)** | **20** |
| **Total IPP&E** | | - | 486 | (165) | 321 | - | **571** | **(243)** | **328** |
| ***Comparatives*** | | - | *308* | *(98)* | *210* | - | *486* | *(165)* | *321* |

*This Note continues on the following pages.*

| | 2024 $'000 | Carrying Amounts Movement During the Year $'000 | | | | | | | | 2025 $'000 |
|---|---|---|---|---|---|---|---|---|---|---|
| | Carrying Amount | Additions | | Disposals | Dep'n | Impair't | Transfers | | Net Reval'n | Carrying Amount |
| | | New / Upgrade | Renewals | | | | In | Out | | |
| Plant & Equipment | 268 | 63 | 22 | - | (45) | - | - | - | - | **308** |
| Right of use assets | 53 | - | - | - | (33) | - | - | - | - | **20** |
| **Total IPP&E** | **321** | **63** | **22** | **-** | **(78)** | **-** | **-** | **-** | **-** | **328** |
| ***Comparatives*** | *210* | ***178*** | **-** | **-** | ***(67)*** | **-** | **-** | **-** | **-** | *321* |

*This note continues on the following pages.*

## Victor Harbor Horse Tram Authority

**Notes to and forming part of the Financial Statements**

**for the year ended 30 June 2024**

**Note 6 (con't) – INFRASTRUCTURE, PROPERTY, PLANT & EQUIPMENT**

**Valuation of Assets**

**General Valuation Principles**

***Accounting procedure:*** Upon revaluation, the current new replacement cost and accumulated depreciation are re-stated such that the difference represents the fair value of the asset determined in accordance with AASB 13 *Fair Value Measuremen* t: accumulated depreciation is taken to be the difference between current new replacement cost and fair value.

***Capitalisation thresholds*** used by the Authority for a representative range of assets are shown below. No capitalisation threshold is applied to the acquisition of land or interests in land.

| | |
|---|---|
| Software | 50,000 |
| Buildings | 10,000 |
| Infrastructure | 10,000 |
| Major Plant and Equipment | 5,000 |
| Minor Plant and Equipment | 1,000 |
| IT and Office Equipment | 1,000 |
| Furniture and Fittings | 1,000 |
| Other | 1,000 |

***Estimated Useful Lives:*** Useful lives are estimated for each individual asset. In estimating useful lives, regard is had to technical and commercial obsolescence, as well as legal and other limitations on continued use. The range of useful lives for a representative range of assets is shown below, although individual assets may have an estimated total useful life of greater or lesser amount:

| | |
|---|---|
| Plant, Furniture & Equipment | |
| Café Equipment | 5 to 8 years |
| Office Furniture | 5 to 10 years |
| Vehicles and Road-making Equip | 5 years |
| Other Plant & Equipment | 5 to 10 years |
| Other Assets | |
| Right-of-use assets (refer Note 12) | 5 to 7 years |

All assets are recognised at cost.

## Victor Harbor Horse Tram Authority

### Notes to and forming part of the Financial Statements

### for the year ended 30 June 2025

**Note 7 - LIABILITIES**

| | | 2025 | | 2024 | |
|---|---|---|---|---|---|
| | | $'000 | | $'000 | |
| **TRADE & OTHER PAYABLES** | **Notes** | **Current** | **Non-current** | Current | Non-current |
| Goods & Services | | **38** | **-** | - | - |
| Accrued expenses - employee entitlements | | **37** | **-** | 24 | - |
| Accrued expenses - other | | **10** | **-** | 16 | - |
| GST Payable | | **8** | **-** | - | - |
| | | **93** | **-** | 40 | - |
| **BORROWINGS** | | | | | |
| Loans | | **-** | **290** | - | 200 |
| Leases Liabilities | 12 | **19** | **-** | 34 | 20 |
| | | **19** | **290** | 34 | 220 |

*All interest bearing liabilities are secured over the future revenues of the Authority.*

| | | | | |
|---|---|---|---|---|
| **PROVISIONS** | | | | |
| LSL Employee entitlements (including oncosts) | **42** | **30** | 49 | 16 |
| AL Employee entitlements (including oncosts) | **26** | **-** | 35 | - |
| | **68** | **30** | 84 | 16 |

| ***Movements in Provisions - 2025 year only*** *(current & non-current)* | *Insurance Losses* | *Future Reinstate-ment* | *Leave & Other Provision* |
|---|---|---|---|
| *Opening Balance* | - | - | *100* |
| *Add Additional amounts recognised* | - | - | *24* |
| *(Less) Payments* | - | - | *(26)* |
| *Closing Balance* | **-** | **-** | *98* |

## Victor Harbor Horse Tram Authority

### Notes to and forming part of the Financial Statements

### for the year ended 30 June 2025

#### Note 8 - 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 Cash Flow Statement is reconciled to the related items in the Balance Sheet as follows:

| | Notes | 2025 $'000 | 2024 $'000 |
|---|---|---|---|
| Total cash & equivalent assets | 4 | **16** | 51 |
| Balances per Cash Flow Statement | | **16** | 51 |

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

| | | |
|---|---|---|
| Net Surplus (Deficit) | **(170)** | (150) |
| Non-cash items in Income Statement | | |
| Depreciation, amortisation & impairment | **78** | 67 |
| Net increase (decrease) in unpaid employee benefits | **11** | 28 |
| Change in allowances for under-recovery | **1** | - |
| | **(80)** | (55) |
| Add (Less): Changes in Net Current Assets | | |
| Net (increase) decrease in receivables | **39** | (17) |
| Net increase (decrease) in trade & other payables | **32** | (23) |
| **Net Cash provided by (or used in) operations** | **(9)** | (95) |

**(c) Financing Arrangements**

Unrestricted access was available at balance date to the following lines of credit:

| | | |
|---|---|---|
| Bank Overdrafts | | |
| Corporate Credit Cards | **3** | 3 |
| LGFA Cash Advance Debenture facility | **10** | - |

The bank overdraft facilities may be drawn at any time and may be terminated by the bank without notice.

## Victor Harbor Horse Tram Authority

### Notes to and forming part of the Financial Statements

### for the year ended 30 June 2025

#### Note 9 - FINANCIAL INSTRUMENTS

**All financial instruments are categorised as *loans and receivables.***

**Accounting Policies - Recognised Financial Instruments**

**Bank, Deposits at Call, Short Term Deposits**

**Accounting Policy:** initially recognised at fair value and subsequently measured at amortised cost, interest is recognised when earned

**Terms & conditions:** Short term deposits have average interest rates of 4.54% (2024: 4.52%).

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

**Receivables** - Fees & other charges

**Accounting Policy:** initially recognised at fair value and subsequently measured at amortised cost. An impairment provision is recognised using the expected credit loss method

**Terms & conditions:** Unsecured, and do not bear interest. Although the Authority is not materially exposed to any individual debtor, credit risk exposure is concentrated within the Authority's boundaries.

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

**Liabilities** - Creditors and Accruals

**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.

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

**Carrying amount:** approximates fair value.

**Liabilities** - Finance Leases

**Accounting Policy:** accounted for in accordance with AASB 16 as stated in Note 12.

**Liquidity Analysis**

| **2025** | Due < 1 year | Due > 1 year ≤ 5 years | Due > 5 years | Total Contractual Cash Flows | Carrying Values |
|---|---|---|---|---|---|
| **Financial Assets** | $'000 | $'000 | $'000 | $'000 | $'000 |
| Cash & Equivalents | **16** | - | - | **16** | **16** |
| Receivables | **3** | **-** | **-** | **3** | **3** |
| **Total** | **19** | **-** | **-** | **19** | **19** |
| **Financial Liabilities** | | | | | |
| Payables | **46** | **-** | **-** | **46** | **46** |
| Lease Liabilities | **19** | **-** | **-** | **19** | **19** |
| Non-Current Borrowings | **-** | **-** | **290** | **290** | **290** |
| **Total** | **65** | **-** | **290** | **355** | **355** |

## Victor Harbor Horse Tram Authority

### Notes to and forming part of the Financial Statements

### for the year ended 30 June 2025

**Note 9 - FINANCIAL INSTRUMENTS (con't)**

| 2024 | Due < 1 year | Due > 1 year; ≤ 5 years | Due > 5 years | Total Contractual Cash Flows | Carrying Values |
|---|---|---|---|---|---|
| **Financial Assets** | $'000 | $'000 | $'000 | $'000 | $'000 |
| Cash & Equivalents | 51 | - | - | 51 | 51 |
| Receivables | 35 | - | - | 35 | 35 |
| **Total** | 86 | - | - | 86 | 86 |
| **Financial Liabilities** | | | | | |
| Payables | - | - | - | - | - |
| Lease Liabilities | 35 | 20 | - | 55 | 54 |
| Non-Current Borrowings | - | - | 200 | 200 | 200 |
| **Total** | 35 | 20 | 200 | 255 | 254 |

**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 Exposures:

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 impairment. All Authority investments are made with the SA Local Government Finance Authority and are guaranteed by the SA Government. Except as detailed in Note 4 in relation to individual classes of receivables, exposure is concentrated within the Authority's boundaries, and 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 Management Policy (LGA Information Paper 15), liabilities have a range of maturity dates. The Authority also has available a range of bank overdraft and standby borrowing facilities that it can access.

Interest Rate Risk is the risk that future cash flows will fluctuate because of changes in market interest rates. The Authority has a balance of both fixed and variable interest rate borrowings and investments. Cash flow fluctuations are managed holistically in seeking to minimise interest costs over the longer term in a risk averse manner.

## Victor Harbor Horse Tram Authority

### Notes to and forming part of the Financial Statements

### for the year ended 30 June 2025

#### Note 10 - FINANCIAL INDICATORS

These Financial Indicators have been calculated in accordance with *Information Paper 9 - Local Government Financial Indicators* prepared as part of the LGA Financial Sustainability Program for the Local Government Association of South Australia. Detailed methods of calculation are set out in the SA Model Statements.

| | **2025** | 2024 | 2023 |
|---|---|---|---|
| **Operating Surplus Ratio** | | | |
| Operating Surplus / Total Operating Income | -12.2% | -11.7% | 11.7% |

*This ratio expresses the operating surplus as a percentage of total operating revenue.*

| | | | |
|---|---|---|---|
| **Net Financial Liabilities Ratio** | | | |
| Net Financial Liabilities / Total Operating Income | 35% | 24% | 3% |

*Net Financial Liabilities are defined as total liabilities less financial assets. These are expressed as a percentage of total operating revenue.*

| | | | |
|---|---|---|---|
| ***Adjusted Operating Surplus Ratio*** | -12.2% | -11.7% | 11.7% |
| ***Adjusted Net Financial Liabilities Ratio*** | 35% | 24% | 3% |

| | | | |
|---|---|---|---|
| **Asset Renewal Funding Ratio** | | | |
| Outlays on Existing Assets / Asset Renewals - IAMP | **80%** | 0% | 0% |

*Asset renewals expenditure is defined as capital expenditure on the renewal and replacement of existing assets relative to the optimal level planned, and excludes new capital expenditure on the acquisition of additional assets.*

## Victor Harbor Horse Tram Authority

### Notes to and forming part of the Financial Statements

### for the year ended 30 June 2025

#### Note 11 - UNIFORM PRESENTATION OF FINANCES

The following is a detailed summary of both operating and capital investment activities of the Authority prepared on a modified Uniform Presentation Framework basis, adjusted for timing differences associated with prepaid Federal assistance Grants required to be recognised as revenue on receipt in accordance with Australian Accounting Standards.

All Councils in South Australia have agreed to summarise annual budgets and long-term financial plans on the same basis.

The arrangements ensure that all local government organisations provide a common 'core' of financial information, which enables meaningful comparisons of their finances.

| | **2025** | 2024 |
|---|---|---|
| | **$'000** | $'000 |
| **Income** | | |
| *User charges* | **968** | 870 |
| *Other income* | **422** | 408 |
| | **1,390** | 1,278 |
| **Expenses** | | |
| *Employee costs* | **(967)** | (883) |
| *Materials, contracts and other expenses* | **(497)** | (466) |
| *Depreciation, amortisation and impairment* | **(78)** | (67) |
| *Finance costs* | **(18)** | (12) |
| | **(1,560)** | (1,428) |
| **Operating Surplus / (Deficit)** | **(170)** | (150) |
| **Net Outlays on Existing Assets** | | |
| Capital Expenditure on renewal and replacement of Existing Assets | **(22)** | - |
| Add back Depreciation, Amortisation and Impairment | **78** | 67 |
| | **56** | 67 |
| **Net Outlays on New and Upgraded Assets** | | |
| Capital Expenditure on New and Upgraded Assets *(including investment property & real estate developments)* | **(59)** | (182) |
| Finance Lease Payments for Right of Use Assets | **(35)** | (33) |
| | **(94)** | (215) |
| **Adjusted Annual Net Impact to Financing Activities surplus/ (deficit)** | **(208)** | (298) |

## Victor Harbor Horse Tram Authority

### Notes to and forming part of the Financial Statements

### for the year ended 30 June 2025

**Note 12 - LEASES**

***Authority as a Lessee***

***Right of Use Assets***

The Authority has entered into a hire agreement with the City of Victor Harbor for the use of plant and equipment used in the delivery of horse tram services.

Set out below are the carrying amounts (written down value) of right of use assets recognised within Infrastructure Propery, Plant & Equipment and the movements during the period:

| **Right of Use Assets** *(Carrying Value)* | **Plant, Machinery & Equipment** | **Total** |
|---|---|---|
| At 1 July 2024 | **53** | **53** |
| Depreciation Charge | **(33)** | **(33)** |
| **At 30 June 2025** | **20** | **20** |

Set out below are the carrying amounts of lease liabilities (including under interest bearing loans and borrowings) and the movements during the period:

| | **2025** |
|---|---|
| Opening Balance 1 July 2024 | 54 |
| Payments | **(35)** |
| **Closing Balance 30 June 2025** | **19** |
| | |
| **Current** | 19 |
| **Non Current** | **-** |

The maturity analysis of lease liabilities is included in Note 9.

The Authority had total cash outflows for leases of $35,000

**The following are amounts recognised on profit or loss:**

| | |
|---|---|
| Depreciation expense right of use assets | 33 |
| Interest expense on lease liabilities | 1 |
| Expenses relating to short term leases | 11 |
| **Total amount recognised in profit and loss** | 45 |

## Victor Harbor Horse Tram Authority

**Notes to and forming part of the Financial Statements**

**for the year ended 30 June 2025**

**Note 13 – SUPERANNUATION**

The Authority makes employer superannuation contributions in respect of its employees to Hostplus (formerly Local Government Superannuation Scheme and Statewide Super). There are 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 (11.5% in 2024-25; 11% in 2023-24). 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 to Salarylink as determined by the Fund's Trustee based on advice from the appointed Actuary. The rate is currently 6.3% (6.3% in 2023-24) 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 119.34(a), 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 Willis Towers Watson as at 30 June 2023. 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 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 net assets of the scheme, and no further liability attaches to the Authority.

## Victor Harbor Horse Tram Authority

**Notes to and forming part of the Financial Statements**

**for the year ended 30 June 2025**

**Note 14 - RELATED PARTY DISCLOSURES**

**KEY MANAGEMENT PERSONNEL**

The Key Management Personnel of the Authority include the Members of the Board, CEO and certain prescribed officers under section 112 of the Local Government Act 1999.
In all, 5 persons were paid the following total compensation:

| | **2025** | 2024 |
|---|---|---|
| | **$** | $ |
| Salaries, allowances & other short term benefits | **150** | **145** |
| Post-employment benefits | **13** | **12** |
| Long term benefits | **3** | 3 |
| **TOTAL** | **166** | 160 |

Allowances / benefits incurred in the ordinary course of performing the KMPs role, and amounts paid as direct reimbursement of expenses incurred on behalf of the Authority have not been included above.

**PARTIES RELATED TO KEY MANAGEMENT PERSONNEL**

No key management personnel or parties related to them had any transactions during the year on terms more favourable than those available to the general public.

| **Related Party Entities** | **Sale of Goods & Services $'000** | **Amounts Outstanding from Related Parties $'000** | **Description of Services Provided to Related Parties** |
|---|---|---|---|
| City of Victor Harbor | 365 | - | 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.

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**INDEPENDENT AUDITOR'S REPORT ON THE FINANCIAL REPORT**

**To the members of the Victor Harbor Horse Tram Authority**

**Report on the Audit of the Financial Report**

**Opinion**

We have audited the accompanying financial report of the Victor Harbor Horse Tram Authority (the Authority), which comprises the statement of financial position as at 30 June 2025, the statement of comprehensive income, statement of changes in equity and cash flow statement for the year then ended, notes comprising a summary of significant accounting policies and other explanatory information.

In our opinion, the accompanying financial report presents fairly, in all material aspects, the financial position of the Authority as at 30 June 2025, and its financial performance and its cash flows for the year then ended in accordance with the Australian Accounting Standards, Local Government Act 1999 and Local Government (Financial Management) Regulations 2011.

**Basis for Opinion**

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of our report. We are independent of the Authority in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our ethical responsibilities in accordance with the Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

**Emphasis of Matter – Economic Dependence**

We draw attention to note 1.10 of the financial report, which describes that the Authority is economically dependent on City of Victor Harbor contributed income to fund the cost of its operations. Our opinion is not modified in respect of this matter.

**Authority's Responsibility for the Financial Report**

The Authority is responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards (including the Australian Accounting Interpretations), the Local Government Act 1999 and the Local Government (Financial Management) Regulations 2011 and for such internal control as the Authority determines is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the Authority is responsible for assessing the Authority's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Authority either intends to liquidate the Authority or to cease operations, or has no realistic alternative but to do so. Those charged with governance are responsible for overseeing the Authority's financial reporting process.

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**Auditor's Responsibility for the Audit of the Financial Report**

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit of the financial report in accordance with Australian Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit of the financial report in order to design audit procedures that are appropriate in the circumstances.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of the Authority's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Authority's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Authority to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

**GALPINS ACCOUNTANTS, AUDITORS & BUSINESS CONSULTANTS**



**Tim Muhlhausler** CA, Registered Company Auditor
Director

29 / 09 / 2025

## Victor Harbor Horse Tram Authority
### Annual Financial Statements
### for the year ended 30 June 2025
### CERTIFICATION OF AUDITOR INDEPENDENCE

To the best of our knowledge and belief, we confirm that, for the purpose of the audit of Victor Harbor Horse Tram Authority for the year ended 30 June 2025, the Authority's Auditor, Galpins, has maintained its independence in accordance with the requirements of the Local Government Act 1999 and the Local Government (Financial Management) Regulations 2011 made under that Act.

This statement is prepared in accordance with the requirements of Regulation 22(3) *Local Government (Financial Management) Regulations 2011*.

Megan Whibley
General Manager

John Morgan
Audit Committee Chair

Date: 24.9.2025

**STATEMENT BY AUDITOR**

I confirm that, for the audit of the financial statements of Victor Harbor Horse Tram Authority for year ended 30 June 2025, I have maintained my independence in accordance with the requirements of APES 110 – Code of Ethics for Professional Accountants (including Independence Standards), Part 4A, published by the Accounting Professional and Ethical Standards Board, in accordance with the Local Government Act 1999 and the Local Government (Financial Management) Regulations 2011 made under that Act.

This statement is prepared in accordance with the requirements of Regulation 22 (5) Local Government (Financial Management) Regulations 2011



Tim Muhlhausler
Galpins

Dated this 29th day of September 2025.

