



9 April 2021

Contact for Apologies: General Manager

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File Ref: GOV9.14.041

Dear Board Member

NOTICE OF MEETING

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

DATE: Tuesday, 13 April 2021

TIME: 3:15pm

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

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

Yours faithfully

Megan Whibley

General Manager

Victor Harbor Horse Tram Authority

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



1. Open Meeting/Welcome

2. Attendance

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

Megan Whibley (General Manager VHHTA)
Pauline Corcoran (Minute Secretary CVH) via Zoom

Kellie Knight-Stacey (Director Corporate and Customer Service)

3. Apologies

Nil

4. Minutes of Previous meeting

4.1 Minutes - Victor Harbor Horse Tram Authority Board – 9 February 2021 5

55

5. Adjourned Item(s)

Nil

6. Reports for Receiving and Noting only

6.1 Resolution Register Report 12

7. Reports for Decision

7.1 Draft 2020/23 Business Plan Report 18
7.2 Draft Operating Budget 2021/22 Report 44
7.3 Draft Behind the Scenes & VIP Experiences Business Plan Report 51

8. Presentation(s)



Nil

9. Discussion Items – No decision(s)

Nil

10. Correspondence Received

Nil

11. Urgent Business without Notice

Nil

12. Confidential Reports

Nil

Next Meeting

Tuesday 15 June 2021, 10:30am – Encounter Room

Meeting Close

Please be advised

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

- *To comply with COVID-19 physical distancing requirements, places in the public gallery are limited and will be filled on a 'first in' basis.*



Meeting **Victor Harbor Horse Tram Authority**
Date **13 April 2021**
From **Megan Whibley**
Subject **Minutes of the Previous Meeting**
Report Number **4.1**

RECOMMENDATION

That the minutes of the previous Victor Harbor Horse Tram Authority Board meeting held Tuesday, 9 February 2021 be confirmed as a true and accurate record.

INFORMATION

Purpose

The purpose of this report is to present the Victor Harbor Horse Tram Authority minutes for the meeting held on 9 February 2021 for confirmation.

Background

The Victor Harbor Horse Tram Authority minutes for the meeting held Tuesday, 9 February 2021 were received at the Ordinary Council meeting held Monday 22 February 2021.

Commentary

The minutes for the Victor Harbor Horse Tram Authority meeting held Tuesday, 9 February 2021 were distributed to Members on Friday, 12 February 2021

A copy of the minutes are provided at Attachment A.

RISK ASSESSMENT

Legal and Compliance – The minutes were prepared and distributed to members in line with legislation. This risk is assessed as **low**.

REFERENCES

Nil

BUDGET IMPLICATIONS

Excluding endorsed budgeted staff resources there are no budget implication in confirming the Victor Harbor Horse Tram Authority minutes.

No additional funds are required.

CONSULTATION

Victor Harbor Horse Tram Authority Board members

Director Corporate and Customer Service – Karen Rokicinski



7.2 Proposed Ticket Price Increase Report

VHHTA218 Moved: Carol Schofield
 Seconded: Rachel Kennedy

1. That the Victor Harbor Horse Tram Authority receive and note the proposed Ticket Price increase Report.

VHHTA219 Moved: Rachel Kennedy
 Seconded: Nigel Catt

2. That the Victor Harbor Horse Tram Authority endorses the proposed ticket price increases, as detailed in this report, to come into effect from 1 March 2021.

CARRIED

7.3 Proposed draft plans for the Tram office and Merchandise Area Report

VHHTA220 Moved: Rachel Kennedy
 Seconded: Natasha Hunt

1. That the Victor Harbor Horse Tram Authority receive and note the proposed draft plans for the Tram office and Merchandise Area Report.

VHHTA221 Moved: Rachel Kennedy
 Seconded: Natasha Hunt

2. That the Victor Harbor Horse Tram Authority endorse the Proposed draft plans for the Tram office and Merchandise Area Report, and provide it to Council for approval.

CARRIED

7.4 Draft Stable Plan for Tender Report

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



VHHTA222 Moved: Carol Schofield
 Seconded: Rachel Kennedy

1. That the Victor Harbor Horse Tram Authority receive and note the Draft Stable Plan for Tender Report.

CARRIED

8. Presentations

Nil

9. Discussion Items – No decision(s)

- 9.1 Merchandise Gross Margin Report 2020/21 – June to December

10. Correspondence Received

Nil

11. Urgent Business without Notice

At 4:12pm the General Manager tabled the Landowner Consent and Letter of Support Report and provided it to board members.