## Attachment 3 - Victor Harbor Horse Tram Authority 2025-26 Budget Review



### Attachment 2 - VHHTA 2025-26 First Quarter Budget Review and Financial Statements

Victor Harbor Horse Tram Authority Budget

| Income | Description | ACTUALS YTD 25/26 | BUDGET YTD 25/26 | Original | Revised 1 | Variance BR1 to OB ($) | Variance Comments |
|---|---|---|---|---|---|---|---|
| Ticket Sales | Casual and Group bookings | 170,902 | 225,738 | 943,040 | 933,040 | (10,000) | bookings down due to the Algal Bloom |
| | Souvenir sales and donations | 22,900 | 42,672 | 170,700 | 170,700 | - | |
| | Behind the scenes | 13,786 | 46,774 | 217,300 | 117,300 | (100,000) | Still building our business, its not at full potential yet. |
| | DIT Boom gate monitoring | 6,213 | 11,250 | 45,000 | 45,000 | - | |
| | Council Contribution | 90,000 | 90,000 | 360,000 | 360,000 | - | |
| | Interest and Other Income | 2,712 | 11,322 | 45,300 | 45,300 | - | |
| **Total Income** | | **306,512** | **427,756** | **1,781,340** | **1,671,340** | **(110,000)** | |

| Expenses | Description | ACTUALS YTD 25/26 | BUDGET YTD 25/26 | Original | Revised 1 | Variance BR1 to OB ($) | Variance Comments |
|---|---|---|---|---|---|---|---|
| Employee Costs | Salaries, superannuation & workcover | 227,994 | 269,817 | 1,079,300 | 1,079,300 | - | |
| Depreciation | Depreciation for fixed assets | 16,077 | 30,111 | 120,451 | 120,451 | - | |
| Administration | Travel, stationary, printing, communication, insurance, utilities, training and development | 59,183 | 34,866 | 139,500 | 128,900 | (10,600) | Vehicle expenses and Insurance over budgeted. |
| Maintenance | Building, stables, tram, paddock and equipment maintenance | 4,324 | 11,496 | 46,000 | 46,000 | - | |
| | Horse Care - feed, farrier and vet fees | 25,952 | 28,200 | 112,800 | 112,800 | - | |
| Marketing | Advertising, promotions, and souvenir purchases | 14,619 | 25,248 | 101,000 | 94,500 | (6,500) | dropped some $$ from Advertising |
| Other Expenses | Committee, cleaning, consultants, professional services, FBT, volunteer and staff amenities | 24,712 | 33,533 | 144,689 | 140,689 | (4,000) | Cleaning down in house |
| Administration charge | Rent on Assets | 17,200 | - | - | - | - | |
| Corporate Support | IT, Finance, Records and Administration | 11,000 | 9,399 | 37,600 | 44,000 | 6,400 | |
| **Total Expenses** | | **401,062** | **442,670** | **1,781,340** | **1,766,640** | **(14,700)** | |
| Net gain (loss) from sale of assets | | - | 48000 | 48,000 | 0 | (48,000) | |
| **Net Surplus (Deficit)** | | **(94,550)** | **33,086** | **48,000** | **(95,300)** | **(143,300)** | |

City of Victor Harbor

| VICTOR HARBOR HORSE TRAM AUTHORITY<br>STATEMENT OF COMPREHENSIVE INCOME<br>for the year ended 30/09/2025 | Actual<br>24/25<br>$'000 | Actual<br>YTD 25/26<br>$'000 | Budget<br>Original<br>$'000 | Budget<br>Revised 1<br>$'000 | Variance<br>BR1 to OB<br>$'000 |
|---|---|---|---|---|---|
| **INCOME** | | | | | |
| User charges | 968 | 207 | 1,325 | 1,215 | (110) |
| Other income | 422 | 99 | 456 | 456 | - |
| **Total Income** | 1,390 | 306 | 1,781 | 1,671 | (110) |
| **EXPENSES** | | | | | |
| Employee Costs | 967 | 246 | 1,115 | 1,115 | - |
| Materials, Contracts and Other Expenses | 497 | 137 | 518 | 505 | (13) |
| Depreciation, amortisation & impairment | 78 | 16 | 120 | 120 | - |
| Finance Costs | 18 | 2 | 28 | 26 | (2) |
| | 1,560 | 401 | 1,781 | 1,766 | (15) |
| **OPERATING SURPLUS / (DEFICIT)** | **(170)** | **(95)** | **-** | **(95)** | **(95)** |
| Asset disposal & fair value adjustments | - | - | 48 | - | (48) |
| **TOTAL COMPREHENSIVE INCOME** | **(170)** | **(95)** | **48** | **(95)** | **(143)** |

City of Victor Harbor

| VICTOR HARBOR HORSE TRAM AUTHORITY<br>STATEMENT OF CASH FLOWS<br>for the year ended 30/09/2025 | Actual<br>24/25<br>$'000 | Actual<br>YTD 25/26<br>$'000 | Budget<br>Original<br>$'000 | Budget<br>Revised 1<br>$'000 | Variance<br>BR1 to OB<br>$'000 |
|---|---|---|---|---|---|
| **CASH FLOWS FROM OPERATING ACTIVITIES** | | | | | |
| **Receipts** | | | | | |
| User Charges | 992 | 209 | 1,325 | 1,215 | (110) |
| Other Income | 435 | 99 | 456 | 456 | - |
| **Payments** | | | | | - |
| Employee costs | (971) | (228) | (1,079) | (1,079) | - |
| Materials, contracts & other expenses | (448) | 130 | (600) | (560) | 40 |
| Finance payments | (16) | - | (7) | (7) | - |
| **Net Cash provided by (or used in) Operating Activities** | (8) | 210 | 95 | 25 | (70) |
| **CASH FLOWS FROM INVESTING ACTIVITIES** | | | | | |
| **Receipts** | | | | | |
| Grants specifically for new or upgraded assets | - | - | - | - | - |
| Sale of Assets | - | - | 48 | - | (48) |
| **Payments** | | | | | - |
| Capital Expenditure on renewal/replacement of assets | (21) | (5) | (53) | (15) | 38 |
| Capital Expenditure on new/upgraded assets | (59) | - | (3) | (3) | - |
| **Net Cash provided by (or used in) Investing Activities** | (80) | (5) | (8) | (18) | (10) |
| **CASH FLOWS FROM FINANCING ACTIVITIES** | | | | | |
| **Receipts** | | | | | |
| Proceeds from Borrowings | 90 | 45 | - | - | - |
| **Payments** | | | | | |
| Repayment of Borrowings | - | (256) | (97) | - | 97 |
| Repayment of principle of leased assets | (35) | - | (19) | (59) | (40) |
| **Net Cash used in Financing Activities** | 55 | (211) | (116) | (59) | 57 |
| **NET INCREASE (DECREASE) IN CASH HELD** | (33) | (6) | (29) | (52) | (23) |
| **CASH & CASH EQUIVALENTS AT BEGINNING OF PERIOD** | 51 | 18 | 44 | 18 | (26) |
| **CASH & CASH EQUIVALENTS AT END OF PERIOD** | **18** | **12** | **15** | **(34)** | **(49)** |

City of Victor Harbor

| VICTOR HARBOR HORSE TRAM AUTHORITY<br>STATEMENT OF FINANCIAL POSITION<br>for the year ended 30/09/2025 | Actual<br>24/25<br>$'000 | Actual<br>YTD 25/26<br>$'000 | Budget<br>Original<br>$'000 | Budget<br>Revised 1<br>$'000 | Variance<br>BR1 to OB<br>$'000 |
|---|---|---|---|---|---|
| **ASSETS** | | | | | |
| **Current Assets** | | | | | |
| Cash and cash equivalents | 18 | 12 | 15 | (34) | (49) |
| Trade & Other Receivables | 4 | 3 | 30 | 4 | (26) |
| **Total Current Assets** | **22** | **15** | **45** | **(30)** | **(75)** |
| **Non-Current Assets** | | | | | |
| Right of Use Asset | 19 | 15 | 257 | 257 | - |
| Infrastructure, Property, Plant & Equipment | 309 | 300 | 365 | 271 | (94) |
| **Total Non-Current Assets** | **328** | **315** | **622** | **528** | **(94)** |
| **TOTAL ASSETS** | **350** | **330** | **667** | **498** | **(169)** |
| **LIABILITIES** | | | | | |
| **Current Liabilities** | | | | | |
| Trade & Other Payables | 95 | 381 | 9 | 94 | (85) |
| Short-term Provisions | 68 | 68 | 84 | 68 | 16 |
| Short-term Lease Liability | 19 | 19 | - | 72 | (72) |
| Short-term Borrowings | - | - | - | - | - |
| **Total Current Liabilities** | **182** | **468** | **93** | **234** | **(141)** |
| **Non-Current Liabilities** | | | | | |
| Long-term Provisions | 30 | 30 | 16 | 30 | (14) |
| Long - term Lease Liability | - | - | 263 | 191 | 72 |
| Long-term Borrowings | 290 | 79 | 190 | 290 | (100) |
| **Total Non-Current Liabilities** | **320** | **109** | **469** | **511** | **(42)** |
| **TOTAL LIABILITIES** | **502** | **577** | **562** | **745** | **(183)** |
| **NET ASSETS** | **(152)** | **(247)** | **105** | **(247)** | **(352)** |
| **EQUITY** | | | | | |
| Accumulated Surplus | (152) | (247) | 105 | (247) | (352) |
| **TOTAL EQUITY** | **(152)** | **(247)** | **105** | **(247)** | **(352)** |

City of Victor Harbor

| VICTOR HARBOR HORSE TRAM AUTHORITY<br>STATEMENT OF CHANGES IN EQUITY<br>for the year ended 30/09/2025 | Actual<br>24/25<br>$'000 | Actual<br>YTD 25/26<br>$'000 | Budget<br>Original<br>$'000 | Budget<br>Revised 1<br>$'000 | Variance<br>BR1 to OB<br>$'000 |
|---|---|---|---|---|---|
| **ACCUMULATED SURPLUS** | | | | | |
| Opening balance at beginning of financial year | 18 | (152) | 57 | (152) | (209) |
| Total comprehensive income for the year | (170) | (95) | 48 | (95) | (143) |
| Closing balance at end of period | **(152)** | **(247)** | **105** | **(247)** | **(352)** |

City of Victor Harbor

| VICTOR HARBOR HORSE TRAM AUTHORITY<br>UNIFORM PRESENTATION OF FINANCES<br>for the year ended 30/09/2025 | Actual<br>24/25<br>$'000 | Actual<br>YTD 25/26<br>$'000 | Budget<br>Original<br>$'000 | Budget<br>Revised 1<br>$'000 | Variance<br>BR1 to OB<br>$'000 |
|---|---|---|---|---|---|
| **INCOME** | | | | | |
| User Charges | 968 | 207 | 1,325 | 1,215 | (110) |
| Other Income | 422 | 99 | 456 | 456 | - |
| **EXPENSES** | | | | | |
| Employee Costs | (967) | (246) | (1,115) | (1,115) | - |
| Materials, Contracts and Other Expenses | (497) | (137) | (518) | (505) | 13 |
| Depreciation, amortisation & impairment | (78) | (16) | (120) | (120) | - |
| Finance Costs | (18) | (2) | (28) | (26) | 2 |
| **OPERATING SURPLUS (DEFICIT)** | (170) | (95) | - | (95) | (95) |
| **NET OUTLAYS ON EXISTING ASSETS** | | | | | |
| Capital Expenditure on Renewal and Replacement of Existing Assets | (21) | (5) | (53) | (15) | 38 |
| add back Depreciation, Amortisation and Impairment | 78 | 16 | 120 | 120 | - |
| add back Proceeds from Sale of Replaced Assets | - | - | 48 | - | (48) |
| | 57 | 11 | 115 | 105 | (10) |
| **NET OUTLAYS ON NEW AND UPGRADED ASSETS** | | | | | |
| Capital Expenditure on New and Upgraded Assets | (59) | - | (3) | (3) | - |
| Finance Lease principle payments for Right of Use Assets | (35) | - | (19) | (59) | - |
| | (94) | - | (22) | (62) | - |
| **ANNUAL NET IMPACT TO FINANCING ACTIVITIES (SUPLUS/(DEFICIT)** | **(207)** | **(84)** | **93** | **(52)** | **(105)** |

City of Victor Harbor

| VICTOR HARBOR HORSE TRAM AUTHORITY<br>FINANCIAL INDICATORS<br>for the year ended 30/09/2025 | Actual<br>24/25<br>$'000 | Actual<br>YTD 25/26<br>$'000 | Budget<br>Original<br>$'000 | Budget<br>Revised 1<br>$'000 | Variance<br>BR1 to OB<br>$'000 |
|---|---|---|---|---|---|
| Operating Surplus Ratio<br>*This ratio expresses the operating surplus as a percentage of total operating revenue.* | -12.2% | -31.0% | 0.0% | -5.7% | |
| Net Financial Liabilities<br>*Net Financial Liabilities are defined as total liabilities less financial assets. These are expressed as a percentage of total operating revenue.* | 480 | 562 | 517 | 775 | |
| Net Financial Liabilities Ratio<br>*being total liabilities less financial assets (excluding equity accounted investments in Authority business), divided by total operating revenue* | 34.5% | 183.7% | 29.0% | 46.4% | |
| Adjusted Net Financial Liabilities<br>*Net Financial Liabilities as detailed above adjusted for the effects of the Authorities Lease with Council* | 209 | 502 | 327 | 557 | |
| Adjusted Net Financial Liabilities Ratio<br>*Net Financial Liabilities as detailed above adjusted for the effects of the Authorities Lease with Council* | 15.0% | 164.1% | 18.4% | 33.3% | |
| Asset Management Plan forecast project spend for renewal of assets | 28 | 15 | 73 | 15 | |
| Asset Renewal Funding Ratio | 80% | 30% | 73% | 100% | |
| *Asset renewals expenditure is defined as capital expenditure on the renewal and replacement of existing assets relative to the optimal level planned, and excludes new capital expenditure on the acquisition of additional assets.*<br>*The ideal ratio is 100%, where VHHTA is spending the amount required each year to renew and replace existing assets so they continue to operate optimally to meet the organisations objectives.* | | | | | |
| *Own Source Funding* | *66%* | *54%* | *80%* | *74%* | |

City of Victor Harbor

| VICTOR HARBOR HORSE TRAM AUTHORITY<br>CAPITAL EXPENDITURE<br>for the year ended 30/09/2025 | Actual<br>24/25<br>$'000 | Actual<br>YTD 25/26<br>$'000 | Budget<br>Original<br>$'000 | Budget<br>Revised 1<br>$'000 | Variance<br>BR1 to OB<br>$'000 |
|---|---|---|---|---|---|
| **CAPITAL NEW** | | | | | |
| IT equipment - New | 2 | - | - | - | - |
| Tools - New | 2 | - | 3 | 3 | - |
| Tractor/mower/slasher | - | - | - | - | - |
| Gater | - | - | - | - | - |
| Third work vehicle for trainer | - | - | - | - | - |
| Harness Equipment | 7 | - | - | - | - |
| Equissage | - | - | - | - | - |
| Horse Exercise | 4 | - | - | - | - |
| Grazing Land | - | - | - | - | - |
| Shed | 10 | - | - | - | - |
| Recycled water system | 34 | - | - | - | - |
| **Total - Capital New** | **59** | **-** | **3** | **3** | **-** |
| **CAPITAL REPLACEMENT** | | | | | |
| Float | 22 | - | - | - | - |
| Second Float | - | - | - | - | - |
| Work Vehicle | - | - | - | - | - |
| Harness Equipment | - | 5 | 5 | 5 | - |
| Spray unit | - | - | - | - | - |
| Gater | - | - | - | - | - |
| Work Ute | - | - | - | - | - |
| Tractor/mower/slasher | - | - | - | - | - |
| Tools - Replacement | - | - | 3 | 3 | - |
| IT Equipment - Replacement | - | - | 7 | 7 | - |
| Dmax Suspension | 4 | - | - | - | - |
| Work in Progress | - | - | - | - | - |
| **Total - Capital Replacement** | **26** | **5** | **15** | **15** | **-** |
| | **85** | **5** | **17** | **17** | **-** |

## 15. MATTERS OF URGENCY

## 16. QUESTIONS ON NOTICE

Nil

## 17. QUESTIONS WITHOUT NOTICE

# 18. MOTIONS ON NOTICE

## 18.1. Motion on Notice - Independent Consultant Review - Victor Harbor Horse Tram Authority - Cr Stewart Burns

Committee: Ordinary Council Meeting

Meeting Date: 15 December 2025

Report Author: Kellie Knight-Stacey

---

## RECOMMENDATION

*(Cr Burns to propose his motion)*

That Council:

1. Engage SGL Consulting Group, an independent firm based in Adelaide who reviewed the proposed Victor Harbor sporting precinct business case,
   to undertake a comprehensive review of the Victor Harbor Horse & Tram business, with the scope to include:

   - Management operations and organisational efficiency;
   - Financial performance and sustainability;
   - Board governance, strategic direction, and management strategies addressing current and emerging issues.

2. Ensure the consultant is appointed externally and operates independently of Council administration, with direct reporting obligations to the elected members.

3. Require the consultant's final report to be presented directly to elected members at the Ordinary Council Meeting scheduled for January 2026, allowing a two-month review period.

4. Note that the consultant's findings will inform future governance, operational, and financial decisions regarding the Victor Harbor Horse & Tram Authority.

5. (If supported, the additional recommendations below are required)

6. Approve an increase to the budget of $25,000 for the purpose of the independent review.

7. Approve an exemption to the Procurement Policy for the direct engagement of SQL Consulting Group.

## PURPOSE

The purpose of this report is to provide for the consideration of a Motion submitted by Cr Stewart Burns pursuant to Regulation 9(1) of the *Local Government (Meeting Procedures) Regulations 2013* in relation to an Independent Consultant Review - Victor Harbor Horse Tram Authority.

A copy of Cr Stewart Burns' written submission and preamble is provided at Attachment 1.

## COUNCIL MEMBER COMMENTARY

*An independent consultant review is essential because the financial losses reported by council-affiliated tourism entities appear disproportionate to the claimed impact by Victor Harbor Horse Tram Authority (VHHTA) of the algal bloom, raising concerns about governance, transparency, and fiscal accountability.*

*An independent consultant review is justified due to multi-year financial underperformance by the Victor Harbor Horse Tram Authority (VHHTA),*
*compounded by minimal mitigation efforts and a mismatch between claimed losses and verified algal bloom impacts.*

*1. Multi-Year Financial Losses and Underperformance*

- *The Victor Harbor Horse Tram Authority (VHHTA) reported ticket revenue shortfalls of $80,000 in the most recent financial year, with total income around A$713,000.*
- *This follows several years of operational strain, including horse fitness issues, reduced tram capacity, and loss of key assets (e.g. Isabella, the only female horse, due to Ross River Virus).*
- *Despite significant public investment-including new stables and promotional efforts-the Authority has not achieved financial sustainability, nor demonstrated a clear path to recovery.*

*2. Minimal Mitigation or Strategic Response*

- *The VHHTA board and management have acknowledged challenges (e.g. horse health, staffing, seasonal pressures) but have not implemented robust mitigation strategies.*
- *Tram services remain limited, with only five horses in rotation and no consistent dual-tram operation during peak periods.*
- *Training and onboarding of new horses has been slow, with several animals deemed unsuitable after extended trials, indicating inefficiencies in asset management and planning.*

*3.* ***Discrepancy Between Claimed Losses and Verified Impact***

- *The Tourism Industry Council of South Australia (TiCSA) survey found that 99% of responding businesses lost income, with an average downturn of 40% compared to the same period last year.*

- *However, the average financial loss per business was on average only A$52,000, and only 14% reported losses exceeding $100,000.*

- *These figures suggest a moderate but targeted impact, primarily affecting marine tourism, accommodation, and retail sectors in specific regions (Yorke Peninsula, Fleurieu Peninsula, Eyre Peninsula).*

- *These figures suggest that while the algal bloom had a widespread impact, the severity was not catastrophic for most operators.*

- *If council-affiliated entities are reporting losses that far exceed these benchmarks, it warrants scrutiny to determine whether those figures are substantiated by actual operational exposure to the bloom.*

- *If VHHTA losses exceed these benchmarks, it raises questions about whether internal mismanagement, rather than environmental factors, is the primary driver.*

*4.* ***Geographic and Sectoral Mismatch***

- *The TiCSA survey highlighted that some businesses experienced cancellations despite not being directly affected by the bloom, due to negative public perception.*

- *This indicates that not all losses are attributable to environmental factors, and some may stem from communication failures, reputational mismanagement, or internal operational issues.*

- *An independent review can distinguish between environmentally-induced downturns and avoidable governance or marketing failures.*

*5.* ***Governance and Public Accountability***

- *The Horse Tram is a council-owned, iconic public asset, and its operations must reflect transparent stewardship and fiscal responsibility.*

- *Without independent review, there is a risk of continued underperformance, erosion of public trust, and misalignment with broader tourism recovery efforts.*
  *A consultant review would provide objective analysis, restore trust, and ensure that future claims are evidence-based and proportionate.*

*<u>A consultant review would provide:</u>*

- *Objective benchmarking against peer tourism entities*

- *Recommendations for governance reform, operational efficiency, and strategic planning*

- *Validation of financial claims and exposure to environmental factors*

*6.* ***Alignment with Broader Recovery and Resilience Goals***

- *An independent review ensures VHHTA's strategies are aligned with state and industry priorities, and that future funding is justified, targeted, and effective.*
- *An independent review can align council strategies with these industry recommendations, ensuring that recovery efforts are targeted, credible, and sustainable.*
- *It also enables councils to benchmark their performance against peer regions and adopt best-practice governance models.*

*---*

***Financial Performance Overview (2022 - 2025)***

*Key Trends:*

- *Revenue volatility: Ticket sales peaked in 2022/23 but dropped in 2023/24 and 2024/25 due to reduced horse availability due to illnesses & algae bloom disruptions.*
- *Merchandise income: Declined notably from 2022/23 highs; 2023/24 and 2024/25 show reduced monthly peaks despite store upgrades.*
- *Cost escalation: Employee costs rose from $711k (2024) to $967k (2025); horse care, insurance, and professional services also increased.*
- *Deficits: Two consecutive years of operating deficits exceeding $150k, eroding equity from +$167k surplus to -$153k deficit.*

*Algae Bloom Impact vs Reported Losses*

- *VHHTA attributed the 2024/25 operational deficit of $170k to algae bloom and horse fitness.*
- *TiCSA survey found average algae-related financial impact was only average of $52k, with ~40% downturn during peak weeks.*
- *VHHTA's actual revenue shortfall vs revised budget was $207k, suggesting algae bloom explains only ~25% of the claimed loss.*
- *Horse illness (Ross River Virus, loss of Isabella, reduced rotations) and management performance gaps are more plausible drivers.*

***Governance & Strategic Management Assessment***

*Governance Concerns:*

- *Repeated reliance on Council contributions ($365k/year) with no meaningful reduction over five years.*

- *Board and executive cite externalities (weather, algae, horse illness) annually without delivering counter-strategies.*
- *Merchandise income and 'Behind the Scenes' initiatives underperform despite investment and volunteer support.*

*Strategic Shortfalls:*

- *No clear contingency planning for horse rotation gaps or seasonal disruptions.*
- *Limited innovation in revenue diversification despite claims of 'new income streams.'*
- *Volunteer contributions and merchandise store upgrades not translating into sustained financial uplift.*

***Council Funding Dependency & Recent Rejection***

- *Council has provided $1.825 million over five years.*
- *VHHTA's own-source revenue fluctuates:*
- *2022/23: 81% (strong year)*
- *2023/24: 63%*
- *2024/25: projected 78% (questionable given actuals)*

***Council's recent decision to deny additional funding reflects growing concern over:***

- *Lack of financial resilience*
- *Absence of turnaround strategy*
- *Perceived entitlement to public subsidy*

***Recommendations for Reform***

*1. Governance Reset*

- *Independent review of board performance and strategic planning*
- *Introduce KPIs tied to revenue growth, cost containment, and horse welfare*

*2. Operational Overhaul*

- *Diversify horse rotation and invest in predictive health protocols*
- *Implement dynamic scheduling to maximize peak season runs*

*3. Revenue Strategy*

- *Expand merchandise partnerships and online sales*

- *Monetise 'Behind the Scenes' with tiered pricing and seasonal campaigns*

*4. Council Engagement*

- *Shift from subsidy model to performance-based funding*
- *Offer matched funding for innovation or surplus-generating initiatives*

---

***Commissioning Brief: Independent Review of Victor Harbor Horse & Tram Authority***

*Commissioning Entity: City of Victor Harbor*

*Consultant Role: Independent Reviewer (reporting directly to elected members)*

*Review Period: 25 November 2025 - 20 January 2026*

*Report Presentation: Ordinary Council Meeting - January 2026*

***Scope of Review***

*1. Management Operations & Efficiency*

- *Evaluate day-to-day operational workflows, staffing structures, and resource allocation.*
- *Benchmark against similar heritage/tourism operations (e.g., Glenelg Tram, Sovereign Hill, Victor Harbor tourism precincts).*
- *Assess use of technology, scheduling, rostering, and visitor interface systems.*
- *Identify bottlenecks, duplication, or inefficiencies.*

*2. Financial Performance*

- *Review audited financial statements, budget forecasts, and revenue streams.*
- *Analyse cost structures, asset depreciation, and grant/funding utilisation.*
- *Compare financial KPIs against similar operations.*
- *Assess pricing models, ticketing strategies, and donor/sponsorship engagement.*

*3. Governance & Strategic Direction*

- *Review board composition, meeting minutes, strategic plans, and decision-making protocols.*
- *Assess alignment with Council's strategic objectives and tourism vision.*
- *Evaluate risk management, compliance frameworks, and stakeholder engagement.*

- *Identify gaps in governance, transparency, or accountability.*

*4. Management Strategies to Address Issues*

- *Review past and current strategies addressing operational, financial, or reputational challenges.*
- *Assess effectiveness, adaptability, and stakeholder communication.*
- *Recommend alternative models or interventions (e.g., advisory board, operational restructure, public-private partnerships).*

***Deliverables***

*By 20 January 2026, the consultant must provide:*

- *A written Independent Review Report with findings, benchmarking comparisons, and actionable recommendations.*
- *A Presentation Summary suitable for elected member briefing at the January 2026 Ordinary Council Meeting.*
- *Appendices including comparative matrices, stakeholder feedback, and governance diagnostics.*

***Reporting Protocol***

- *Consultant reports directly to elected members, not Council administration.*
- *All findings are to be presented in open Council unless confidentiality provisions apply.*
- *Consultant may be invited to present and answer questions at the January 2026 meeting.*

## OFFICER COMMENTARY

At the Ordinary Council Meeting on 27 October 2025, as part of the review of the Victor Harbor Horse Tram Authority 2024/25 Annual Report and Financial Statements, it was recommended that Council approve an amendment to the Victor Harbor Horse Tram Authority Audit Committee Terms of Reference, enabling the CEO to appoint an appropriately skilled staff member to the Committee (non-voting position) to support the oversight of its financial position.

A formal Motion was proposed as follows:

***FORMAL MOTION***

***OC3112025***

*Moved: Cr David Kemp*

*Seconded: Cr Stewart Burns*

*That the matter be adjourned to the December Ordinary Council Meeting, to allow Cr Stewart Burns to submit a Motion on Notice to the November Ordinary Council Meeting in relation to this matter.*

***CARRIED***

A Motion on Notice was submitted but subsequently withdrawn to allow for a workshop between the Authority and Council to take place.

The workshop was held on Wednesday, 3 December 2025, with the Motion on Notice now presented for consideration as requested.

A copy of the request is provided at Attachment 2.

The Authority has provided information to Council in regards to its operational challenges and financial performance and challenges during and subsequent to the 2024/25 financial year.

In regard to the Motion on Notice:

**Multi-year financial losses and underperformance**

The Authority reported ticket sales income of $828,000 in the most recent year with total income of $1,390,000 (including council contribution of $365,000).

The Authority has had two consecutive years of operating deficits principally due to horse stock levels, horse fitness (Ross River Fever) and algal bloom impacts.

The impact of the algal bloom has been analysed and provided to State Government. During and immediately after the closure period (20 March 2025 to 30 April 2025) a loss of approximately $104,000 in ticket sales was incurred. Ticket sales are an average of $15,000 per month lower since that period.

The 2025/26 First Quarter Budget Review highlighted that the income forecast for the VIP experience was likely optimistic, especially in light of the longer term impact of the algal bloom.

***Minimal Mitigation or Strategic Response***

The Authority have been working on mitigation strategies, including reducing operating expenses in their first budget review of 2025/26, deferring capital spending and bringing some services in-house.

The most recent memo received indicates a forward plan to:

1. Conduct a board planning workshop within the month to update the Business Plan to prioritise cashflow and profitability.

2. Produce a Long-Term Financial Plan with a draft to be presented to the next Board meeting.

3. Provide a monthly finance report with budget v actuals to the Board.

4. Review the VHHTA Charter to provide clarity on ow deficit budgets are dealt with and consider the ability for the VHHTA to retain surplus funds for future unexpected events.

The Authority has also kept Council informed of the challenges through each budget review in 2024/25, presentations and written correspondence.

***Discrepancy between claimed losses and verified impact***

The Tourism Industry Council of South Australia has reported on results from an Industry Survey with the top three business types that responded being accommodation, tours and retail.

Extracts from their submission to the Federal Inquiry into Algal Blooms in South Australia states that:

- 99% of the tourism businesses that completed the survey have lost income with an average downturn of 40% on the same period last year
- survey respondents report an average loss per business of $52,000, with 14% experiencing losses of more than $100,000
- coastal caravan parks are forecasting losses of $900,000 to $1 million
- more than half the respondents report cancellation for summer 2025-26 with 45% already receiving cancellations into 2026, including Easter.

A copy of the submission, obtained from their website, is provided at Attachment 3.

The Authority's financial losses do not exceed the numbers provided in the submission.

***Geographic and Sectoral Mismatch***

The submission noted above states that 'negative or inaccurate media coverage has driven cancellations well beyond affected areas'.

The Horse Tram service is provided in an affected area with the financial losses primarily due to low ticket sales during and since the closure period.

Whilst other factors did contribute to the operating deficit, the primary driver was reduced visitation due to the algal bloom.

***Governance and Public Accountability***

The Authority has identified that more work needs to be undertaken to improve sustainability, especially in light of events outside of the Authority's control such as the algal bloom.

A review of Business Plans (including marketing objectives), development of a Long Term Financial Plan and more frequent scrutiny of budget tracking is already underway.

The unique challenges of Ross River Fever followed by an Algal Bloom should be acknowledged.

***Alignment with Broader Recovery and Resilience Goals***

A comprehensive independent review was undertaken of the Horse Tram by external consultant BRM Holdich in 2015/16. The report, which remains in confidence, explored the best operating and governance models for the Horse Tram, leading to Council's decision to establish the Section 42 subsidiary now known as the Victor Harbor Horse Tram Authority, with agreed governance detailed in a Charter approved by the Minister. Since its inception, the Authority continues to explore opportunities to improve its corporate governance, having engaged a consultant to review practices and make governance recommendations in 2023. Recommendations of this governance review have been fully implemented in the time since. The Authority has also actively taken steps to grow own source revenue, though the Charter provides that the Horse Tram is only expected to be partly self-funded. Performance based funding by Council, as detailed in the Council Member commentary, is contrary to the Charter and is unachievable under a model where Council is required to financially back any funding shortfall by the Authority, being a Section 42 Subsidiary of the City of Victor Harbor.

The economic benefit of the Authority to the Victor Harbor economy was further clarified and documented in a PHD paper published by Laura Hodgson in 2021. Council's current Community Plan 2030 objectives and Annual Business Plan and Budget 2025/26 also support continuation of the Horse Tram under the current model.

Benchmarking against other similar operations is challenging due to the unique nature of the Victor Harbor Horse Tram. Benchmarking against the Glenelg Tram, as suggested in the supporting information to this Motion on Notice, does not recognise this uniqueness and would be unlikely to provide a fair or valuable comparison to support Council decision-making. Challenges which have been faced by the Authority in recent years are also reflective of the unique nature of this valuable tourism icon and are unlikely to have impacted other council or tourism operations in the way it has for the Horse Tram.

***Further comments***

The motion proposes a number of recommendations, and should these be supported, clarity is required on the following:

1. That Council engage SQL Consulting Group

Whilst Council has the ability to make decisions that contravene their own policies, Council's Procurement Policy requires a minimum of two written quotes for this level of procurement.

Council needs to be aware that approval of this recommendation is not in line with Policy, and may not provide the best financial or quality outcome, as the Policy seeks to consider a suite of important factors in determining the most appropriate business to undertake work on behalf of the Council.

2. The consultant to operate externally of Council administration with direct reporting obligations to elected members.

This will not result in the best or most suitable outcome if the consultant is unable to engage with or request information from Administration, and is not the recommended approach.

3. Provide the final report directly to elected members at the meeting scheduled for January 2026

For a report to be included in a Council meeting agenda, it will need to be provided to Administration prior to the agenda build. The agenda is a responsibility of the Chief Executive Officer, who ensures that background, commentary and recommendations are suitable and outcomes are able to be implemented by the organisation.

This timeframe may not be possible as it will depend on the consultants availability and timelines that would generally be agreed as part of a procurement process.

Should Council support the Motion recommendations, additional resolutions would be required to approve an exemption to the Procurement Policy and increase the budget.

## RISK ASSESSMENT

The following risks have been assessed in line with Council's Risk Management Framework and Policy:

**Financial Management -** The 2025/26 operating budget does not include an allowance for undertaking a comprehensive review of the Victor Harbor Horse Tram Authority business. If approved by Council, there will need to be an increase in the 2025/26 operating budget. Undertaking a review would not address current year financial impacts from the Algal Bloom, nor impacts in previous financial years such as Ross River Virus and challenges with maintaining adequate numbers of working horse stock. This risk is assessed as ***medium*.**

**Reputation -** As a Subsidiary of Council the Council Member Commentary may possibly have wellbeing impacts on the Victor Harbor Horse Tram Authority Members and their staff. It is likely to attract limited media coverage and adverse community concerns. Additionally, the Board have articulated plans to improve sustainability in their operations, to the extent possible, and provided this information to Council. It may not bode well for Council to be seen to be making changes that may not support a strong future for the Horse Tram, an important economic driver for Victor Harbor, particularly given the challenges and hardships that the Authority has been experiencing over the past few years due to environmental impacts. This risk is assessed as ***medium.***

**Legal and Compliance -** Direct engagement of a consultant, without testing the market is against Council Procurement Policy and the principal of best value for money. Additionally, objectives of this Motion appear to be contrary to Charter objectives, as approved by the Minister. Changes would need to be undertaken cautiously and in consideration of Local Government Act and Regulation requirements regarding Council subsidiaries. Any review approved by the Council should be clear on the objectives being sought, acknowledging that the Authority is staffed leanly and input into a review may detract from the achievement of other objectives that might better improve sustainability. This risk is assessed as ***high***.

## REFERENCES

**City of Victor Harbor Community Plan 2030**

Aspiration 6 - We are a financially sustainable and well-governed organisation

**Other references used:**

Victor Harbor Horse Tram Authority Charter 2022

## BUDGET IMPLICATIONS

There are insufficient funds in Project #100038 (*Horse Tram)* for the purpose of undertaking a comprehensive review of the Victor Harbor Horse Tram Authority business at an estimated cost of $25,000.

No budget offset has been identified.

There will be an increase, subject to Council approval, to operating expenses of $25,000.

## CONSULTATION

Council Member - Stewart Burns

Council Member - Brayden Mann

Council Member - Carol Schofield

Chief Executive Officer - Victoria MacKirdy

Director Corporate and Customer Service - Karen Rokicinski

## ATTACHMENTS

Attachment 1 - Cr Stewart Burns Motion on Notice - Independent Consultant Review - Victor Harbor Horse Tram Authority

Attachment 2 - Email trail confirming Cr Stewart Burns request to include Motion on Notice in December Ordinary Council agenda

Attachment 3 - TiCSA Submission - Senate Algal Bloom Inquiry

## Attachment 1 - Cr Stewart Burns Motion On Notice - Independent Consultant Review - Victor Harbor Horse Tram Authority

**From:** Stewart Burns
**To:** Victoria MacKirdy
**Cc:** Stewart Burns; Council Member Request
**Subject:** Motion On Notice - for 24th November 2025 Ordinary Council Meeting
**Date:** Friday, 14 November 2025 10:52:11 AM

Dear Victoria.

As raised during the last council meeting in October 2025, please find undernoted my Motion on Notice for the next ordinary council meeting in November, being Monday 24th November 2025.

Kind Regards,

Cr Stewart Burns

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**Motion on Notice – Ordinary Council Meeting**

Date: 14th November 2025

Mover: Cr. Stewart Burns

**Subject: Independent Consultant Review – Victor Harbor Horse & Tram Authority**

Motion:

That Council:

1. Engage SGL Consulting Group, an independent firm based in Adelaide who reviewed the proposed Victor Harbor sporting precinct business case,
to undertake a comprehensive review of the Victor Harbor Horse & Tram business, with the scope to include:

- Management operations and organisational efficiency;
- Financial performance and sustainability;
- Board governance, strategic direction, and management strategies addressing current and emerging issues.

2. Ensure the consultant is appointed externally and operates independently of Council administration, with direct reporting obligations to the elected members.

3. Require the consultant's final report to be presented directly to elected members at the Ordinary Council Meeting scheduled for January 2026, allowing a two-month review period.

4. Note that the consultant's findings will inform future governance, operational, and financial decisions regarding the Victor Harbor Horse & Tram Authority.

An independent consultant review is essential because the financial losses reported by council-affiliated tourism entities appear disproportionate to the claimed impact by Victor Harbor Horse Tram Authority (VHHTA) of the algal bloom, raising concerns about governance, transparency, and fiscal accountability.

An independent consultant review is justified due to multi-year financial underperformance by the Victor Harbor Horse Tram Authority (VHHTA),
compounded by minimal mitigation efforts and a mismatch between claimed losses and verified algal bloom impacts.

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**Commentary Supporting Motion on Notice: Independent Consultant Review**

1. Multi-Year Financial Losses and Underperformance

• The Victor Harbor Horse Tram Authority (VHHTA) reported ticket revenue shortfalls of $80,000 in the most recent financial year, with total income around A$713,000.

• This follows several years of operational strain, including horse fitness issues, reduced tram capacity, and loss of key assets (e.g. Isabella, the only female horse, due to Ross River Virus).

• Despite significant public investment—including new stables and promotional efforts—the Authority has not achieved financial sustainability, nor demonstrated a clear path to recovery.

2. Minimal Mitigation or Strategic Response

• The VHHTA board and management have acknowledged challenges (e.g. horse health, staffing, seasonal pressures) but have not implemented robust mitigation strategies.

• Tram services remain limited, with only five horses in rotation and no consistent dual-tram operation during peak periods.

• Training and onboarding of new horses has been slow, with several animals deemed unsuitable after extended trials, indicating inefficiencies in asset management and planning.

3. **Discrepancy Between Claimed Losses and Verified Impact**

• The Tourism Industry Council of South Australia (TiCSA) survey found that 99% of responding businesses lost income, with an average downturn of 40% compared to the same period last year.

• However, the average financial loss per business was on average only A$52,000, and only 14% reported losses exceeding $100,000.

• These figures suggest a moderate but targeted impact, primarily affecting marine tourism, accommodation, and retail sectors in specific regions
(Yorke Peninsula, Fleurieu Peninsula, Eyre Peninsula).

• These figures suggest that while the algal bloom had a widespread impact, the severity was not catastrophic for most operators.

• If council-affiliated entities are reporting losses that far exceed these benchmarks, it warrants scrutiny to determine whether those figures are
substantiated by actual operational exposure to the bloom.

• If VHHTA losses exceed these benchmarks, it raises questions about whether internal mismanagement, rather than environmental factors, is the primary driver.

4. **Geographic and Sectoral Mismatch**

• The TiCSA survey highlighted that some businesses experienced cancellations despite not being directly affected by the bloom, due to negative public perception.

• This indicates that not all losses are attributable to environmental factors, and some may stem from communication failures, reputational mismanagement, or internal operational issues.

• An independent review can distinguish between environmentally-induced downturns and avoidable governance or marketing failures.

5. **Governance and Public Accountability**

• The Horse Tram is a council-owned, iconic public asset, and its operations must reflect

transparent stewardship and fiscal responsibility.

• Without independent review, there is a risk of continued underperformance, erosion of public trust, and misalignment with broader tourism recovery efforts.
• A consultant review would provide objective analysis, restore trust, and ensure that future claims are evidence-based and proportionate.

A consultant review would provide:

- Objective benchmarking against peer tourism entities
- Recommendations for governance reform, operational efficiency, and strategic planning
- Validation of financial claims and exposure to environmental factors

6. **Alignment with Broader Recovery and Resilience Goals**

• An independent review ensures VHHTA's strategies are aligned with state and industry priorities, and that future funding is justified, targeted, and effective.

• An independent review can align council strategies with these industry recommendations, ensuring that recovery efforts are targeted, credible, and sustainable.

• It also enables councils to benchmark their performance against peer regions and adopt best-practice governance models.

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**Financial Performance Overview (2022 - 2025)**

Key Trends:

• Revenue volatility: Ticket sales peaked in 2022/23 but dropped in 2023/24 and 2024/25 due to reduced horse availability due to illnesses & algae bloom disruptions.

• Merchandise income: Declined notably from 2022/23 highs; 2023/24 and 2024/25 show reduced monthly peaks despite store upgrades.

• Cost escalation: Employee costs rose from $711k (2024) to $967k (2025); horse care, insurance, and professional services also increased.

• Deficits: Two consecutive years of operating deficits exceeding $150k, eroding equity from +$167k surplus to -$153k deficit.

Algae Bloom Impact vs Reported Losses

• VHHTA attributed the 2024/25 operational deficit of $170k to algae bloom and horse fitness.

• TiCSA survey found average algae-related financial impact was only average of $52k, with ~40% downturn during peak weeks.

• VHHTA's actual revenue shortfall vs revised budget was $207k, suggesting algae bloom explains only ~25% of the claimed loss.

• Horse illness (Ross River Virus, loss of Isabella, reduced rotations) and management performance gaps are more plausible drivers.

**Governance & Strategic Management Assessment**

Governance Concerns:

• Repeated reliance on Council contributions ($365k/year) with no meaningful reduction over five years.

• Board and executive cite externalities (weather, algae, horse illness) annually without delivering counter-strategies.

• Merchandise income and "Behind the Scenes" initiatives underperform despite investment and volunteer support.

Strategic Shortfalls:

• No clear contingency planning for horse rotation gaps or seasonal disruptions.

• Limited innovation in revenue diversification despite claims of "new income streams."

• Volunteer contributions and merchandise store upgrades not translating into sustained financial uplift.

**Council Funding Dependency & Recent Rejection**

• Council has provided $1.825 million over five years.

• VHHTA's own-source revenue fluctuates:

• 2022/23: 81% (strong year)

• 2023/24: 63%

• 2024/25: projected 78% (questionable given actuals)

**Council's recent decision to deny additional funding reflects growing concern over:**

• Lack of financial resilience

• Absence of turnaround strategy

• Perceived entitlement to public subsidy

**Recommendations for Reform**

1. Governance Reset

• Independent review of board performance and strategic planning

• Introduce KPIs tied to revenue growth, cost containment, and horse welfare

2. Operational Overhaul

• Diversify horse rotation and invest in predictive health protocols

• Implement dynamic scheduling to maximize peak season runs

3. Revenue Strategy

• Expand merchandise partnerships and online sales

• Monetise "Behind the Scenes" with tiered pricing and seasonal campaigns

4. Council Engagement

• Shift from subsidy model to performance-based funding

• Offer matched funding for innovation or surplus-generating initiatives

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**Commissioning Brief: Independent Review of Victor Harbor Horse & Tram Authority**

Commissioning Entity: City of Victor Harbor

Consultant Role: Independent Reviewer (reporting directly to elected members)

Review Period: 25 November 2025 – 20 January 2026

Report Presentation: Ordinary Council Meeting – January 2026

**Scope of Review**

1. Management Operations & Efficiency

• Evaluate day-to-day operational workflows, staffing structures, and resource allocation.

• Benchmark against similar heritage/tourism operations (e.g., Glenelg Tram, Sovereign Hill, Victor Harbor tourism precincts).

• Assess use of technology, scheduling, rostering, and visitor interface systems.

• Identify bottlenecks, duplication, or inefficiencies.

2. Financial Performance

• Review audited financial statements, budget forecasts, and revenue streams.

• Analyse cost structures, asset depreciation, and grant/funding utilisation.

• Compare financial KPIs against similar operations.

• Assess pricing models, ticketing strategies, and donor/sponsorship engagement.

3. Governance & Strategic Direction

• Review board composition, meeting minutes, strategic plans, and decision-making protocols.

• Assess alignment with Council's strategic objectives and tourism vision.

• Evaluate risk management, compliance frameworks, and stakeholder engagement.

• Identify gaps in governance, transparency, or accountability.

4. Management Strategies to Address Issues

• Review past and current strategies addressing operational, financial, or reputational

challenges.

• Assess effectiveness, adaptability, and stakeholder communication.

• Recommend alternative models or interventions (e.g., advisory board, operational restructure, public-private partnerships).

**Deliverables**

By 20 January 2026, the consultant must provide:

• A written Independent Review Report with findings, benchmarking comparisons, and actionable recommendations.

• A Presentation Summary suitable for elected member briefing at the January 2026 Ordinary Council Meeting.

• Appendices including comparative matrices, stakeholder feedback, and governance diagnostics.

**Reporting Protocol**

• Consultant reports directly to elected members, not Council administration.

• All findings are to be presented in open Council unless confidentiality provisions apply.

• Consultant may be invited to present and answer questions at the January 2026 meeting.

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## Attachment 2 - Email trail confirming Cr Stewart Burns request to include Motion on Notice in December Ordinary Council agenda

**From:** Stewart Burns
**To:** Victoria MacKirdy
**Cc:** __Council Members; Karen Rokicinski; Stewart Burns
**Subject:** Re: Motion On Notice - for 24th November 2025 Ordinary Council Meeting
**Date:** Monday, 8 December 2025 11:12:55 AM
**Attachments:** image001.png
image002.png
cobrand_68725899-9428-49e0-b13c-d1249f594cea.png
christmas2025v5_86c89f1d-fe2d-451f-ba07-bf6af7dd5615.png

Good morning Victoria. Please leave my motion in the December ordinary council meeting agenda.

Thank you,

Cr Stewart Burns

**From:** Victoria MacKirdy
**Sent:** 05 December 2025 10:22 AM
**To:** Stewart Burns
**Cc:** __Council Members <CouncilMembers@victor.sa.gov.au>; Karen Rokicinski
**Subject:** RE: Motion On Notice - for 24th November 2025 Ordinary Council Meeting

Good morning Cr Burns,

Following the workshop held on Wednesday evening with Council Members and Horse Tram Authority Members, I am writing to confirm your intentions regarding your motion, which was deferred to the December Ordinary Council meeting. Your guidance on how you wish to proceed with this matter would be appreciated.

Please note that a separate report addressing the financial sustainability of the Horse Tram, as discussed during the workshop, will be presented at the December meeting.

As we are currently in the process of finalising the Agenda for the Council meeting scheduled for 15th December, could you please advise how you would like to proceed with your deferred motion?