11.1 Landowner Consent and Letter of Support Report.

VHHTA223 Moved: Carol Schofield
 Seconded: Rachel Kennedy

1. That the Victor Harbor Horse Tram Authority Board receive and note the landowner consent and letter of support report.
2. That the Victor Harbor Horse Tram Authority request that, subject to grant funding, Council support the updated Stable project design allowing for an increased visitor experience and future revenue streams with a net zero impact on the capital budget.
3. That the Victor Harbor Horse Tram Authority request a letter of support from Council to assist in the grant submission through the Building Better Regions Fund – Infrastructure Projects Stream.

A handwritten signature in black ink, appearing to be 'Carol Schofield', with a dotted line underneath it.



agenda item 12.1 CONFIDENTIAL – Audit Committee Additional Independent Member Report.

The Authority 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 (living or dead), being an Audit Committee candidate because of personal, private information.

The Authority is satisfied that the principle that the meeting be conducted in a place open to the public has been outweighed in the circumstances because of a duty to protect a private individual's personal details.

At 4:43 pm Kellie Knight-Stacey left the meeting.

VHHTA227 *Retained in Confidence*

VHHTA228 Moved: Nigel Catt
 Seconded: Rachel Kennedy

That the Board go out of confidence having considered agenda item 12.1 CONFIDENTIAL – Audit Committee Additional Independent Member Report;

(1) That having considered this item in confidence under Section 90(2) and (3)(a) of the Local Government Act 1999, the Council/Council Committee, pursuant to Section 91(7 & 9) of the Act orders that the report, minutes and relevant attachment be retained in confidence until a public announcement has been made, and that this order be reviewed every 12 months (if the confidentiality period is longer than 12 months in duration).

(2) The public be readmitted to the meeting.

CARRIED

13. Next Meetings

Tuesday 13 April 2021, 3:15pm – Encounter Room

Minutes of the Victor Harbor Horse Tram Authority
Board Meeting
For meeting Tuesday 9 February 2021
Commencing at 3:00pm Encounter Room



14. Meeting Closed.

4:48 pm

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

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



Meeting **Victor Harbor Horse Tram Authority**

Date **13 April 2021**

From **Megan Whibley**

Subject **Resolutions Register Report**

Report Number **6.1**

RECOMMENDATION

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

INFORMATION

Purpose

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

Background

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

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

Commentary

The current outstanding resolutions register is provided at attachment A.

RISK ASSESSMENT

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

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

BUDGET IMPLICATIONS

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

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



Attachment A
VHHTA – Outstanding Resolutions Register – updated 10-Apr-21
 *newest at top

Date	Minute Number	Resolution	Status/Update
<i>Leave blank</i>			
9 February 2021	VHHTA223	<p>That the Victor Harbor Horse Tram Authority request that, subject to grant funding, Council support the updated Stable project design allowing for an increased visitor experience and future revenue streams with a net zero impact on the capital budget.</p> <p>That the Victor Harbor Horse Tram Authority request a letter of support from Council to assist in the grant submission through the Building Better Regions Fund – Infrastructure Projects Stream.</p>	<p>Complete – Council approved the updated stable project design on 22 February 2021.</p> <p>Complete – A letter of support was approved by Council on 22 February 2021 and a letter was provided to the Authority and submitted with its application.</p>
9 February 2021	VHHTA221	<p>That the Victor Harbor Horse Tram Authority endorse the Proposed draft plans for the Tram office and Merchandise Area Report, and provide it to Council for approval.</p>	<p>Complete – Council approved the Proposed draft plans for the Tram office and Merchandise Area on 22 February 2021.</p>
9 February 2021	VHHTA219	<p>That the Victor Harbor Horse Tram Authority endorses the proposed ticket price increases, as detailed in this report, to come into effect from 1 March 2021.</p>	<p>Complete – Ticket prices were increased in line with the report on 1 March 2021 and have been well received by the public.</p>
1 December 2020	VHHTA209	<p>That the General Manager present a report to the Victor Harbor Horse Tram Authority Board prior to the setting of the 2021/2022 budget, that includes information on our training policy and our budget requirements for training, so as to provide direction for the Board.</p>	<p>In Progress – Training Policy for VHHTA is in early stages of development, in consultation with CVH.</p>