Kind regards,
Victoria

**Victoria MacKirdy** | Chief Executive Officer

**City of Victor Harbor**
1 Bay Road, Victor Harbor SA 5211
**P** 08 8551 0500
**E** localgov@victor.sa.gov.au | www.victor.sa.gov.au




***The City of Victor Harbor acknowledges the Ramindjeri and Ngarrindjeri people, the Traditional Custodians of the land and surrounding waters where we live and work. We acknowledge their deep connection to Country and pay our respects to Elders past, present and emerging. This respect is extended to Aboriginal and Torres Strait Islander people across Australia.***

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**From:** Stewart Burns
**Sent:** Tuesday, 18 November 2025 9:01 AM
**To:** Victoria MacKirdy

**Cc:** Council Member Request __Council Members <CouncilMembers@victor.sa.gov.au>; Stewart Burns
**Subject:** Re: Motion On Notice - for 24th November 2025 Ordinary Council Meeting

Dear Victoria. Thank you for our catch-up yesterday afternoon at 5:30pm, and thank you to Brayden (Cr Mann) for organising this discussion and for Carol's (Cr Scholfield) helpful insights into the operational and financial challenges impacting the VHHTA.

As discussed, please defer my motion on notice I submitted last week for the 24th November 2025 ordinary council meeting to the 15th December 2025 ordinary council meeting, to allow for the discussed public workshop with VHHTA board members and elected members to occur around Tuesday 2nd or Wednesday 3rd December 2025 (to be confirmed), and for council administration to finalise discussions (requested in our October ordinary council meeting) with the Minister's office to obtain a decision by 4th December 2025 on both a one-off ex-gratia payment to fully or partially offset the losses caused by the impact of the algae bloom (after the state goverments qualification of the actual extent of financial impact to the VHHTA, currently underway) and potential for ongoing annual state government contributory funding of the VHHTA thereby allowing council to reduce its ongoing annual contribution.

I also agree with Brayden (Cr Mann) that any discussion about VHHTA rent deferment or any other financial offset should only occur after we have had the workshop with the VHHTA board in December 2025.

As elected members we have a statutory oversight obligation of not just council but also of council subsidiaries as well, as you do in your role as our Council CEO. We all have a duty of care to ratepayers and their public assets which include the VHHTA, to ensure good stewardship of their public funds. This does not preclude nor off-set in any way, the responsibilities and obligations of good financial, risk and governance management by VHHTA management, the VHHTA Risk & Audit Committee & the VHHTA Board.

I look forward to the workshop and the opportunity to hear the risk mitigation strategies and corrective action plans from the VHHTA board, and appreciate the forum will allow active feedback and contribution by elected members. We all want the VHHTA to be successful, but the multiple years of financial & operational performance issues aren't sustainable and the contributing challenges need addressing.

Kind regards,

Cr Stewart Burns

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**From:** Victoria MacKirdy
**Sent:** 17 November 2025 6:45 PM
**To:** Stewart Burns
**Cc:** Council Member Request ; __Council Members

**Subject:** RE: Motion On Notice - for 24th November 2025 Ordinary Council Meeting

Dear Cr Burns,

Following our meeting this afternoon with Cr Mann and Cr Schofield, I am writing to confirm that I will be arranging a workshop with Council and the VHHT Board, including its General Manager and Audit Committee Members. This workshop aims to facilitate discussions and structure a plan on how the Council can assist the VHHT Board and its staff in navigating the current operational and financial challenges. Additionally, it will enable us to outline a future-focused financial sustainability framework for the Subsidiary.

I will look to schedule the workshop before the next Council meeting, which is set for 15th December 2025. As discussed in our meeting, if you support this approach, please provide a written response confirming the withdrawal of your proposed Motion on Notice for the November Council meeting.

Kind regards,

Victoria

**Victoria MacKirdy** | Chief Executive Officer

**City of Victor Harbor**
1 Bay Road, Victor Harbor SA 5211
**P** 08 8551 0500
**E** localgov@victor.sa.gov.au | www.victor.sa.gov.au




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**From:** Stewart Burns
**Sent:** Friday, 14 November 2025 10:52 AM
**To:** Victoria MacKirdy
**Cc:** Stewart Burns Council Member Request

**Subject:** Motion On Notice - for 24th November 2025 Ordinary Council Meeting

Dear Victoria.

As raised during the last council meeting in October 2025, please find undernoted my Motion on Notice for the next ordinary council meeting in November, being Monday 24th November 2025.

Kind Regards,

Cr Stewart Burns

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**Motion on Notice – Ordinary Council Meeting**

Date: 14th November 2025

Mover: Cr. Stewart Burns

**Subject: Independent Consultant Review – Victor Harbor Horse & Tram Authority**

Motion:

That Council:

1. Engage SGL Consulting Group, an independent firm based in Adelaide who reviewed the proposed Victor Harbor sporting precinct business case,

to undertake a comprehensive review of the Victor Harbor Horse & Tram business, with the scope to include:

- Management operations and organisational efficiency;
- Financial performance and sustainability;

• Board governance, strategic direction, and management strategies addressing current and emerging issues.

2. Ensure the consultant is appointed externally and operates independently of Council administration, with direct reporting obligations to the elected members.

3. Require the consultant's final report to be presented directly to elected members at the Ordinary Council Meeting scheduled for January 2026, allowing a two-month review period.

4. Note that the consultant's findings will inform future governance, operational, and financial decisions regarding the Victor Harbor Horse & Tram Authority.

An independent consultant review is essential because the financial losses reported by council-affiliated tourism entities appear disproportionate to the claimed impact by Victor Harbor Horse Tram Authority (VHHTA) of the algal bloom, raising concerns about governance, transparency, and fiscal accountability.

An independent consultant review is justified due to multi-year financial underperformance by the Victor Harbor Horse Tram Authority (VHHTA),
compounded by minimal mitigation efforts and a mismatch between claimed losses and verified algal bloom impacts.

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**Commentary Supporting Motion on Notice: Independent Consultant Review**

1. Multi-Year Financial Losses and Underperformance

• The Victor Harbor Horse Tram Authority (VHHTA) reported ticket revenue shortfalls of $80,000 in the most recent financial year, with total income around A$713,000.

• This follows several years of operational strain, including horse fitness issues, reduced tram capacity, and loss of key assets (e.g. Isabella, the only female horse, due to Ross River Virus).

• Despite significant public investment—including new stables and promotional efforts—the Authority has not achieved financial sustainability, nor demonstrated a clear path to recovery.

2. Minimal Mitigation or Strategic Response

• The VHHTA board and management have acknowledged challenges (e.g. horse health, staffing, seasonal pressures) but have not implemented robust mitigation strategies.

• Tram services remain limited, with only five horses in rotation and no consistent dual-tram operation during peak periods.

• Training and onboarding of new horses has been slow, with several animals deemed unsuitable after extended trials, indicating inefficiencies in asset management and planning.

3. **Discrepancy Between Claimed Losses and Verified Impact**

• The Tourism Industry Council of South Australia (TiCSA) survey found that 99% of responding businesses lost income, with an average downturn of 40% compared to the same period last year.

• However, the average financial loss per business was on average only A$52,000, and only 14% reported losses exceeding $100,000.

• These figures suggest a moderate but targeted impact, primarily affecting marine tourism, accommodation, and retail sectors in specific regions
(Yorke Peninsula, Fleurieu Peninsula, Eyre Peninsula).

• These figures suggest that while the algal bloom had a widespread impact, the severity was not catastrophic for most operators.

• If council-affiliated entities are reporting losses that far exceed these benchmarks, it warrants scrutiny to determine whether those figures are
substantiated by actual operational exposure to the bloom.

• If VHHTA losses exceed these benchmarks, it raises questions about whether internal mismanagement, rather than environmental factors, is the primary driver.

4. **Geographic and Sectoral Mismatch**

• The TiCSA survey highlighted that some businesses experienced cancellations despite not being directly affected by the bloom, due to negative public perception.

• This indicates that not all losses are attributable to environmental factors, and some may stem from communication failures, reputational mismanagement, or internal operational issues.

• An independent review can distinguish between environmentally-induced downturns and avoidable governance or marketing failures.

5. **Governance and Public Accountability**

• The Horse Tram is a council-owned, iconic public asset, and its operations must reflect transparent stewardship and fiscal responsibility.

• Without independent review, there is a risk of continued underperformance, erosion of public trust, and misalignment with broader tourism recovery
efforts.
• A consultant review would provide objective analysis, restore trust, and ensure that future claims are evidence-based and proportionate.

A consultant review would provide:

- Objective benchmarking against peer tourism entities
- Recommendations for governance reform, operational efficiency, and strategic planning
- Validation of financial claims and exposure to environmental factors

6. **Alignment with Broader Recovery and Resilience Goals**

• An independent review ensures VHHTA's strategies are aligned with state and industry priorities, and that future funding is justified, targeted, and effective.

• An independent review can align council strategies with these industry recommendations, ensuring that recovery efforts are targeted, credible, and sustainable.

• It also enables councils to benchmark their performance against peer regions and adopt best-practice governance models.

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**Financial Performance Overview (2022 - 2025)**

Key Trends:

• Revenue volatility: Ticket sales peaked in 2022/23 but dropped in 2023/24 and 2024/25 due to reduced horse availability due to illnesses & algae bloom disruptions.

• Merchandise income: Declined notably from 2022/23 highs; 2023/24 and 2024/25 show reduced monthly peaks despite store upgrades.

• Cost escalation: Employee costs rose from $711k (2024) to $967k (2025); horse care, insurance, and professional services also increased.

• Deficits: Two consecutive years of operating deficits exceeding $150k, eroding equity from +$167k surplus to -$153k deficit.

Algae Bloom Impact vs Reported Losses

• VHHTA attributed the 2024/25 operational deficit of $170k to algae bloom and horse fitness.

• TiCSA survey found average algae-related financial impact was only average of $52k, with ~40% downturn during peak weeks.

• VHHTA's actual revenue shortfall vs revised budget was $207k, suggesting algae bloom explains only ~25% of the claimed loss.

• Horse illness (Ross River Virus, loss of Isabella, reduced rotations) and management performance gaps are more plausible drivers.

**Governance & Strategic Management Assessment**

Governance Concerns:

• Repeated reliance on Council contributions ($365k/year) with no meaningful reduction over five years.

• Board and executive cite externalities (weather, algae, horse illness) annually without delivering counter-strategies.

• Merchandise income and "Behind the Scenes" initiatives underperform despite investment and volunteer support.

Strategic Shortfalls:

• No clear contingency planning for horse rotation gaps or seasonal disruptions.

• Limited innovation in revenue diversification despite claims of "new income streams."

• Volunteer contributions and merchandise store upgrades not translating into sustained financial uplift.

**Council Funding Dependency & Recent Rejection**

• Council has provided $1.825 million over five years.

• VHHTA's own-source revenue fluctuates:

• 2022/23: 81% (strong year)

• 2023/24: 63%

• 2024/25: projected 78% (questionable given actuals)

**Council's recent decision to deny additional funding reflects growing concern over:**

• Lack of financial resilience

• Absence of turnaround strategy

• Perceived entitlement to public subsidy

**Recommendations for Reform**

1. Governance Reset

• Independent review of board performance and strategic planning

• Introduce KPIs tied to revenue growth, cost containment, and horse welfare

2. Operational Overhaul

• Diversify horse rotation and invest in predictive health protocols

• Implement dynamic scheduling to maximize peak season runs

3. Revenue Strategy

• Expand merchandise partnerships and online sales

• Monetise "Behind the Scenes" with tiered pricing and seasonal campaigns

4. Council Engagement

• Shift from subsidy model to performance-based funding

• Offer matched funding for innovation or surplus-generating initiatives

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**Commissioning Brief: Independent Review of Victor Harbor Horse & Tram Authority**

Commissioning Entity: City of Victor Harbor

Consultant Role: Independent Reviewer (reporting directly to elected members)

Review Period: 25 November 2025 – 20 January 2026

Report Presentation: Ordinary Council Meeting – January 2026

**Scope of Review**

1. Management Operations & Efficiency

• Evaluate day-to-day operational workflows, staffing structures, and resource allocation.

• Benchmark against similar heritage/tourism operations (e.g., Glenelg Tram, Sovereign Hill, Victor Harbor tourism precincts).

• Assess use of technology, scheduling, rostering, and visitor interface systems.

• Identify bottlenecks, duplication, or inefficiencies.

2. Financial Performance

• Review audited financial statements, budget forecasts, and revenue streams.

• Analyse cost structures, asset depreciation, and grant/funding utilisation.

• Compare financial KPIs against similar operations.

• Assess pricing models, ticketing strategies, and donor/sponsorship engagement.

3. Governance & Strategic Direction

• Review board composition, meeting minutes, strategic plans, and decision-making protocols.

• Assess alignment with Council's strategic objectives and tourism vision.

• Evaluate risk management, compliance frameworks, and stakeholder engagement.

• Identify gaps in governance, transparency, or accountability.

4. Management Strategies to Address Issues

• Review past and current strategies addressing operational, financial, or reputational challenges.

• Assess effectiveness, adaptability, and stakeholder communication.

• Recommend alternative models or interventions (e.g., advisory board, operational restructure, public-private partnerships).

**Deliverables**

By 20 January 2026, the consultant must provide:

• A written Independent Review Report with findings, benchmarking comparisons, and actionable recommendations.

• A Presentation Summary suitable for elected member briefing at the January 2026 Ordinary Council Meeting.

• Appendices including comparative matrices, stakeholder feedback, and governance diagnostics.

**Reporting Protocol**

• Consultant reports directly to elected members, not Council administration.

• All findings are to be presented in open Council unless confidentiality provisions apply.

• Consultant may be invited to present and answer questions at the January 2026 meeting.

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## Attachment 3 – Tourism Industry Council SA Submission Senate Algal Bloom Inquiry August 2025

20 August 2025

TiCSA
TOURISM INDUSTRY COUNCIL

**Federal Inquiry into Algal Blooms in South Australia**
**(The Senate - Environment and Communications References Committee)**
**Submission from Tourism Industry Council South Australia**

As the peak industry body for tourism in South Australia, Tourism Industry Council South Australia (TiCSA) is responsible for building capabilities, advocating for, and bringing together South Australia's diverse tourism industry to enable a sustainable and growing visitor economy. As an independent membership-based not-for-profit organisation, TiCSA is a vital conduit between industry and government.

TiCSA amplifies the voices of its 1,150+ members to ensure government and other stakeholders understand key industry priorities and the challenges facing South Australia's tourism operators.

The harmful algal bloom (HAB) has become an unprecedented environmental and economic crisis for coastal and regional tourism. TiCSA urges government to consider not just the direct economic impact on tourism, but also the significant positive impact a strong tourism industry has on regional vitality, job creation and community resilience.

### INQUIRY TERMS OF REFERENCE

This submission addresses the inquiry's Terms of Reference relating to:

- economic, social, and community impacts of algal bloom with particular reference to tourism;
- coordination of state and federal government responses, including support, industry engagement and scientific advice;
- support and recovery arrangements for impacted industries and communities including financial support for impacted tourism businesses and research, monitoring and restoration efforts;
- and long-term monitoring, forecasting and prevention strategies.

### TICSA'S ALAGAL BLOOM INDUSTRY SURVEY

- To better understand the impact of the HAB on tourism operators, TiCSA conducted an industry survey in July 2025, receiving more than 100 responses from tourism operators directly impacted - predominantly micro/small businesses located in coastal areas.

- The top three responding business types were accommodation, tours/transport and retail, with the range of business types underscoring the far-reaching financial toll of the HAB.

- Key regions represented in the survey responses included Yorke Peninsula (40%), Fleurieu Peninsula (21%) and Eyre Peninsula (13%), with strong response rates also from Kangaroo Island and metropolitan Adelaide.

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**TiCSA: Tourism Industry Council South Australia**
5 Pirie Street, Adelaide South Australia 5000
GPO Box 2071, Adelaide South Australia 5001 | **www.ticsa.com.au** | **www.trusttheticksa.com.au**
ABN. 64 992 585 804

**IMPACT ON TOURISM BUSINESSES**

**Severe income loss and business downturn**

- 99% of the tourism businesses that completed the survey have lost income due to the HAB, with an average downturn of 40% on the same period last year.
- Survey respondents report an average loss per business of $52,000, with 14% experiencing losses of more than $100,000.
- Coastal caravan parks are forecasting losses of $900,000 to $1 million over spring/summer.
- More than 30 towns are experiencing major economic disruption, affecting local businesses beyond the tourism sector.

**Extended forward booking cancellations**

- More than half of respondents report cancellations for summer 2025–26, with 45% already receiving cancellations into 2026, including Easter.

**Widespread operational and community strain**

- Tourism businesses report staff layoffs, reduced hours, and having to operate without paid employees.
- Tourism operators are experiencing psychological stress and uncertainty, especially in communities still recovering from previous disasters (widespread drought, and bushfires on Kangaroo Island).

**REPUTATIONAL DAMAGE**

- Negative or inaccurate media coverage has driven cancellations well beyond directly affected areas.
- Lack of timely, consistent communication from authorities has eroded public confidence.
- TiCSA and the South Australian tourism industry have concerns about the long-term impact if investment is not made in marketing South Australia and counteracting news media in interstate and international markets where frequently updated, accurate information is not available.

**TICSA RECOMMENDATIONS TO FEDERAL GOVERNMENT**

- **Emergency Financial Relief:** Expand direct financial support for impacted tourism businesses – building on initial emergency grants of up to $10,000 for impacted marine and coastal tourism operators to provide further tranches of funding with a broader definition of impacted businesses, higher funding amounts and continued support for the duration of the crisis, especially if it extends into traditional peak periods.

- **Crisis Communication:** Support clear information and regular updates for impacted industries, communities and the public that dispel myths and provide reassurance about visiting coastal areas.

- **Scientific Investigation – Investment in Research, Monitoring and Prevention:**
  Provide national leadership on:
  - determining causes, patterns and climate change linkages of the current HAB;
  - understanding how similar natural disasters can be mitigated (or prevented) and better managed through longer term nationwide early warning/monitoring systems and algal bloom disaster response processes;
  - and ensuring long term rehabilitation of the impacted marine environment to ensure resilience against future algal bloom events.

- **Industry Engagement:** Involve local businesses in response and recovery planning and implementation, plus engage with local marine tourism operators to provide real-time environmental intelligence for future early warning and monitoring frameworks.

- **Tourism Recovery Fund:** Provide continued investment in South Australia's public information campaigns – focusing on tourism marketing and effective, tactical promotional activities to rebuild confidence, strengthen South Australia's nature-based tourism reputation and drive visitation to coastal regions and marine based tourism businesses.

## 18.2. Motion on Notice - Leave of Absence - Cr Carlos Quaremba

Committee: Ordinary Council Meeting

Meeting Date: 15 December 2025

Report Author: Kyla Walker

## RECOMMENDATION

*(Cr Carlos Quaremba to propose his motion)*

That council formally note:

a. That I Carlos Quaremba have been selected as a candidate for the South Australia legislative council in the upcoming state election in March 2026

b. Grant formal leave of absence to myself (Cr Carlos Quaremba) from all council duties, including ordinary meetings, special council meetings, briefing sessions, and other official engagements, for the period commencing 16th December thru to the 24th March 2026

c. Notes that, should I (cr Carlos Quaremba) be successful in being elected that I will be required to resign my position as Councilor for The city of Victor Harbor as required under the South Australian Electoral Act and Local government act

d. Notes that should I (Cr Carlos Quaremba) be unsuccessful in my bid for election , that I intend to resume my duties as Councilor for the city of Victor Harbor from March 25h.

e. That I (Cr Carlos Quaremba ) seek no renumeration during the period of leave.

*(Alternative recommendation proposed by administration)*

That Council

a. acknowledges that Cr Carlos Quaremba will be a candidate in the 2026 State Elections.

b. grants Cr Carlos Quaremba a leave of absence starting from 16 December 2026, until the results of the 2026 State Elections are publicly declared.

c. accepts Cr Carlos Quaremba's request to voluntarily not receive his Council Member allowance during this period.

## PURPOSE

The purpose of this report is to provide for the consideration of a Motion submitted by Cr Carlos Quaremba pursuant to Regulation 9(1) of the *Local Government (Meeting Procedures) Regulations 2013* in relation to a Leave of Absence.

A copy of Cr Carlos Quaremba written submission and preamble for the Motion on Notice is provided at Attachment 1.

## COUNCIL MEMBER COMMENTARY

*I wish to move a motion to formally request a leave of absence beginning on the 16th December thru to 24th March. I seek this leave period as I am running in the upcoming state election. I am submitting this formal motion to comply with the statuary requirements specified within the South Australian Local Government Act, which states that a formal leave of absence is required to be submitted and approved by the chamber when a councilor is expected to miss three or more consecutive ordinary meetings.*

*I request that council formally note:*

1. *1, That I Carlos Quaremba have been selected as a candidate for the South Australia legislative council in the upcoming state election in March 2026*

2. *Grant formal leave of absence to myself (Cr Carlos Quaremba) from all council duties, including ordinary meetings, special council meetings, briefing sessions, and other official engagements, for the period commencing 16th December thru to the 24th March 2026*

3. *Notes that, should I (cr Carlos Quaremba) be successful in being elected that I will be required to resign my position as Councilor for The city of Victor Harbor as required under the South Australian Electoral Act and Local government act*

4. *Notes that should I (Cr Carlos Quaremba) be unsuccessful in my bid for election , that I intend to resume my duties as Councilor for the city of Victor Harbor from March 25h.*

5. *That I (Cr Carlos Quaremb ) seek no renumeration during the period of leave.*

*Commentary:*

*My Candidacy for the South Australia legislative council reflects my ongoing commitment to public & community service to Victor harbor and my desire to represent the interest Of South Australians at a broader legislative level.*

*My request for leave is made in accordance with statutory requirements and demonstrates transparency and respect for council procedure.*

*This motion ensures that procedural compliance while supporting my (cr Carlos Quaremba) temporary transition into the electoral arena.*

*I hope that all elected members will support me with my request for leave tonight.*

## OFFICER COMMENTARY

The next State Election will be held on 21 March 2026, with the writ being issued on 21 February 2026. Candidate nominations will open in February 2026 and close on 2 March 2026.

Section 55A of the *Local Government Act 1999*, states that any council member who stands as a candidate in a State Election is automatically granted leave from the close of nominations until the election results are publicly declared. During this leave period, Cr Quaremba is not entitled to receive payment of any allowance determined by the Remuneration Tribunal or reimbursement of expenses. Since council member allowances are paid monthly in arrears, there is no need for Cr Quaremba to reimburse Council. Additionally, during this leave of absence, Cr Quaremba must not use any facilities, services or support provided to council members by the council and he cannot perform any functions or duty as a council member. Cr Quaremba does not need to apply for this leave, nor is the Council required to formally approve it.

However, Cr Quaremba is requesting a leave of absence for an extended period, which will cause him to miss three consecutive meetings. Council Code of Practice for meeting procedures states 'C*ouncil Members must request a 'Leave of absence' if they are going to miss three or more consecutive Ordinary meetings. Request for a 'Leave of Absence' may be made in advance to the Chief Executive Officer or can be raised during a Council Meeting under 'Matters of Urgency'*. Cr Quaremba has requested that a report be presented to Council for formal consideration of his request.

## RISK ASSESSMENT

The following risks have been assessed in line with Council's Risk Management Framework and Policy:

**Legal and Compliance** - Council's Code of Practice for Meeting Procedures states a leave of absence must be sought by council members for absence of three or more consecutive ordinary council meetings. Cr Quaremba is adhering to this requirement by formally requesting a leave of absence. This risk is assessed as ***low***.

## REFERENCES

**City of Victor Harbor Community Plan 2030**

Aspiration 6 - We are a financially sustainable and well-governed organisation

**Other references used:**

Local Government Act 1999

- Section 55A - Leave of absence - council member contesting election

City of Victor Harbor Code of Practice for Meeting Procedures

## BUDGET IMPLICATIONS

Excluding endorsed budgeted staff resources, there are no budget implications in Council granting Cr Quaremba a leave of absence.

No additional funds are required.

## CONSULTATION

Council Member - Carlos Quaremba

Chief Executive Officer - Victoria MacKirdy

## ATTACHMENTS

Attachment 1 - Motion on Notice - Leave of Absence - Cr Carlos Quaremba

## Attachment 1 - Motion on Notice - Leave of Absence - Cr Carlos Quaremba

**Kyla Walker**

**Subject:** FW: leave of absence

**From:** Carlos Quaremba <carlos.quaremba@victor.sa.gov.au>
**Sent:** Sunday, 7 December 2025 7:49 AM
**To:** Victoria MacKirdy <vmackirdy@victor.sa.gov.au>
**Cc:** David Kemp <david.kemp@victor.sa.gov.au>
**Subject:** leave of absence

Hi Victoria,

I wish to move a motion to formally request a leave of absence beginning on the 16th December thru to 24th March. I seek this leave period as I am running in the upcoming state election. I am submitting this formal motion to comply with the statuary requirements specified within the South Australian Local Government Act, which states that a formal leave of absence is required to be submitted and approved by the chamber when a councilor is expected to miss three or more consecutive ordinary meetings.

I request that council formally note:

1, That I Carlos Quaremba have been selected as a candidate for the South Australia legislative council in the upcoming state election in March 2026

2. Grant formal leave of absence to myself (Cr Carlos Quaremba) from all council duties, including ordinary meetings, special council meetings, briefing sessions, and other official engagements, for the period commencing 16th December thru to the 24th March 2026

3. Notes that, should I (cr Carlos Quaremba) be successful in being elected that I will be required to resign my position as Councilor for The city of Victor Harbor as required under the South Australian Electoral Act and Local
government act

4. Notes that should I (Cr Carlos Quaremba) be unsuccessful in my bid for election , that I intend to resume my duties as Councilor for the city of Victor Harbor from March 25h.

5. That I (Cr Carlos Quaremba ) seek no renumeration during the period of leave.

Commentary:

My Candidacy for the South Australia legislative council reflects my ongoing commitment to public & community service to Victor harbor and my desire to represent the interest Of South Australians at a broader legislative level.
My request for leave is made in accordance with statutory requirements and demonstrates transparency and respect for council procedure.
This motion ensures that procedural compliance while supporting my (cr Carlos Quaremba) temporary transition into the electoral arena.
I hope that all elected members will support me with my request for leave tonight.

1

## 18.3. Motion on Notice - Traffic Strategy Investigation - Cr Angela Schiller

Committee: Ordinary Council Meeting

Meeting Date: 15 December 2025

Report Author: David Read

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## RECOMMENDATION

*(Cr Angela Schiller to propose her motion)*

That Council requests the Administration to:

1. Investigate and provide costings for the development of a comprehensive Traffic Strategy for the City of Victor Harbor , to be considered as a budget bid for the 2026/27 financial year .

2. Ensure the scope of the proposed Traffic Strategy includes, but is not limited to:

    a. Assessment of future traffic impacts arising from projected growth.

    b. Identification and prioritisation of intersection upgrades.

    c. Review of pedestrian access and pedestrian safety improvements.

    d. Review of existing speed limits and potential future adjustments.

    e. Investigation of potential new road infrastructure required to support future demand.

    f. Collate and present data to support and advocate for upgrades to state managed roads within Victor Harbor and transport corridors linking surrounding regions including potential B-Double access.

3. Ensure that the investigation and costings draw upon, and align with, the City of Victor Harbor Urban Growth Management Strategy , including its growth projections, land-use directions, and infrastructure implications.

*(Alternative recommendation proposed by administration)*

1. That Council requests administration to investigate and prepare costings to address Victor Harbor Urban Growth Management Strategy Actions 3.1A with 3.3A and Actions 1.1B with 3.3B, for consideration as a budget bid for the 2026/27 financial year to inform the subsequent preparation of a future Traffic Strategy.

## PURPOSE

The purpose of this report is to provide for the consideration of a Motion submitted by Cr Angela Schiller pursuant to Regulation 9(1) of the *Local Government (Meeting Procedures) Regulations 2013* in relation to Traffic Strategy Investigation.

A copy of Cr Angela Schiller's written submission and preamble is provided at Attachment 1.

## COUNCIL MEMBER COMMENTARY

*Rationale / Background - The City of Victor Harbor is experiencing ongoing residential, commercial, and visitor growth, resulting in increased pressure on the local road network. As the city continues to expand, it is essential that Council proactively plans for future traffic demands to ensure that the transport network remains safe, efficient, and fit for purpose.*

*The development of a comprehensive Traffic Strategy will provide Council with a structured, evidence-based framework to guide future decision-making and investment. This will enable Council to identify current and emerging traffic issues, prioritise upgrades, and develop staged solutions that support both the community's expectations and the city's long-term strategic direction.*

*The Strategy would consider a wide range of transport and road-network matters, including:*

- *future traffic impacts associated with urban growth*
- *prioritisation of key intersection upgrades*
- *improvements to pedestrian access and safety*
- *speed limit and speed management reviews*
- *identification of potential new road infrastructure to meet future demand*

*Preparation of such a strategy will assist Council in responsibly planning for future budget commitments and capital works programming. Aligning the investigation with the Urban Growth Management Strategy ensures that the Traffic Strategy reflects Council's adopted growth projections, infrastructure requirements, and land-use planning priorities.*

*Undertaking costings at this stage enables the proposal to be formally considered as a budget bid for the 2026/27 financial year , ensuring transparency and forward planning in Council's budget process.*

## OFFICER COMMENTARY

***Victor Harbor Urban Growth Management Strategy 2050 (UGMS)***

There are five short-term Actions (to be addressed within the next 5 years) with indicative budget allocations within the Victor Harbor Urban Growth Management Strategy 2050 (UGMS) that relate to strategically planning for future infrastructure, including traffic management, as outlined below :

***Growth Area Prioritisation and Sequencing***

***Action 3.1A (~$30,000)*** *- Undertake social and community infrastructure investigations to inform growth area prioritisation (related to Action 3.3A). The scope of these investigations is detailed within Appendix 6.*

***Action 3.3A (~$70,000)*** *- Undertake physical and utility infrastructure investigations to inform growth areas prioritisation and funding arrangements (related to action 3.1A). The scope of these investigations is detailed within Appendix 6.*

These two closely related actions require Council to investigate the types of 'local' (only) community, social, physical, and utility infrastructure needed across the broader growth area. Part of this work specifically includes reviewing transport networks, such as:

- The capacity of the local road network
- The ability of existing intersections to manage future demand
- The need to protect the regional freight route

Further information regarding these two actions is provided in Appendix 6 of the UGMS (pages 96-98), which also offers further elaboration and a potentially useful outline for a future project brief.

*Note:* Action 3.1A also aims to help guide the future direction of Victor Harbor by supporting a more balanced age profile in the community, including sourcing opportunities for funding and triggers for when infrastructure will need to be delivered.

***Structure Plan for the Priority Growth Area***

***Action 1.1B (~$200,000)*** *- Prepare a Structure Plan for the Priority Growth Area that considers the Guiding Aspirations (as shown on Map 4).*

***Action 3.3B*** *- Investigate the infrastructure requirements to inform the preparation of a Structure Plan for the Priority Growth Area (shown on Map 6) (related to Action 1.1B)*

***Action 4.1F*** *- Undertake environmental investigations to inform the preparation of a Structure Plan for the Priority Growth Area (see Map 4) (related to Actions 1.1B & 1.1C)*

Similar to addressing the previously mentioned Actions, these three closely related actions require a clear understanding of future infrastructure needs, involving the preparation of a Structure Plan for the Priority Growth Area as identified in Map 4 within the UGMG (page 39). This Structure Plan must include investigations into both utility and traffic infrastructure (including the review of traffic movement, intersections and local roads).

***Greater Adelaide Regional Plan (GARP)***

The above-mentioned UGMS Actions and associated investigations will also need to consider the State Government's population targets and infrastructure demand/capacity as stated within the Greater Adelaide Regional Plan (GARP). The State Government's draft time-line to address the numerous future urban growth Actions within the GARP range from

mid 2026 (Long-Term Infrastructure Planning Investigations) through to 2030 (Greenfield Growth Area Structure Planning).

***Conclusion***

Initiating a Traffic Strategy is just one investigative component considered essential when attempting to strategically plan for Victor Harbor's future growth. Council is yet to consider when, how and who is able to deliver such a complex system of investigative strategic planning exercises. It is important however, for Council to acknowledge its limited resources and prioritise the necessary work required, whilst also being cognisant of focusing on 'local' investigations within the realm of local government and not overlapping with the responsibility of State government's strategic planning role e.g. health, education, major road networks, public transport, water/sewer, utilities etc.

To address the complex challenge of strategic planning for Victor Harbor's future growth and infrastructure provision, a budget bid(s) will need to be prepared for Council's future 2026/27 budget deliberations.

## RISK ASSESSMENT

The following risks have been assessed in line with Council's Risk Management Framework and Policy:

**Employee and Public Safety** - The City of Victor Harbor is committed to maintaining a safe, accessible and reliable road network. Being aware of the projected traffic needs will allow for planning to provide a safer network for all road users including residents, visitors and service providers. This risk is assessed as ***low***.

**Reputation** - The UGMS project demonstrates Council's proactive approach to strategically planning for growth in a sustainable way that protects Victor Harbor's high level of liveability. There is an identified risk to Council's reputation, with both the community and State Government agencies, should Council not proactively participate in the long-term strategic planning, priorities and resource allocation for Victor Harbor. This risk is assessed as ***low.***

**Service Delivery** - There is an identified risk should Council either delay and/or not progress with addressing the actions within the UGMS, as this would impact on Council's ability to be meaningfully engaged with future reviews, actions and implementation phases of the State Government's Greater Adelaide Regional Plan. This risk is assessed as ***low.***

## REFERENCES

**City of Victor Harbor Community Plan 2030**

Aspiration 1 - We are a caring, connected and active community

- Objective 1.5 - Vibrant community places and spaces are safe, welcoming and accessible

Aspiration 3 - We manage growth and change responsibly

- 3.4 - Plan for sustainable development, residential amenity and security of prime agricultural land

Aspiration 5 - We have services and infrastructure that meet our community's needs

- 5.4 - Advocate for improved local and regional transport networks and options

**Other references used:**

Victor Harbor Urban Growth Management Strategy 2025 (UGMS)

Asset Management Plan 2 - Roads, Footpaths, Car Parks and Traffic Devices

## BUDGET IMPLICATIONS

Excluding endorsed budgeted staff resources there are no budget implications in receiving this report however, future budget deliberations will be necessary should Council proceed in progressing with infrastructure investigation projects.

No additional funds are required.

## CONSULTATION

Director Community and Development - Graham Pathuis

Acting Director Environment and Infrastructure - Mark Buckerfield

## ATTACHMENTS

Attachment 1 - Motion on Notice - Traffic Strategy Investigation - Cr Angela Schiller

## Attachment 1 - Motion on Notice - Traffic Study - Cr Angela Schiller

**From:** Angela Schiller
**To:** Council Member Request
**Cc:** Victoria MacKirdy; Graham Pathuis
**Subject:** Adjusted Motion on Notice
**Date:** Saturday, 6 December 2025 1:49:19 PM
**Attachments:** image001.png
image002.png
image003.png
image004.png
image005.png

Hi, please note the following adjustment to part two of my motion on notice.

f. Collate and present data to support and advocate for upgrades to state managed roads within Victor Harbor and transport corridors linking surrounding regions including potential B-Double access.

Motion on Notice – Traffic Strategy Investigation
That Council requests the Administration to:

1. Investigate and provide costings for the development of a comprehensive Traffic Strategy for the City of Victor Harbor , to be considered as a budget bid for the 2026/27 financial year .

2. Ensure the scope of the proposed Traffic Strategy includes, but is not limited to:

a. Assessment of future traffic impacts arising from projected growth.
b. Identification and prioritisation of intersection upgrades .
c. Review of pedestrian access and pedestrian safety improvements .
d. Review of existing speed limits and potential future adjustments.
e. Investigation of potential new road infrastructure required to support future demand.
f. Collate and present data to support and advocate for upgrades to state managed roads within Victor Harbor and transport corridors linking surrounding regions including potential B-Double access.

3. Ensure that the investigation and costings draw upon, and align with, the City of Victor Harbor Urban Growth Management Strategy , including its growth projections, land-use directions, and infrastructure implications.

COUNCIL MEMBER COMMENTS
Rationale / Background - The City of Victor Harbor is experiencing ongoing residential, commercial, and visitor growth, resulting in increased pressure on the local road network. As the city continues to expand, it is essential that Council proactively plans for future traffic demands to ensure that the transport network remains safe, efficient, and fit for purpose.
The development of a comprehensive Traffic Strategy will provide Council with a structured, evidence-based framework to guide future decision-making and investment. This will enable Council to identify current and emerging traffic issues, prioritise upgrades, and develop staged

solutions that support both the community's expectations and the city's long-term strategic direction.

The Strategy would consider a wide range of transport and road-network matters, including:

- future traffic impacts associated with urban growth
- prioritisation of key intersection upgrades
- improvements to pedestrian access and safety
- speed limit and speed management reviews
- identification of potential new road infrastructure to meet future demand

Preparation of such a strategy will assist Council in responsibly planning for future budget commitments and capital works programming. Aligning the investigation with the Urban Growth Management Strategy ensures that the Traffic Strategy reflects Council's adopted growth projections, infrastructure requirements, and land-use planning priorities.

Undertaking costings at this stage enables the proposal to be formally considered as a budget bid for the 2026/27 financial year , ensuring transparency and forward planning in Council's budget process.

**Angela Schiller | Deputy Mayor**
**City of Victor Harbor**
1 Bay Road, Victor Harbor SA 5211

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Email:angela.schiller@victor.sa.gov.au
www.victor.sa.gov.au

VIDEO CALL

# 19. MOTIONS WITHOUT NOTICE

# 20. CONFIDENTIAL ITEMS

## 20.1. CONFIDENTIAL - 2026 Australia Day Awards

Committee: Ordinary Council Meeting

Meeting Date: 15 December 2025

Report Author: Bridget Perre

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## RECOMMENDATION

1. Pursuant to Section 90(2) of the Local Government Act 1999, the Council orders that all members of the public except, the Chief Executive Officer (Victoria MacKirdy), Director Community and Development (Graham Pathuis), Acting Director Environment and Infrastructure (Mark Buckerfield), Director Corporate and Customer Service (Karen Rokicinski), Group Manager Governance and Finance (Kellie Knight-Stacey) and Executive Assistant (Chelsie Butler) be excluded from attendance at the meeting for Agenda Item 20.1 - CONFIDENTIAL - 2026 Australia Day Awards.

    a. The Council is satisfied that, pursuant to Section 90(3)(o) of the Act, the information to be received, discussed or considered in relation to this Agenda Item is information relating to a proposed award recipient before the presentation of the award.

    b. The Council is satisfied that the principle that the meeting be conducted in a place open to the public has been outweighed in the circumstances because the information or matter is confidential.

3. That having considered Agenda Item 20.1 - CONFIDENTIAL - 2026 Australia Day Awards in confidence under Section 90(2) and (3)(o) of the Local Government Act 1999, the Council;

    a. Pursuant to Section 91(7)(a) of the Act orders that the report, attachments and minutes be retained in confidence until the successful recipients have been notified or otherwise determined by the Chief Executive Officer: and

    b. The public be readmitted to the meeting.

## 20.2. CONFIDENTIAL - Special Audit and Risk Committee Minutes - 8 December 2025

Committee: Ordinary Council Meeting

Meeting Date: 15 December 2025

Report Author: Kyla Walker

Council Member Representatives: Mayor Moira Jenkins, Cr Carlos Quaremba

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## RECOMMENDATION

1. Pursuant to Section 90(2) of the Local Government Act 1999, the Council orders that all members of the public except, the Chief Executive Officer (Victoria MacKirdy), Director Community and Development (Graham Pathuis), Acting Director Environment and Infrastructure (Mark Buckerfield), Director Corporate and Customer Service (Karen Rokicinski), Group Manager Governance and Finance (Kellie Knight-Stacey) and Executive Assistant (Chelsie Butler) be excluded from attendance at the meeting for Agenda Item 20.1 - CONFIDENTIAL – Special Audit and Risk Committee Minutes - 8 December 2025.

    a. The Council is satisfied that, pursuant to Section 90(3)(d) (h) and (i) of the Act, the information to be received, discussed or considered in relation to this Agenda Item is information the disclosure of which would involve the unreasonable disclosure of information concerning the Environmental Protection Order for the Asbestos Contaminated Material (ACM) project including commercial information of a confidential nature, legal advice and litigation.

    b. The Council is satisfied that the principle that the meeting be conducted in a place open to the public has been outweighed in the circumstances because the disclosure of details given the information supplied by a third party (being FRWA) contains commercial information of a confidential nature that could reasonable be expected to prejudice the commercial position of the person who supplied the information and because threat of litigation has been made.

3. That having considered this agenda item 20.1 - Agenda Item 20.1 - CONFIDENTIAL – Special Audit and Risk Committee Minutes - 8 December 2025 in confidence under Section 90(2) and (3)(d)(h) and (i) of the Local Government Act 1999, the Council;

    a. Pursuant to Section 91(7)(a) of the Act orders that the report, attachments and minutes be retained in confidence until such time as the negotiations to meet the environmental Protection Order have been concluded and a final agreement executed, or such earlier time as the Council Chief Executive officer determines that the need for confidentiality has ceased; and

b. The public be readmitted to the meeting.

## 20.3. CONFIDENTIAL - Fleurieu Regional Waste Authority First Budget Review 2025/26

Committee: Ordinary Council Meeting

Meeting Date: 15 December 2025

Report Author: Jodi Roberts

## RECOMMENDATION

1. Pursuant to Section 90(2) of the Local Government Act 1999, the Council orders that all members of the public except, the Chief Executive Officer (Victoria MacKirdy), Director Community and Development (Graham Pathuis), Acting Director Environment and Infrastructure (Mark Buckerfield), Director Corporate and Customer Service (Karen Rokicinski), Group Manager Governance and Finance (Kellie Knight-Stacey) and Executive Assistant (Chelsie Butler) be excluded from attendance at the meeting for Agenda Item 20.2 - CONFIDENTIAL - Fleurieu Regional Waste Authority First Budget Review 2025/26.

    a. The Council is satisfied that, pursuant to Section 90(3)(d), (h) and (i) of the Act, the information to be received, discussed or considered in relation to this Agenda Item is information the disclosure of which would involve the unreasonable disclosure of information concerning the Environmental Protection Order for the Asbestos Contaminated Material (ACM) project including commercial information of a confidential nature, legal advice and litigation.

    b. The Council is satisfied that the principle that the meeting be conducted in a place open to the public has been outweighed in the circumstances because the disclosure of details including commercial information of a confidential nature, legal advice and litigation may prejudice Council's position in the negotiations for closure of the Environmental Protection Order.

4. That having considered this agenda item 20.2 - CONFIDENTIAL - Fleurieu Regional Waste Authority First Budget Review 2025/26 in confidence under Section 90(3)(d), (h) and (i) of the Local Government Act 1999, the Council;

    a. Pursuant to Section 91(7)(a) of the Act orders that the report, attachments and minutes be retained in confidence until such time as the negotiations to meet the EPA order have been concluded and a final agreement executed, or such earlier time as the Council Chief Executive Officer determines that the need for confidentiality has ceased: and

    b. The public be readmitted to the meeting.

## 20.4. CONFIDENTIAL - CEO Performance Review Committee Minutes - 19 November 2025

Committee: Ordinary Council Meeting

Meeting Date: 15 December 2025

Report Author: Cathy McEnroe

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## RECOMMENDATION

1. That pursuant to section 90(2) of the Local Government Act 1999, the Council orders that all members of the public except, the Chief Executive Officer (Victoria MacKirdy) and Executive Assistant (Chelsie Butler) be excluded from attendance at the meeting for this Agenda Item - CONFIDENTIAL - CEO Performance Review Committee Minutes - 19 November 2025.

    a. That Council is satisfied that, pursuant to Section 90(2) and (3(a) of the Act, the information to be received, discussed, or considered in relation to this Agenda Item is information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead).

    b. In addition, the disclosure of this information would, on balance, be contrary to the public interest. The public interest in public access to the meeting has been balanced against the public interest in the continued non-disclosure of the information The benefit to the public at large resulting from withholding the information outweighs the benefit to it of disclosure of the information. The Council is satisfied that the principle that the meeting be conducted to be place open to the public has been outweighed in these circumstances because the disclosure of details of the CEO Employment Agreement may lead to the possibility of court action.

5. That having considered this Agenda Item - CONFIDENTIAL - CEO Performance Review Committee Minutes - 19 November 2025, in confidence under Section 90(2) and (3)(a) of the Local Government Act 1999, the Council;

    a. Pursuant to Section 91(7) of the Act orders that the report and discussions be retained in confidence until the next scheduled annual review of confidential items by Council at which time this order will be reviewed and determined in accordance with section 91(9)(a) of the Local Government Act 1999 or as otherwise determined by the Chief Executive Officer; and

    b. The public be re-admitted to the meeting.

## 21. CLOSURE

**Attachment Under Separate Cover - ADJOURNED - Victor Harbor Horse Tram Authority - 2024/25 Annual Report and Financial Statements**

# Attachment Under Separate Cover

## Ordinary Council Meeting – 15 December 2025

**Agenda Item – Victor Harbor Horse Tram Authority 2024-25 Annual Report and Financial Statements**

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VICTOR HARBOR TRAMWAY

VICTOR HARBOR
HORSE TRAM AUTHORITY

# 2024/25 Annual Report



# Victor Harbor Horse Tram Authority
# Annual Report 2024/25

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## Introduction from the Chair

It has been a distinct pleasure to help administer and grow such an iconic attraction across all areas of the Victor Harbor Horse Tram. Over the past year, we have continued to see growth in operations, horse husbandry, staff development, and stakeholder engagement. Although we anticipated a smoother 2024/25, unforeseen challenges including extreme weather and a harmful algal bloom (Karenia mikimotoi) forced service suspensions to protect both staff and horses.

The scope of running the Tram—covering horse care, pasture management, education, retail, and new visitor experiences, is quite vast. Our guiding principle remains "consolidation," ensuring we strengthen the foundation laid over the last three years, particularly with the new stables, while managing programs and daily services without overreaching.

We extend sincere thanks to our staff and management. The public response both online and in person has been overwhelmingly positive. The horses have never looked better, the trams are always pristine, and the team's dedication shows in every detail. The consistent 5-star health ratings for the horses are a testament to their care and to the strength of our two key assets: Humans and Horses.

The new Causeway continues to increase visitation and reaffirm the Tram's cultural and economic value. Visitor satisfaction sits at 90%, reflecting the exceptional service and hospitality provided by Megan, Adrian, the team, and our incredible volunteers. The Stable Complex, made possible through the Building Better Regions Fund and the City of Victor Harbor, continue to evolve as a cornerstone of our offering. Featuring timbers from the Old Causeway, the facility beautifully connects our heritage with a forward-looking visitor experience. The behind-the-scenes experiences have continued to grow in reach and impact, attracting diverse audiences, creating employment, and opening new revenue streams. The merchandise store continues to thrive, exceeding expectations and creating meaningful visitor interactions. Our thanks go to Carol and the volunteers whose dedication and warmth are felt every day.

The energy at the tram office and stables remains consistently upbeat. The love and care shown to the horses, along with the team's warm public engagement, speaks volumes. Visitors enjoy seeing the horses being exercised, groomed, and loved, and our team's passion makes them our best ambassadors.

Through strategic governance and regular reviews, the Board continues working towards our shared vision of making the Victor Harbor Horse Tram the world's leading horse-drawn tram experience. Alongside The Bluff, it remains one of Victor Harbor's most iconic attractions and a proud symbol of South Australia's top tourism destination.

As Chair, I thank the Board for their commitment and the City of Victor Harbor for their continued trust and support. And finally, our deepest thanks to General Manager Megan Whibley, whose leadership, people skills, and fresh thinking have created a supportive, innovative culture.

Despite recent challenges, the Victor Harbor Horse Tram is poised for an exciting future. *Porro et sursum.*

Yours sincerely,



Nigel. M. Catt
**Dip.Ag., Grad.Dip.Sc.**

Chair – Victor Harbor Horse Tram Authority

## About the Victor Harbor Horse Tram

The Horse Tram has a rich history spanning 150 years, tracing its origins to the era when the first horse-drawn wagons transported both freight and passengers along the broad-gauge rail line connecting Goolwa to Port Elliott.

The Victor Harbor Horse Tram, with roots dating back to 1854, has evolved over the years. In 1894, the South Australian Railways introduced a horse-drawn tram service from mainland Victor Harbor to Granite Island, using the same double-deck tram that had been used on the Goolwa Railway. Fast forward to 1986, and the District Council restored the original passenger service from Policeman's Point at the esplanade to Granite Island over the causeway.

Today, the Victor Harbor Horse Tram stands as a popular tourist attraction for visitor, offering a nostalgic journey across the causeway aboard heritage double-decker trams, pulled by our majestic Clydesdale horses.

In October 2018, the Victor Harbor Horse Tram Authority (VHHTA) gained recognition under Section 42 of the *Local Government Act 1999*, serving as a subsidiary of the City of Victor Harbor. Its operations are guided by a Charter detailing its purpose, powers, functions, duties, funding, property, and delegation. The VHHTA Charter was originally approved by the Minister on 17 October 2018 and later updated with minor amendments on 8 September 2022.

The Victor Harbor Horse Tram runs all year round (except for Christmas Day & weather dependant), the service is powered by a team of up to ten Clydesdale horses, four heritage trams, and a passionate team of staff and volunteers. Horses are stabled overnight at VHHTA's purpose-built Stables Complex at Canton Place, with day operations based on the Victor Harbor foreshore, where visitors will find the tram terminal, merchandise store, platform, and support facilities.

## Contributing to the Local Economy

Like many other services, the Horse Tram receives subsidies from the City of Victor Harbor and provides a valuable service to the City of Victor Harbor community on behalf of ratepayers. But the Horse Tram's importance goes far beyond transport, it's a significant part of the region's identity and economy. The tram's impact on nearby businesses became especially clear during the causeway closure in 2018–19, when some traders experienced revenue drops of up to 40%.

The VHHTA is deeply committed to the long-term success of the Horse Tram and works closely with the City of Victor Harbor to protect and grow this treasured asset. Together, we have embarked on a significant revitalisation project, restoring key infrastructure, improving facilities, and enhancing the visitor experience, all while preserving the rich history behind the attraction.

One of the most exciting outcomes of this work has been the completion of the purpose-built Stable Complex. This modern facility not only supports day-to-day operations but also offers a unique "Behind the Scenes" visitor experience, and other offerings. Visitors can now see behind the scenes of the world of the Horse Tram, meet the horses, and see firsthand what it takes to keep this iconic attraction running.

The stables were underpinning a part of a broader strategy to develop new, independent revenue streams that reduce reliance on Council funding. Looking ahead, we plan to expand our experiences and offerings that will support the financial sustainability of the Horse Tram for years to come. Through these efforts, the VHHTA remains focused on ensuring the tram remains a vibrant, resilient, and relevant part of Victor Harbor's story, today and into the future.

## The Board



### Nigel Catt (Chair)

Nigel Catt began in the Australian Wine Industry in 1983 after graduating from Roseworthy Ag College. He has had various roles such as Wine Judge, Winery Manager, 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 made wines in many other countries, consulted to other wineries and the State Government, run Industry Supply Companies at board and management level. He owned the Middleton Winery & Vineyards, developed and built the Flying Fish Café and was a board member for 10 years at Encounter Lutheran College. Also, National Sales and Marketing Consultant for Radoux, a French oak barrel company that he still represents here in Australia. He is the owner of Ocloc Vineyard trellis systems attaining a number of patents, all related to sustainable, ecological and cyclical viticulture.

Nigel has supported and developed many businesses and mentored emerging business-people, here and overseas. Nigel's focus and life has been the Fleurieu Peninsula, specifically Victor Harbor, where he is based with his family and lived since 1989.



### 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 walking, at the beach patrolling or playing hockey with her family.



### Paul Brown

Paul Brown is the former owner of an internationally recognised tourism business. He has also previously been the Chair of Tourism Kangaroo Island and the Australian Tourism Export Council SA. In addition to being a Board member of the Victor Harbor Tram Authority, he is currently a Board member of the Australian Sporting Alliance for People with Disabilities, Chair of Riding for the Disabled Australia, and Deputy Chair of the Aged Rights Advocacy Service.

Paul who is graduate of the Australian Institute of Company Directors Course, has always sought to contribute to his industry and community.



### Natasha Hunt

Natasha Hunt has over two decades of experience working in local government and the tourism industry. Having served on the Executive Team with the District Council of Yankalilla and Alexandrina Council she brings a wealth of knowledge in the areas of governance, strategic planning, community engagement, tourism, communications, and marketing.

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.

## Audit Committee

In accordance with the Local Government Act 1999 and the Charter, the VHHTA was required to establish an Audit Committee. The VHHTA drafted and endorsed the Victor Harbor Horse Tram Authority Audit Committee Terms of Reference, appointed four members, which included two board members and two independent members, and the first meeting occurred on 9 Feb 2021. Since that time an extra independent member has been appointed, to create a 5-member committee for the purposes of decision making and complying with best practice advice from the Local Government Authority.

The VHHTA Audit Committee consult with, and receive professional advice from, an independent financial specialist with expertise in local government finance, to report to Council in the form required.

### Audit Committee Membership

| Member | Representative | Term | Expires |
|---|---|---|---|
| Independent Member(s) | John Morgan | 7 February 2024 | 22 February 2026 |
| Independent Member(s) | Katherine Christ | 7 February 2024 | 22 February 2026 |
| Independent Member(s) | Laura Hodgson | 27 July 2025 | 27 July 2027 |
| VHHTA Board Member | Paul Brown | 22 February 2024 | 22 February 2026 |
| VHHTA Board Member | Nigel Catt | 27 July 2025 | 1 March 2027 |
| **Office Bearers** | | | |
| Chairperson | John Morgan | 7 February 2024 | 22 February 2026 |
| Deputy Chairperson | Laura Hodgson | 27 July 2025 | 27 July 2027 |

## Our Team




The VHHTA Board plays a key role in setting the strategic direction of the organisation, while day-to-day operations are overseen by the General Manager.

Our Head Trainer has been instrumental in developing the capabilities of both our horses and our staff. Their commitment to horse welfare and training has helped shape a skilled and cohesive team. The strong bond they have built with the horses is clear, and their efforts have been recognised through several awards at the Heavy Horse Show this year.

The VHHTA is ultimately responsible for the health and wellbeing of all horses in our care. This year has been challenging yet our team has remained committed and resilient. The horses and staff are regaining their strength, and we're looking forward to a brighter, more stable year ahead.

We have also grown our internal capacity, with a maintenance team and dedicated administration staff now in place. As our team expands, we are focused on recognising, supporting, and developing the individual strengths and talents of our employees.

Throughout the 2024/25 year, the VHHTA was supported by a team of 17 staff, including casual junior team members, tram operators, an administrator, executive assistant, head horse trainer, and assistant manager. At the time of reporting, the organisation had 3.4 full-time equivalent (FTE) permanent staff, with the remaining roles filled by casual employees.

## Our Horses

Our Team of Clydesdales consists of:




**Albert** is our oldest and steadiest Clydesdale. Having said that, he is still young at only fifteen years of age. He really enjoys tram work and coming into the office. 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 junior drivers and equine youngsters and reassures them with his soothing and Zen-like demeanour.




**Murray** is thirteen 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 a sensitive boy, and the staff have special soft, natural bristled brushes that they use especially for Murray so that he can enjoy his grooming experiences.

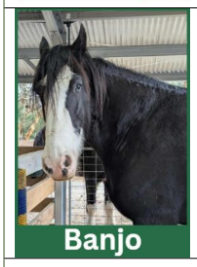



**Elliot** is Elliot, our calmest and slowest team member, is only twelve but already plays a key role in training new staff and drivers. Known for his gentle, goofy nature, he's a public favourite—with many visitors returning just to see him. Staff are often asked if Elliot is working, and his horseshoes are always in demand at the merchandise store.

Sadly, Elliot hasn't fully recovered from Ross River Virus, which he contracted last year. He's still receiving regular vet care and hasn't quite returned to his happy, energetic self. We're continuing to support his recovery and hope to see him back to full health soon.




**Scotty** is the VHHTA's smallest working tram horse but is still a sizeable guy at 16'3 hands high. He is a powerhouse and proving to be a reliable team member, despite his youthful age of nine. Scotty is adorable and full of cheeky character. He loves to play games with staff and his other horse team members. He enjoys time on the beach and is lovely under saddle. He is brave on the causeway and not much worries him, but he does need some encouragement to slow down and smell the roses. Staff describe Scotty as a little trooper. At nine, he is still a youngster and gets special attention to make sure he stays on track to become the tram horse he deserves to be.




**Banjo** is on of the newest members of our tram team, who we welcomed with his brother Malcolm. These brothers are from the same parents and look almost identical, but Banjo has a completely black leg and is about an inch taller than his younger brother.
We're excited to watch these two grow and thrive in the Tramway community, and we hope they'll find their forever home here.




**Barney** is our tallest and youngest tram horse, with a rich red roan coat and a thick, lush mane that perfectly complements his kingly presence. His regal demeanour gives him a high-and-mighty air, but beneath that noble exterior lies a gentle soul who's always first to greet you at the gate, eager to learn and quick to respond to training.
He loves food—plenty of it—and has grand ambitions of becoming the herd leader one day. However, until he earns his place among our joint rulers, Karni, Albert and Murray, he'll have to learn the art of leadership with a little patience. Like true royalty, Barney detests being kept waiting, has a refined palate, and can't stand worming paste.
Barney competed at the 2025 Strathalbyn Heavy Horse Festival and was crowned Best All Round Horse of the day, we have high hopes for 2026!




**Archie is** one of our horses in training, Archie has a lot to learn but shows incredible potential. Affectionate, quick to understand, and always excited to please, he's a natural people-pleaser and thrives on positive reinforcement. He loves posing for photos, getting dressed up, and gearing up for work—his enthusiasm is evident when he gets visibly antsy if left stationary for too long. With a conformation deemed perfect for tram pulling, Archie's future is as bright as his vibrant coat, and we're thrilled to see him succeed.




**Malcolm** or as we affectionately call him, **Mouse**, is one of the newest members of the Tram Team — so new, we're still getting to know him ourselves!
What we can say about these black-and-white beauties so far is that they're dark, mysterious, and gentle giants who love a good scratch — especially Malcolm, who has a ticklish spot just under his armpit.
These brothers from the same parents and look almost identical.
We're excited to watch these two grow and thrive in the Tramway community, and we hope they'll find their forever home here.




**Karni** retired two years ago and went to his forever home. Recently, these owners asked the VHHTA to lease him back and utilise him in our 'Behind the Scenes' experience. Karni has proved to love this, as he is getting fit and well looked after. Since being back, he has shown such sound working health that we may test his tram-pulling abilities again – and he may rejoin the team part-time.

## Our Volunteers



The VHHTA deeply values and acknowledges the ongoing contributions of our dedicated team of volunteers, who continue to play a vital role in the day-to-day operation and public representation of the organisation. In addition to assisting with merchandise sales and customer service, our volunteers are often the first point of contact for visitors. This frontline presence makes them an essential extension of our brand and values.

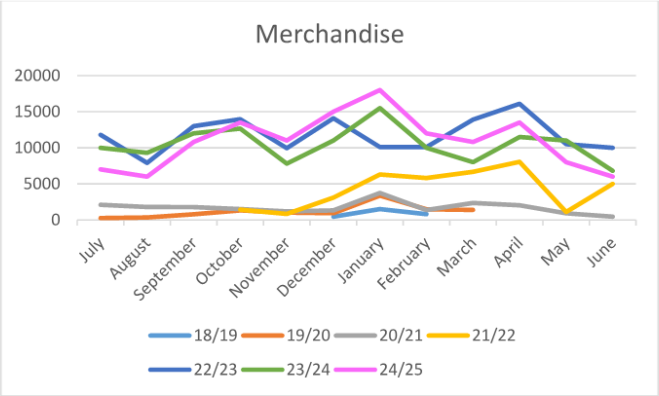
Volunteers also support and facilitate the sale of merchandise at our dedicated retail space, located within the recently refurbished Tram Office building. With the introduction of improved facilities, VHHTA has created a more inviting and functional workspace for volunteers, and as a result, we are seeing encouraging signs of volunteer team growth. This year, we also introduced a new merchandise policy and procedure to streamline the sales process, better utilise our efficient point-of-sale (POS) system, and ensure accurate stock management.

### Merchandise Store

The VHHTA Merchandise store is still an integral part of tram operations with visitors gaining important information from volunteers. However, we have seen a downturn in spending, which is expected in the current economic climate.



The graph below shows the merchandise store income, comparing financial years from 2018/19 through to the end of 2024/25.




## 2024/25 Achievements

### Staff Cultural Roadmap

To support the growth and professional development of our team, the VHHTA engaged Dan Aubin from Daring Humans to develop a comprehensive Cultural Road Map. This initiative was designed to formalise and enhance the induction process for both new and existing team members, ensuring a consistent and engaging experience across the organisation.

The Cultural Road Map was created following an in-depth workshop involving current staff and management. Out of that session came some key goals: helping people better understand their roles, creating smoother transitions for new staff, making sure everyone is properly trained, and building confidence with our systems and processes.

What really made this process special was how collaborative it was - staff from across the team shared their ideas and input on what should be included. By doing this together, we have made sure the process is not only practical but also meaningful, and that everyone feels part of shaping the culture we want to create. It's also helped strengthen teamwork, as people feel heard and valued in decisions that affect how we work.

Our new approach is grounded in five values we have defined together as a team: care, excellence, teamwork, safety, and shared experience. These aren't just words—they are the foundation of how we support each other and our visitors every day.

### Patronage

The VHHTA is honoured to have Her Excellency the Honourable Frances Adamson AC, Governor of South Australia, as a patron of the Victor Harbor Horse Tram. This is a great opportunity for us , and we are actively exploring the best ways to collaborate and leverage her support to raise awareness and strengthen the horse tram's profile.

Last year, we appreciated Her Excellency's involvement in official openings and events, where her presence would bring a special sense of importance and respect. We hoped that by working together, we could highlight the history and culture of the horse tram and also help make Victor Harbor an even more attractive place to visit.

Having Her Excellency as our patron brought a lot of excitement. With her support, we are ready to grow and strengthen the Victor Harbor Horse Tram as a much-loved part of South Australia.

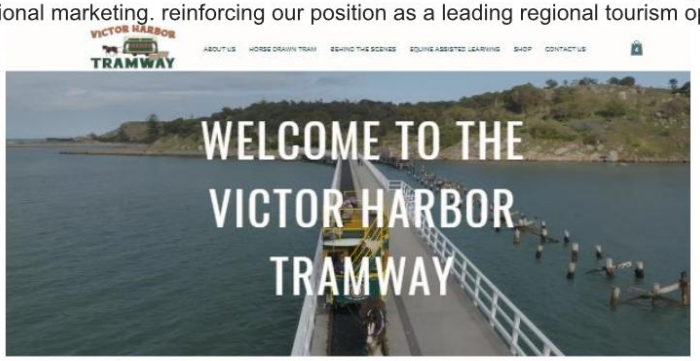
## Website

In February 2025, the VHHTA proudly launched its fully operational Stables website, featuring a new user-friendly booking platform developed in collaboration with Tourism Accelerator. This milestone followed the opening of our Stables Complex and represents a key step forward in our commitment to innovation and promoting visitor engagement.

More than just a booking site, the new website has been strategically developed into a comprehensive all-in-one for what VHHTA has to offer, integrating the iconic Victor Harbor Horse Tram alongside all of the Stables experiences. The website brings together all services, information, testimonials, and offerings under one easy-to-use destination, reflecting our commitment to delivering a streamlined online presence more inline with contemporary industry standards.

The redesigned website features refreshed branding that aligns with our updated visual identity—incorporating modern design elements, our signature colour palette, and a tone of voice consistent with the VHHTA brand. It replaces the outdated site with a clean, visually engaging interface that showcases high-quality, photography and storytelling that better captures the beauty of our horses and offerings.

This year, VHHTA also commenced a strategic marketing collaboration with RAA, aiming to expand our visibility and customer reach across the state. This partnership reflects our ongoing commitment to ongoing professional marketing. reinforcing our position as a leading regional tourism operator.



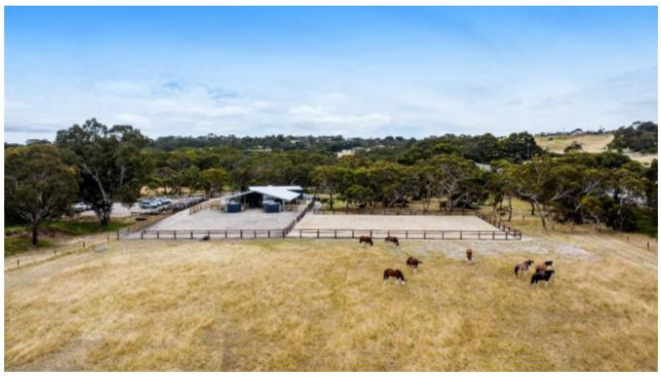

## Grazing Land

Currently, the VHHTA has access to a total of 10 hectares for grazing, which includes Gillespie (6.21 hectares), the original Canton Place site (1.9 hectares), and the newly acquired parcel of land (1.89 hectares). Our current horse team remains compliant with the CVH requirement of not more than two horses per hectare, accounting for the size and potential environmental impact of Clydesdales. However, as this lease will need renewal within the next few years, we are actively seeking new local land options to future-proof our horses' access to adequate grazing land.

The VHHTA undertook significant improvements in land management to future-proof our grazing practices and support our horse team sustainably. Working with SA Water, we have implemented a

recycled water system at our new stables facility allowing for year-round irrigation and reducing our reliance on rainfall and mains water.

Additionally, we adopted professional seeding techniques using a custom biodynamic seed mix, specifically chosen to enhance soil health, promote microbial activity, and encourage self-reseeding. These efforts aim to maximise pasture capacity, increase fodder species diversity, and ensure the long-term viability of our grazing areas, particularly vital as our horse numbers fluctuate and new recruits enter training.



The VHHTA disposes of organic waste, such as manure, through the Fleurieu Regional Waste Authority, (FRWA), saving money on disposal costs, recovering resources and improving the environmental performance of the VHHTA. The VHHTA is constantly striving for ways to lower its ecological footprint. FRWA's organic waste collection service is the perfect solution for manure created when the horses are at the office working. The organic matter is collected from FRWA by Peats Soil and Garden Supplies. Peats is a second-generation, wholly South Australian company, focused on receiving, processing and marketing recyclable organic resources in bulk and bag forms.

## Horses Helping Humans / Equine Assisted Learning

This year, our team has embarked on comprehensive training in Equine Assisted Learning (EAL) through our partnership with Horses Helping Humans™. As part of this training, all staff are developing a deep understanding of the four core temperaments—Choleric, Sanguine, Melancholy, and Phlegmatic—and how these personality types express themselves through body language. Staff are learning to identify conditioned responses in clients and how to adapt their communication techniques to engage each temperament effectively and respectfully.

At the heart of the Horses Helping Humans™ approach is a powerful collaboration between horse and human. Through a series of natural horsemanship ground skill exercises, each with a strong psychological foundation, participants build essential life skills such as emotional regulation, self-confidence, non-verbal communication, and interpersonal awareness. These sessions are particularly impactful for individuals with learning difficulties, who often find the structure accessible and feel a sense of calm and confidence early in the program.

The Horses Helping Humans™ program continues to deliver profound, lasting outcomes. Participants leave with not just new skills, but a deeper awareness of how they interact with others, and the confidence to make positive changes in their lives.

## Expanded Offerings

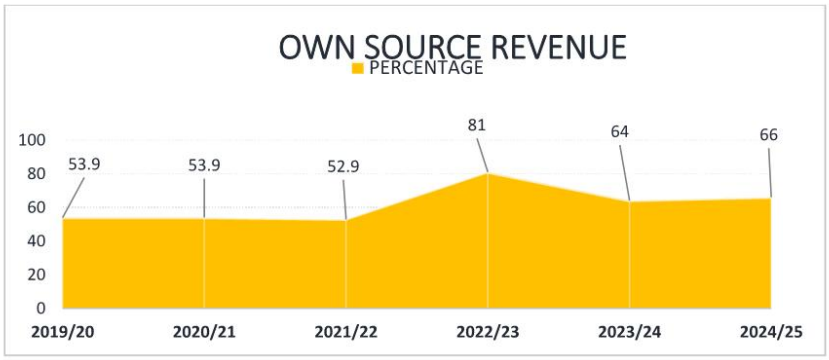
In 2024/25, VHHTA broadened its program offerings, placing a strong emphasis on community engagement, educational experiences, and operational resilience. New initiatives such as Equine-Assisted Learning (EAL), Coffee & Clydes sessions, and an Open Day at The Stables have attracted a wide cross-section of visitors and strengthened connections with both local residents and the broader regional community.

These experiences provide guests with unique, behind-the-scenes access and more personal interactions with our horses and staff, fostering a deeper appreciation of our heritage operations and equine care. Importantly, they also support the diversification of our income streams, helping to mitigate the operational challenges posed by unforeseen disruptions to the traditional horse tram service.




Additionally, we have increased marketing activity to raise public awareness of our expanded offerings. We are also actively promoting our corporate day packages, further leveraging the versatility of the Stables as a venue for tailored group experiences and events.

Through these efforts, VHHTA continues to evolve its offerings in response to changing conditions while remaining true to its mission of delivering enriching tourism experiences.




## Giving Back

The Horse Tram takes great pride in its role in supporting the broader community, including organisations like the Women's & Children's Hospital Foundation 'Laklinyeri' Beach House, nestled in the scenic Encounter Lakes of Victor Harbor. This remarkable holiday retreat offers families a serene environment to unwind and create cherished memories. Specifically designed and equipped to cater to the needs of children with complex medical conditions and those in palliative care, it serves as a haven of comfort and respite. As part of our commitment to giving back, the Horse Tram extends complimentary travel experiences to families staying at Laklinyeri. Each year, approximately twenty large, extended family groups benefit from this gesture. Additionally, the Horse Tram contributes to various charitable initiatives by donating gift vouchers for family tram rides. These vouchers are often included in raffle prizes, aiding in fundraising efforts for noble causes. Moving forward, the VHHTA remains dedicated to continuing its philanthropic efforts, ensuring ongoing support for the region and its families.




## Sponsorship Opportunities and Partnerships

Now that the VHHTA is fully established at The Stables, we are excited to see new sponsorship opportunities opening up. With the launch of our new Stables website, we have introduced a refreshed sponsorship program that offers a variety of tailored packages to suit different levels of engagement. These packages are designed to deliver meaningful benefits to sponsors while supporting our ongoing work with the horses and the broader community.

We remain incredibly proud and grateful for our current sponsors, whose contributions help us progress toward our goals. This year we were pleased to welcome a new sponsor—Victor Harbor Motors, who generously committed to sponsoring our much-loved horse Barney for 12 months. Their support assists with Barney's feed, veterinary care, and overall wellbeing. We are excited to offer similar sponsorship opportunities for our other horses and hope more donors will be inspired to get involved.

Our sponsor ShedEx has continued its valued support at The Stables, and we were also thrilled to welcome Mt Compass Feeds as a new sponsor this year. These partnerships are vital to maintaining high standards of horse care and contributing to their wellbeing.

VHHTA also saw growth in our annual pass program, which has been strengthened by the generous support of our annual pass partners. Businesses such as Hotel Victor, Girdler Amusements, Nino's Café, Urimbirra Wildlife Park, and All Sweets & Treats provide exclusive benefits to our members, making the annual pass more appealing and helping drive community engagement.

## Annual South Australian Heavy Horse Festival

The VHHTA once again proudly participated in the South Australian Heavy Horse Festival at Strathalbyn, held in May 2025. Building on our previous presence, this year's event proved to be an extraordinary showcase of our horses' strength, training, and character.

Our team achieved outstanding results, taking home a series of honours that highlighted the skill of both our horses and handlers. This year's achievements included:

1st Place in:

- Open Sled Pull
- Fancy Dress
- Pumpkin Snatch
- Open Horse Course
- Open Driver Long Rein

2nd Place in Log Snig

3rd Place in Novice Horse Course

Best Driver Overall In-Ground

Barney: Best Overall Horse on ground

These results not only reflect the exceptional ability and temperament of our Clydesdales, but also the hard work and dedication of the VHHTA training team. Winning Best Overall Horse and Best All Over Driver In-Ground are particularly significant recognitions, cementing our position as a leading organisation in the preservation and celebration of heavy horse traditions.

### Enterprise Bargaining Agreement

During 2024/25, we actively negotiated a new Enterprise Bargaining Agreement (EB) to come into effect during 2025. This new agreement will continue for a further three years and builds on the strong foundation set by our previous EB, which was successfully registered with the South Australian Employment Tribunal and has been in place from 2022 to 2025.

While our agreement continues to be aligned with the City of Victor Harbor's EB, we have taken steps to ensure it also reflects the unique and evolving needs of our business. This approach allows us to maintain consistency and fairness while also introducing elements that are tailored specifically to our team, culture, and the nature of our work.

## 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.

## Looking Ahead

The 2024/25 financial year has been a time of both growth and challenge for the Victor Harbor Horse Tram. We have introduced new programs, refined internal processes, developed staff trainings, formed valuable strategic partnerships, and made improvements in our land management. These advances have strengthened our organisation and is investing in the foundation for future sustainability. However, the year has also reminded us of the critical importance of resilience, robust support, and ongoing investment.

Our dedicated team has continued to innovate, adapt, and advocate for the resources needed to preserve and enhance this iconic South Australian attraction. Despite our best efforts, we were confronted by significant challenges, including the devastating algal bloom and recurring health issues among our beloved horses. These events tested our operational capacity and required swift, coordinated responses.

As we look ahead to 2025/26, we do so with optimism. We hope for a year free from horse illness and injury, fewer weather-related disruptions, and the complete dissipation of the algal bloom. We are also aiming to boost ticket sales and increase behind-the-scenes engagement at the stables, offering more ways for visitors to connect with the heritage and heart of the Horse Tram.

## Financial Results

The 2024/25 end of year financial result is at a deficit, mostly due to a restricted Tram service over some of our busiest holiday periods and the disruptions of the algal bloom experienced in Victor Harbor.

Victor Harbor Tram Authority Budget 2024/25

| Income | Description | ACTUALS YTD 24/25 | Original | Revised 3 | Difference Budget V Actuals | Variance Comments |
|---|---|---|---|---|---|---|
| Ticket Sales | Casual and Group bookings | 783,587 | 836,000 | 916,000 | 132,413 | Closed due to algal bloom and lack of working horses during peak periods to make the most of the tourist season. |
| | Souvenir sales and donations | 128,681 | 166,600 | 161,600 | 32,919 | Sign of the cost of living |
| | Behind the scenes | 55,719 | 217,900 | 63,600 | 7,881 | Still growing a new business |
| | DIT Boom gate monitoring | 39,163 | 45,000 | 45,000 | 5,837 | Fewer new card holders during the financial year |
| | Council Contribution | 365,000 | 365,000 | 365,000 | - | |
| | Interest and Other Income | 17,592 | 51,000 | 46,000 | 28,408 | Two new sponsors during the financial year |
| **Total Income** | | **1,389,742** | **1,681,500** | **1,597,200** | **207,458** | |

| Expenses | Description | ACTUALS YTD 24/25 | Original | Revised 3 | Difference Budget V Actuals | Variance Comments |
|---|---|---|---|---|---|---|
| Employee Costs | Salaries, superannuation & workcover | 934,383 | 991,400 | 981,400 | 47,017 | Staff wage cost saving where possible in the closed periods |
| Depreciation | Depreciation for fixed assets | 78,119 | 74,500 | 74,500 | (3,619) | Recycled water system depreciation not budgeted |
| Administration | Travel, stationary, printing, communication, insurance, utilities, training and development | 127,097 | 135,700 | 141,000 | 13,903 | |
| Maintenance | Building, stables, tram, paddock and equipment maintenance | 44,298 | 41,900 | 43,800 | (498) | |
| | Horse Care - feed, farrier and vet fees | 129,977 | 110,000 | 110,000 | (19,977) | Horse vet costs and increase in feed costs due to lack of grazing - drought |
| Marketing | Advertising, promotions, and souvenir purchases | 69,452 | 83,900 | 78,900 | 9,448 | |
| Other Expenses | Committee, cleaning, consultants, professional services, FBT, volunteer and staff amenities | 129,425 | 160,000 | 128,300 | (1,125) | |
| Administration charge | Rent on Assets | 10,500 | 17,700 | 17,700 | 7,200 | |
| Corporate Support | IT, Finance, Records and Administration | 36,637 | 81,400 | 36,600 | (37) | |
| **Total Expenses** | | **1,559,887** | **1,696,500** | **1,612,200** | **52,313** | |

| | | | | | | |
|---|---|---|---|---|---|---|
| Net gain (loss) from sale of assets | | - | 15,000 | 15,000 | 15,000 | Asset (float) not on asset register (gifted), $15k revenue included in other income |
| **Net Surplus (Deficit)** | | **(170,145)** | **0** | **0** | **170,145** | |

# Victor Harbor Horse Tram Authority

## General Purpose Financial Reports

## for the year ended 30 June 2025

# Victor Harbor Horse Tram Authority

## General Purpose Financial Reports

## for the year ended 30 June 2025

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## Victor Harbor Horse Tram Authority
## Annual Financial Statements
**for the year ended 30 June 2025**

### CERTIFICATION OF FINANCIAL STATEMENTS

We have been authorised by the 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 2025 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.

.....
**Megan Whibley**
**General Manager**
Date: 24/9/25

.....
**Nigel Catt**
**Chairperson**

## Victor Harbor Horse Tram Authority

### Statement of Comprehensive Income

### for the year ended 30 June 2025

| | Notes | 2025 $'000 | 2024 $'000 |
|---|---|---|---|
| **INCOME** | | | |
| User charges | 2 | **968** | 870 |
| Other income | 2 | **422** | 408 |
| **Total Income** | | **1,390** | 1,278 |
| **EXPENSES** | | | |
| Employee costs | 3 | **967** | 883 |
| Materials, contracts & other expenses | 3 | **497** | 466 |
| Depreciation, amortisation & impairment | 3 | **78** | 67 |
| Finance costs | 3 | **18** | 12 |
| **Total Expenses** | | **1,560** | 1,428 |
| **OPERATING SURPLUS / (DEFICIT)** | | **(170)** | (150) |
| **NET SURPLUS / (DEFICIT)** transferred to Equity Statement | | **(170)** | (150) |
| **TOTAL COMPREHENSIVE INCOME** | | **(170)** | (150) |

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 2025

| ASSETS | Notes | 2025 $'000 | 2024 $'000 |
|---|---|---|---|
| **Current Assets** | | | |
| Cash and cash equivalents | 4 | **16** | 51 |
| Trade & other receivables | 4 | **3** | 35 |
| **Total Current Assets** | | **19** | 86 |
| **Non-current Assets** | | | |
| Infrastructure, property, plant & equipment | 6 | **328** | 321 |
| Other non-current assets | 5 | **-** | 4 |
| **Total Non-current Assets** | | **328** | 325 |
| **Total Assets** | | **347** | 411 |
| **LIABILITIES** | | | |
| **Current Liabilities** | | | |
| Trade & other payables | 7 | **93** | 40 |
| Borrowings | 7 | **19** | 34 |
| Provisions | 7 | **68** | 84 |
| **Total Current Liabilities** | | **180** | 158 |
| **Non-current Liabilities** | | | |
| Borrowings | 7 | **290** | 220 |
| Provisions | 7 | **30** | 16 |
| **Total Non-current Liabilities** | | **320** | 236 |
| **Total Liabilities** | | **500** | 394 |
| **NET ASSETS** | | **(153)** | 17 |
| **EQUITY** | | | |
| Accumulated surplus | | **(153)** | 17 |
| **Total Authority Equity** | | **(153)** | 17 |
| **TOTAL EQUITY** | | **(153)** | 17 |

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 2025

| 2025 | Notes | Acc'd Surplus $'000 | TOTAL EQUITY $'000 |
|---|---|---|---|
| Balance at end of previous reporting period | | 17 | 17 |
| **Net Surplus / (Deficit) for Year** | | (170) | (170) |
| **Balance at end of period** | | (153) | (153) |

| 2024 | Notes | Acc'd Surplus $'000 | TOTAL EQUITY $'000 |
|---|---|---|---|
| Balance at end of previous reporting period | | 167 | 167 |
| **Net Surplus / (Deficit) for Year** | | (150) | (150) |
| **Balance at end of period** | | 17 | 17 |

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 2025

| | Notes | 2025 $'000 | 2024 $'000 |
|---|---|---|---|
| **CASH FLOWS FROM OPERATING ACTIVITIES** | | | |
| ***Receipts:*** | | | |
| User charges | | **991** | 856 |
| Other revenues | | **435** | 408 |
| ***Payments:*** | | | |
| Employee costs | | **(971)** | (853) |
| Materials, contracts & other expenses | | **(448)** | (495) |
| Finance payments | | **(16)** | (11) |
| **Net Cash provided by (or used in) Operating Activities** | 8 | **(9)** | (95) |
| **CASH FLOWS FROM INVESTING ACTIVITIES** | | | |
| ***Payments:*** | | | |
| Expenditure on renewal/replacement of assets | | **(22)** | - |
| Expenditure on new/upgraded assets | | **(59)** | (182) |
| **Net Cash provided by (or used in) Investing Activities** | | **(81)** | (182) |
| **CASH FLOWS FROM FINANCING ACTIVITIES** | | | |
| ***Receipts:*** | | | |
| Proceeds from borrowings | | **90** | 200 |
| ***Payments:*** | | | |
| Repayment of principal portion of lease liabilities | | **(35)** | (33) |
| **Net Cash provided by (or used in) Financing Activities** | | **55** | 167 |
| **Net Increase (Decrease) in cash held** | | **(35)** | (110) |
| Cash & cash equivalents at beginning of period | 8 | **51** | 161 |
| **Cash & cash equivalents at end of period** | 4 | **16** | 51 |

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 2025

#### Note 1 - Material 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 Accounting Standards**

This general purpose financial report has been prepared on a going concern basis using the historical cost convention 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 dated 24th September 2025.

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 as 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 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 material to the financial statements are specifically referred to in the relevant sections of these Notes.

**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 SA Local Government Act 1999 and has its principal place of business at 1 Bay Road, Victor Harbor. These consolidated financial statements include the Authority's direct operations and all entities through which the Authority controls resources to carry out its functions. In the process of reporting on the Authority as a single unit, all transactions and balances between activity areas and controlled entities have been eliminated.

**3 Income recognition**

**3.1 Revenue**

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 'sufficiently specific' performance obligations, the transaction is accounted for under AASB 15 where income is recognised when (or as) the performance obligations are satisfied (i.e. when it transfers control of a product or service to a customer). 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 the Authority enters into transactions where the consideration to acquire an asset is materially 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 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 entity satisfies its obligations under the transfer.

## Victor Harbor Horse Tram Authority

**Notes to and forming part of the Financial Statements**

**for the year ended 30 June 2025**

**Note 1 - Material Accounting Policies**

**4 Cash, Cash Equivalents and Other Financial Instruments**

**4.1 Cash, Cash Equivalent Assets**

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

**4.2 Other Financial Instruments**

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, except for trade receivables from a contract with a customer, which are measured at the transaction price. A detailed statement of the accounting policies applied to financial instruments also form part of Note 9.

**5 Infrastructure, Property, Plant & Equipment**

**5.1 Initial Recognition**

All assets are initially recognised at cost. For assets acquired at no cost or for nominal consideration, cost is determined as fair value at the date of acquisition.

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". 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. 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.

**5.2 Materiality**

Assets with an economic life in excess of one year are only capitalised where the cost of acquisition exceeds materiality thresholds established by the Authority for each type of asset. In determining (and in annually reviewing) such thresholds, regard is had to the nature of the asset and its estimated service life. Examples of capitalisation thresholds applied during the year are given in Note 6. No capitalisation threshold is applied to the acquisition of land or interests in land.

**5.3 Depreciation of Non-Current Assets**

Other than land, all infrastructure, property, plant and equipment assets recognised are systematically depreciated over their useful lives on a straight-line basis which, in the opinion of the Authority, best reflects the consumption of the service potential embodied in those assets.

Depreciation methods, useful lives and residual values of classes of assets are reviewed annually.

Major depreciation periods for each class of asset are shown in Note 6. Depreciation periods for infrastructure assets have been estimated based on the best information available to the Authority, but appropriate records covering the entire life cycle of these assets are not available, and extreme care should be used in interpreting financial information based on these estimates.

**5.4 Impairment**

Assets whose future economic benefits are not dependent on the ability to generate cash flows, and where the future economic benefits would be replaced if the Authority were deprived thereof, are not subject to impairment testing.

Other assets that are subject to depreciation are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount (which is the higher of the present value of future cash inflows or value in use).

Where an asset that has been revalued is subsequently impaired, the impairment is first offset against such amount as stands to the credit of that class of assets in Asset Revaluation Reserve, any excess being recognised as an expense.

## Victor Harbor Horse Tram Authority

**Notes to and forming part of the Financial Statements**

**for the year ended 30 June 2025**

**Note 1 - Material Accounting Policies**

**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.

**6.2 Payments Received in Advance & Deposits**

Amounts (other than grants) received from external parties in advance of service delivery, and security deposits held against possible damage to Authority assets, are recognised as liabilities until the service is delivered or damage reinstated, or the amount is refunded as the case may be.

**7 Provisions**

**7.1 Employee Benefits**

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 on costs) 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 on-costs) 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.

| | |
|---|---|
| Weighted average discount rate | 1.40% (2024, 4.11%) |
| Weighted average settlement period | 1.60 years (2024, 2.61 years) |

No accrual is made for sick leave as the Authority 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.

Superannuation:

The Authority makes employer superannuation contributions in respect of its employees to the Hostplus Superannuation Scheme. The Scheme has two types of membership, each of which is funded differently. Details of the accounting policies applied and Authority's involvement with the schemes are reported in Note 13.

**8 Leases**

The Authority assesses at contract inception whether a contract is, or contains, a lease. That is, if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

**Authority as a lessee**

The Authority recognises lease liabilities to make lease payments and right-of-use assets representing the right to use the underlying assets.

i) Right-of-use assets

The Authority recognises right-of-use assets at the commencement date of the lease. Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities recognised, initial direct costs incurred, lease payments made at or before the commencement date less any lease incentives received and the estimate of costs to be incurred to restore the leased asset.

Right of use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets, as follows:

- Plant and equipment 3 to 10 years

## Victor Harbor Horse Tram Authority

**Notes to and forming part of the Financial Statements**

**for the year ended 30 June 2025**

**Note 1 - Material Accounting Policies**

The right-of-use assets are also subject to impairment. Refer to the accounting policies in section 5.4 - Impairment of non-financial assets above.

ii) Lease liabilities

At the commencement date of the lease, the Authority recognises lease liabilities measured at the present value of lease payments to be made over the lease term. In calculating the present value of lease payments, the Authority uses its incremental borrowing rate or the interest rate implicit in the lease.

**9 Goods & Services Tax**

In accordance with interpretation of Abstract 1031 “Accounting for the Goods & Services Tax”

- 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.

**10 Economic Dependence**

The Authority provides horse tram services to the City of Victor Harbor (the Council) 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.
In addition, under Section 14 of Part 1 Schedule 2 of the Local Government Act 1999 (SA) the liabilities incurred or assumed by a subsidiary are guaranteed by the Council.

For the 2024/25 financial year, the Council's contributed income accounted for 26.26% (2023/24: 28.56%) of the 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 2025**

### Note 2 - INCOME

| | Notes | 2025 $'000 | 2024 $'000 |
|---|---|---|---|
| **USER CHARGES** | | | |
| Ticket Sales | | **828** | 739 |
| Souvenir Sales | | **140** | 131 |
| | | **968** | 870 |
| **OTHER INCOME** | | | |
| Council Contributions | | **365** | 365 |
| Department of Infrastructure & Transport Payments | | **39** | 39 |
| Other | | **18** | 4 |
| | | **422** | 408 |

### Note 3 - EXPENSE

| | Notes | 2025 $'000 | 2024 $'000 |
|---|---|---|---|
| **EMPLOYEE COSTS** | | | |
| Salaries and Wages | | **763** | 711 |
| Employee leave expense | | **65** | 52 |
| Superannuation - defined contribution plan contributions | 13 | **92** | 78 |
| Workers' Compensation Insurance | | **15** | 11 |
| Other employment related costs | | **32** | 31 |
| **Total Operating Employee Costs** | | **967** | **883** |
| ***Total Number of Employees*** | | **9** | **8** |
| *(Full time equivalent at end of reporting period)* | | | |

## Victor Harbor Horse Tram Authority

### Notes to and forming part of the Financial Statements

### for the year ended 30 June 2025

#### Note 3 - EXPENSE

| | | | |
|---|---|---|---|
| **MATERIALS, CONTRACTS & OTHER EXPENSES** | | | |
| Prescribed Expenses | | | |
| Auditor's Remuneration | | | |
| - Auditing the financial reports | | **4** | 3 |
| Bad and Doubtful Debts | | **1** | - |
| Board expenses | | **12** | 14 |
| Lease Expenses - short term leases | 12 | **11** | 10 |
| Subtotal - Prescribed Expenses | | **28** | 27 |
| Other Materials, Contracts & Expenses | | | |
| Advertising | | **16** | 21 |
| Insurance | | **52** | 46 |
| Maintenance | | **174** | 159 |
| Office Expenses | | **10** | 11 |
| Printing & Stationery | | **4** | 4 |
| Professional services | | **91** | 89 |
| Souvenirs | | **53** | 48 |
| Utilities | | **18** | 20 |
| Training and Development | | **22** | 22 |
| Clothing and Safety | | **12** | 6 |
| Vehicle Expenses | | **17** | 13 |
| Subtotal - Other Materials, Contracts & Expenses | | **469** | 439 |
| | | **497** | 466 |
| **DEPRECIATION, AMORTISATION & IMPAIRMENT** | | | |
| **Depreciation** | | | |
| Plant & Equipment | | **45** | 34 |
| Right of use assets | 12 | **33** | 33 |
| | | **78** | 67 |
| **FINANCE COSTS** | | | |
| Bank Fees | | **6** | 6 |
| Interest on Loans | | **11** | 4 |
| Interest on Leases | | **1** | 2 |
| | | **18** | 12 |

## Victor Harbor Horse Tram Authority

**Notes to and forming part of the Financial Statements**

**for the year ended 30 June 2025**

### Note 4 - CURRENT ASSETS

| | Notes | 2025 $'000 | 2024 $'000 |
|---|---|---|---|
| **CASH & EQUIVALENT ASSETS** | | | |
| Cash on Hand and at Bank | | **14** | 40 |
| Short Term Deposits & Bills, etc | | **2** | 11 |
| | | **16** | 51 |
| **TRADE & OTHER RECEIVABLES** | | | |
| Debtors - general | | **4** | 27 |
| GST Recoupment | | **-** | 5 |
| Prepayments | | **-** | 3 |
| **Total** | | **4** | 35 |
| Less: Provision for expected credit losses | | **(1)** | - |
| | | **3** | 35 |

### Note 5 - NON-CURRENT ASSETS

| | Notes | 2025 $'000 | 2024 $'000 |
|---|---|---|---|
| **OTHER NON-CURRENT ASSETS** | | | |
| Capital Works-in-Progress | | **-** | 4 |
| | | **-** | 4 |

## Victor Harbor Horse Tram Authority

### Notes to and forming part of the Financial Statements

### for the year ended 30 June 2025

**Note 6 - INFRASTRUCTURE, PROPERTY, PLANT & EQUIPMENT (IPP&E)**

| | | 2024 $'000 | | | | 2025 $'000 | | | |
|---|---|---|---|---|---|---|---|---|---|
| | Fair Value Level | Fair Value | Cost | Acc' Dep'n | Carrying Amount | Fair Value | Cost | Acc' Dep'n | Carrying Amount |
| Plant & Equipment | | - | 320 | (52) | 268 | - | 405 | (97) | 308 |
| Right of use assets | | - | 166 | (113) | 53 | - | 166 | (146) | 20 |
| **Total IPP&E** | | - | 486 | (165) | 321 | - | 571 | (243) | 328 |
| ***Comparatives*** | | - | *308* | *(98)* | *210* | - | *486* | *(165)* | *321* |

*This Note continues on the following pages.*

| | 2024 $'000 | Carrying Amounts Movement During the Year $'000 | | | | | | | | 2025 $'000 |
|---|---|---|---|---|---|---|---|---|---|---|
| | Carrying Amount | Additions | | Disposals | Dep'n | Impair't | Transfers | | Net Reval'n | Carrying Amount |
| | | New / Upgrade | Renewals | | | | In | Out | | |
| Plant & Equipment | 268 | 63 | 22 | - | (45) | - | - | - | - | **308** |
| Right of use assets | 53 | - | - | - | (33) | - | - | - | - | **20** |
| **Total IPP&E** | **321** | **63** | **22** | **-** | **(78)** | **-** | **-** | **-** | **-** | **328** |
| ***Comparatives*** | *210* | ***178*** | **-** | **-** | ***(67)*** | **-** | **-** | **-** | **-** | *321* |

*This note continues on the following pages.*

## Victor Harbor Horse Tram Authority

**Notes to and forming part of the Financial Statements**

**for the year ended 30 June 2024**

**Note 6 (con't) – INFRASTRUCTURE, PROPERTY, PLANT & EQUIPMENT**

**Valuation of Assets**

**General Valuation Principles**

***Accounting procedure:*** Upon revaluation, the current new replacement cost and accumulated depreciation are re-stated such that the difference represents the fair value of the asset determined in accordance with AASB 13 *Fair Value Measuremen* t: accumulated depreciation is taken to be the difference between current new replacement cost and fair value.

***Capitalisation thresholds*** used by the Authority for a representative range of assets are shown below. No capitalisation threshold is applied to the acquisition of land or interests in land.

| | |
|---|---|
| Software | 50,000 |
| Buildings | 10,000 |
| Infrastructure | 10,000 |
| Major Plant and Equipment | 5,000 |
| Minor Plant and Equipment | 1,000 |
| IT and Office Equipment | 1,000 |
| Furniture and Fittings | 1,000 |
| Other | 1,000 |

***Estimated Useful Lives:*** Useful lives are estimated for each individual asset. In estimating useful lives, regard is had to technical and commercial obsolescence, as well as legal and other limitations on continued use. The range of useful lives for a representative range of assets is shown below, although individual assets may have an estimated total useful life of greater or lesser amount:

| | |
|---|---|
| Plant, Furniture & Equipment | |
| Café Equipment | 5 to 8 years |
| Office Furniture | 5 to 10 years |
| Vehicles and Road-making Equip | 5 years |
| Other Plant & Equipment | 5 to 10 years |
| Other Assets | |
| Right-of-use assets (refer Note 12) | 5 to 7 years |

All assets are recognised at cost.

## Victor Harbor Horse Tram Authority

### Notes to and forming part of the Financial Statements

### for the year ended 30 June 2025

**Note 7 - LIABILITIES**

| | | 2025 | | 2024 | |
|---|---|---|---|---|---|
| | | $'000 | | $'000 | |
| **TRADE & OTHER PAYABLES** | **Notes** | **Current** | **Non-current** | Current | Non-current |
| Goods & Services | | **38** | **-** | - | - |
| Accrued expenses - employee entitlements | | **37** | **-** | 24 | - |
| Accrued expenses - other | | **10** | **-** | 16 | - |
| GST Payable | | **8** | **-** | - | - |
| | | **93** | **-** | 40 | - |
| **BORROWINGS** | | | | | |
| Loans | | **-** | **290** | - | 200 |
| Leases Liabilities | 12 | **19** | **-** | 34 | 20 |
| | | **19** | **290** | 34 | 220 |

*All interest bearing liabilities are secured over the future revenues of the Authority.*

| | | | | |
|---|---|---|---|---|
| **PROVISIONS** | | | | |
| LSL Employee entitlements (including oncosts) | **42** | **30** | 49 | 16 |
| AL Employee entitlements (including oncosts) | **26** | **-** | 35 | - |
| | **68** | **30** | 84 | 16 |

| ***Movements in Provisions - 2025 year only*** *(current & non-current)* | *Insurance Losses* | *Future Reinstate-ment* | *Leave & Other Provision* |
|---|---|---|---|
| *Opening Balance* | - | - | *100* |
| *Add Additional amounts recognised* | - | - | *24* |
| *(Less) Payments* | - | - | *(26)* |
| *Closing Balance* | **-** | **-** | *98* |

## Victor Harbor Horse Tram Authority

### Notes to and forming part of the Financial Statements

### for the year ended 30 June 2025

#### Note 8 - 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 Cash Flow Statement is reconciled to the related items in the Balance Sheet as follows:

| | Notes | 2025 $'000 | 2024 $'000 |
|---|---|---|---|
| Total cash & equivalent assets | 4 | **16** | 51 |
| Balances per Cash Flow Statement | | **16** | 51 |

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

| | | |
|---|---|---|
| Net Surplus (Deficit) | **(170)** | (150) |
| Non-cash items in Income Statement | | |
| Depreciation, amortisation & impairment | **78** | 67 |
| Net increase (decrease) in unpaid employee benefits | **11** | 28 |
| Change in allowances for under-recovery | **1** | - |
| | **(80)** | (55) |
| Add (Less): Changes in Net Current Assets | | |
| Net (increase) decrease in receivables | **39** | (17) |
| Net increase (decrease) in trade & other payables | **32** | (23) |
| **Net Cash provided by (or used in) operations** | **(9)** | (95) |

**(c) Financing Arrangements**

Unrestricted access was available at balance date to the following lines of credit:

| | | |
|---|---|---|
| Bank Overdrafts | | |
| Corporate Credit Cards | **3** | 3 |
| LGFA Cash Advance Debenture facility | **10** | - |

The bank overdraft facilities may be drawn at any time and may be terminated by the bank without notice.

## Victor Harbor Horse Tram Authority

### Notes to and forming part of the Financial Statements

### for the year ended 30 June 2025

#### Note 9 - FINANCIAL INSTRUMENTS

**All financial instruments are categorised as *loans and receivables.***

**Accounting Policies - Recognised Financial Instruments**

**Bank, Deposits at Call, Short Term Deposits**

**Accounting Policy:** initially recognised at fair value and subsequently measured at amortised cost, interest is recognised when earned

**Terms & conditions:** Short term deposits have average interest rates of 4.54% (2024: 4.52%).

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

**Receivables** - Fees & other charges

**Accounting Policy:** initially recognised at fair value and subsequently measured at amortised cost. An impairment provision is recognised using the expected credit loss method

**Terms & conditions:** Unsecured, and do not bear interest. Although the Authority is not materially exposed to any individual debtor, credit risk exposure is concentrated within the Authority's boundaries.

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

**Liabilities** - Creditors and Accruals

**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.

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

**Carrying amount:** approximates fair value.

**Liabilities** - Finance Leases

**Accounting Policy:** accounted for in accordance with AASB 16 as stated in Note 12.

**Liquidity Analysis**

| **2025** | Due < 1 year | Due > 1 year ≤ 5 years | Due > 5 years | Total Contractual Cash Flows | Carrying Values |
|---|---|---|---|---|---|
| **Financial Assets** | $'000 | $'000 | $'000 | $'000 | $'000 |
| Cash & Equivalents | **16** | - | - | **16** | **16** |
| Receivables | **3** | **-** | **-** | **3** | **3** |
| **Total** | **19** | **-** | **-** | **19** | **19** |
| **Financial Liabilities** | | | | | |
| Payables | **46** | **-** | **-** | **46** | **46** |
| Lease Liabilities | **19** | **-** | **-** | **19** | **19** |
| Non-Current Borrowings | **-** | **-** | **290** | **290** | **290** |
| **Total** | **65** | **-** | **290** | **355** | **355** |

## Victor Harbor Horse Tram Authority

### Notes to and forming part of the Financial Statements

### for the year ended 30 June 2025

**Note 9 - FINANCIAL INSTRUMENTS (con't)**

| 2024 | Due < 1 year | Due > 1 year; ≤ 5 years | Due > 5 years | Total Contractual Cash Flows | Carrying Values |
|---|---|---|---|---|---|
| **Financial Assets** | $'000 | $'000 | $'000 | $'000 | $'000 |
| Cash & Equivalents | 51 | - | - | 51 | 51 |
| Receivables | 35 | - | - | 35 | 35 |
| **Total** | 86 | - | - | 86 | 86 |
| **Financial Liabilities** | | | | | |
| Payables | - | - | - | - | - |
| Lease Liabilities | 35 | 20 | - | 55 | 54 |
| Non-Current Borrowings | - | - | 200 | 200 | 200 |
| **Total** | 35 | 20 | 200 | 255 | 254 |

**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 Exposures:

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 impairment. All Authority investments are made with the SA Local Government Finance Authority and are guaranteed by the SA Government. Except as detailed in Note 4 in relation to individual classes of receivables, exposure is concentrated within the Authority's boundaries, and 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 Management Policy (LGA Information Paper 15), liabilities have a range of maturity dates. The Authority also has available a range of bank overdraft and standby borrowing facilities that it can access.

Interest Rate Risk is the risk that future cash flows will fluctuate because of changes in market interest rates. The Authority has a balance of both fixed and variable interest rate borrowings and investments. Cash flow fluctuations are managed holistically in seeking to minimise interest costs over the longer term in a risk averse manner.

## Victor Harbor Horse Tram Authority

### Notes to and forming part of the Financial Statements

### for the year ended 30 June 2025

#### Note 10 - FINANCIAL INDICATORS

These Financial Indicators have been calculated in accordance with *Information Paper 9 - Local Government Financial Indicators* prepared as part of the LGA Financial Sustainability Program for the Local Government Association of South Australia. Detailed methods of calculation are set out in the SA Model Statements.

| | **2025** | 2024 | 2023 |
|---|---|---|---|
| **Operating Surplus Ratio** | | | |
| Operating Surplus / Total Operating Income | -12.2% | -11.7% | 11.7% |

*This ratio expresses the operating surplus as a percentage of total operating revenue.*

| | | | |
|---|---|---|---|
| **Net Financial Liabilities Ratio** | | | |
| Net Financial Liabilities / Total Operating Income | 35% | 24% | 3% |

*Net Financial Liabilities are defined as total liabilities less financial assets. These are expressed as a percentage of total operating revenue.*

| | | | |
|---|---|---|---|
| ***Adjusted Operating Surplus Ratio*** | -12.2% | -11.7% | 11.7% |
| ***Adjusted Net Financial Liabilities Ratio*** | 35% | 24% | 3% |

| | | | |
|---|---|---|---|
| **Asset Renewal Funding Ratio** | | | |
| Outlays on Existing Assets / Asset Renewals - IAMP | **80%** | 0% | 0% |

*Asset renewals expenditure is defined as capital expenditure on the renewal and replacement of existing assets relative to the optimal level planned, and excludes new capital expenditure on the acquisition of additional assets.*

## Victor Harbor Horse Tram Authority

### Notes to and forming part of the Financial Statements

### for the year ended 30 June 2025

#### Note 11 - UNIFORM PRESENTATION OF FINANCES

The following is a detailed summary of both operating and capital investment activities of the Authority prepared on a modified Uniform Presentation Framework basis, adjusted for timing differences associated with prepaid Federal assistance Grants required to be recognised as revenue on receipt in accordance with Australian Accounting Standards.

All Councils in South Australia have agreed to summarise annual budgets and long-term financial plans on the same basis.

The arrangements ensure that all local government organisations provide a common 'core' of financial information, which enables meaningful comparisons of their finances.

| | **2025** | 2024 |
|---|---|---|
| | **$'000** | $'000 |
| **Income** | | |
| *User charges* | **968** | 870 |
| *Other income* | **422** | 408 |
| | **1,390** | 1,278 |
| **Expenses** | | |
| *Employee costs* | **(967)** | (883) |
| *Materials, contracts and other expenses* | **(497)** | (466) |
| *Depreciation, amortisation and impairment* | **(78)** | (67) |
| *Finance costs* | **(18)** | (12) |
| | **(1,560)** | (1,428) |
| **Operating Surplus / (Deficit)** | **(170)** | (150) |
| **Net Outlays on Existing Assets** | | |
| Capital Expenditure on renewal and replacement of Existing Assets | **(22)** | - |
| Add back Depreciation, Amortisation and Impairment | **78** | 67 |
| | **56** | 67 |
| **Net Outlays on New and Upgraded Assets** | | |
| Capital Expenditure on New and Upgraded Assets *(including investment property & real estate developments)* | **(59)** | (182) |
| Finance Lease Payments for Right of Use Assets | **(35)** | (33) |
| | **(94)** | (215) |
| **Adjusted Annual Net Impact to Financing Activities surplus/ (deficit)** | **(208)** | (298) |

## Victor Harbor Horse Tram Authority

### Notes to and forming part of the Financial Statements

### for the year ended 30 June 2025

**Note 12 - LEASES**

***Authority as a Lessee***

***Right of Use Assets***

The Authority has entered into a hire agreement with the City of Victor Harbor for the use of plant and equipment used in the delivery of horse tram services.

Set out below are the carrying amounts (written down value) of right of use assets recognised within Infrastructure Propery, Plant & Equipment and the movements during the period:

| **Right of Use Assets** *(Carrying Value)* | **Plant, Machinery & Equipment** | **Total** |
|---|---|---|
| At 1 July 2024 | **53** | **53** |
| Depreciation Charge | **(33)** | **(33)** |
| **At 30 June 2025** | **20** | **20** |

Set out below are the carrying amounts of lease liabilities (including under interest bearing loans and borrowings) and the movements during the period:

| | **2025** |
|---|---|
| Opening Balance 1 July 2024 | 54 |
| Payments | **(35)** |
| **Closing Balance 30 June 2025** | **19** |
| | |
| **Current** | 19 |
| **Non Current** | **-** |

The maturity analysis of lease liabilities is included in Note 9.

The Authority had total cash outflows for leases of $35,000

**The following are amounts recognised on profit or loss:**

| | |
|---|---|
| Depreciation expense right of use assets | 33 |
| Interest expense on lease liabilities | 1 |
| Expenses relating to short term leases | 11 |
| **Total amount recognised in profit and loss** | 45 |

## Victor Harbor Horse Tram Authority

**Notes to and forming part of the Financial Statements**

**for the year ended 30 June 2025**

**Note 13 – SUPERANNUATION**

The Authority makes employer superannuation contributions in respect of its employees to Hostplus (formerly Local Government Superannuation Scheme and Statewide Super). There are 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 (11.5% in 2024-25; 11% in 2023-24). 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 to Salarylink as determined by the Fund's Trustee based on advice from the appointed Actuary. The rate is currently 6.3% (6.3% in 2023-24) 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 119.34(a), 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 Willis Towers Watson as at 30 June 2023. 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 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 net assets of the scheme, and no further liability attaches to the Authority.

## Victor Harbor Horse Tram Authority

**Notes to and forming part of the Financial Statements**

**for the year ended 30 June 2025**

**Note 14 - RELATED PARTY DISCLOSURES**

**KEY MANAGEMENT PERSONNEL**

The Key Management Personnel of the Authority include the Members of the Board, CEO and certain prescribed officers under section 112 of the Local Government Act 1999.
In all, 5 persons were paid the following total compensation:

| | **2025** | 2024 |
|---|---|---|
| | **$** | $ |
| Salaries, allowances & other short term benefits | **150** | **145** |
| Post-employment benefits | **13** | **12** |
| Long term benefits | **3** | 3 |
| **TOTAL** | **166** | 160 |

Allowances / benefits incurred in the ordinary course of performing the KMPs role, and amounts paid as direct reimbursement of expenses incurred on behalf of the Authority have not been included above.

**PARTIES RELATED TO KEY MANAGEMENT PERSONNEL**

No key management personnel or parties related to them had any transactions during the year on terms more favourable than those available to the general public.

| **Related Party Entities** | **Sale of Goods & Services $'000** | **Amounts Outstanding from Related Parties $'000** | **Description of Services Provided to Related Parties** |
|---|---|---|---|
| City of Victor Harbor | 365 | - | 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.

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**INDEPENDENT AUDITOR'S REPORT ON THE FINANCIAL REPORT**

**To the members of the Victor Harbor Horse Tram Authority**

**Report on the Audit of the Financial Report**

**Opinion**

We have audited the accompanying financial report of the Victor Harbor Horse Tram Authority (the Authority), which comprises the statement of financial position as at 30 June 2025, the statement of comprehensive income, statement of changes in equity and cash flow statement for the year then ended, notes comprising a summary of significant accounting policies and other explanatory information.

In our opinion, the accompanying financial report presents fairly, in all material aspects, the financial position of the Authority as at 30 June 2025, and its financial performance and its cash flows for the year then ended in accordance with the Australian Accounting Standards, Local Government Act 1999 and Local Government (Financial Management) Regulations 2011.

**Basis for Opinion**

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of our report. We are independent of the Authority in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our ethical responsibilities in accordance with the Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

**Emphasis of Matter – Economic Dependence**

We draw attention to note 1.10 of the financial report, which describes that the Authority is economically dependent on City of Victor Harbor contributed income to fund the cost of its operations. Our opinion is not modified in respect of this matter.

**Authority's Responsibility for the Financial Report**

The Authority is responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards (including the Australian Accounting Interpretations), the Local Government Act 1999 and the Local Government (Financial Management) Regulations 2011 and for such internal control as the Authority determines is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the Authority is responsible for assessing the Authority's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Authority either intends to liquidate the Authority or to cease operations, or has no realistic alternative but to do so. Those charged with governance are responsible for overseeing the Authority's financial reporting process.

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Galpins Trading Pty Ltd
ABN: 89 656 702 886

Liability limited by a scheme approved
under Professional Standards Legislation

**Auditor's Responsibility for the Audit of the Financial Report**

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit of the financial report in accordance with Australian Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit of the financial report in order to design audit procedures that are appropriate in the circumstances.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of the Authority's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Authority's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Authority to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

**GALPINS ACCOUNTANTS, AUDITORS & BUSINESS CONSULTANTS**



**Tim Muhlhausler** CA, Registered Company Auditor
Director

29 / 09 / 2025

## Victor Harbor Horse Tram Authority
### Annual Financial Statements
### for the year ended 30 June 2025
### CERTIFICATION OF AUDITOR INDEPENDENCE

To the best of our knowledge and belief, we confirm that, for the purpose of the audit of Victor Harbor Horse Tram Authority for the year ended 30 June 2025, the Authority's Auditor, Galpins, has maintained its independence in accordance with the requirements of the Local Government Act 1999 and the Local Government (Financial Management) Regulations 2011 made under that Act.

This statement is prepared in accordance with the requirements of Regulation 22(3) *Local Government (Financial Management) Regulations 2011*.

Megan Whibley
General Manager

John Morgan
Audit Committee Chair

Date: 24.9.2025

**STATEMENT BY AUDITOR**

I confirm that, for the audit of the financial statements of Victor Harbor Horse Tram Authority for year ended 30 June 2025, I have maintained my independence in accordance with the requirements of APES 110 – Code of Ethics for Professional Accountants (including Independence Standards), Part 4A, published by the Accounting Professional and Ethical Standards Board, in accordance with the Local Government Act 1999 and the Local Government (Financial Management) Regulations 2011 made under that Act.

This statement is prepared in accordance with the requirements of Regulation 22 (5) Local Government (Financial Management) Regulations 2011



Tim Muhlhausler
Galpins

Dated this 29th day of September 2025.