Attachment A

Date	Minute Number	Resolution	Status/Update
<p>25 August 2020</p>	<p>VHHTA180</p>	<p>That the Victor Harbor Horse Tram Authority recommend to Council’s Chief Executive Officer that the Horse known as Karni, who is currently retired from duties with the Victor Harbor Horse Tram, be the subject of a transfer of ownership, ensuring that the new owner has demonstrated capability, capacity and an appropriate environment that will provide for the horse’s ongoing care and wellbeing.</p> <p>That the Victor Harbor Horse Tram Authority support the rehoming of Karni to Aleysha Austin and recommend this option to Council’s Chief Executive Officer.</p> <p>That the conditions of sale include that Karni is not to be used for any commercial purpose.</p> <p>That the sale of Karni will proceed only after a successful trial period has been undertaken.</p>	<p>Signed documentation for the trial period was obtained and a trial period was undertaken with great results.</p> <p>The approval has been received from the CEO, Victoria MacKirdy for Karni’s retirement.</p> <p>The final process needs to be implemented with the purchase amount of \$1 to occur.</p> <p>Complete</p> <p>Complete</p>
<p>16 June 2020</p>	<p>VHHTA175</p>	<p>That the Victor Harbor Horse Tram Authority determines to engage an External Auditor and that the Board approves appointment of an external auditor for a three year period, with the possibility of a further two years if both parties are in agreement, through VHHTAs usual procurement processes as delegated to the General Manager or delegate; and that Council’s Audit Committee is utilised for oversight of the External Auditor engagement, pending the formation of the Authority’s Audit Committee.</p>	<p>In Progress - Quotes have been received from Dean Newberry Group and Galpins, with the latter being the cheaper of the two. Forms have been sent back to Galpins in order to engage them as the VHHTA External Auditor.</p>
<p>17 Dec 2019</p>	<p>VHHTA147</p>	<p>That with reference to minute VHHTA40 as detailed in this report regarding improvements to the Causeway Horse Tram Station, the matter be discontinued in light of the new causeway alignment and that the Authority</p>	<p>Ongoing – liaising with Council/DPTI regarding future of Causeway and infrastructure needs of VHHTA.</p>



Attachment A

Date	Minute Number	Resolution	Status/Update
		work with DPTI and/or Council to ensure that the future design of any new facilities and infrastructure are suitable to the ongoing needs of the VHHTA.	Meetings occurred with VHHTA GM and Adrian Cox 1.12.2020. Construction has begun and open communication via email and by phone are occurring almost daily.
17 Dec 2019	VHHTA135	That the Board view the video produced by the Friends of the Victor Harbor Horse Tram to determine suitability to display in the office window and give delegation to the General Manager to purchase a monitor up to the value to \$500.	In progress - Carol Schofield has shared video with the other Board members – Discussions with the Board in June 2020 about the actual footage not being of great quality so as better footage is produced the monitor will be purchased. Monitor still to be purchased – Video content needs updating, work in progress.
17 Dec 2019	VHHTA132	That the Board include outstanding items from the Work Program in their review of the VHHTA Business Plan 2019-21 to consolidate the direction of the Authority and streamline reporting so that it is against the current business plan.	Complete
17 Sept 2019	VHHTA108	That the Victor Harbor Tram Authority modify the works program by delaying the Tram 4 action for 12 months and removing the ticket machine action from the works program	In progress - To be a 2021/22 Budget Bid Current Capital budget bids are with Council for their consideration.
20 Aug 2019	VHHTA96	That the Victor Harbor Horse Tram Authority examine the policy associated with sales and Merchandise.	In progress – this needs to be developed.



Attachment A

Date	Minute Number	Resolution	Status/Update
20 Aug 2019	VHHTA97	That the Victor Harbor Horse Tram Authority review the volunteer policy.	In progress – email sent to Board with the policy to review.



Meeting **Victor Harbor Horse Tram Authority**
Date **13 April 2021**
From **Megan Whibley**
Subject **Draft Business Plan 2020-23**
Report Number **7.1**

RECOMMENDATION

- 1. That the Victor Harbor Horse Tram Authority Board receive and note the Draft Business Plan 2020-2023 Report.**
- 2. That the Victor Harbor Horse Tram Authority Board endorse the Draft Business Plan 2020-2023 and provide the plan to City of Victor Harbor.**

INFORMATION

Purpose

The purpose of this report is to present the draft Business Plan 2020-23 of the Victor Harbor Horse Tram Authority (VHHTA) to the Board for endorsement, prior to being presented to City of Victor Harbor Council at their Ordinary Council meeting to be held on 26 April 2021.

Background

In accordance with Clause 8 of Schedule 2 of the Local Government Act (the Act), subsidiaries are required to prepare and adopt business plans in accordance with their Charter:

8—Business plans

- (1) A subsidiary must, in consultation with the council, prepare and adopt a business plan consistent with its charter.
- (2) A subsidiary and the council must ensure that the first business plan of the subsidiary is prepared within six months after the subsidiary is established.
- (3) A business plan of a subsidiary continues in force for the period specified in the plan or until the earlier adoption by the subsidiary of a new business plan.
- (4) A subsidiary must, in consultation with the council, review its business plan on an annual basis.
- (5) A subsidiary may, after consultation with the council, amend its business plan at any time.
- (6) A business plan must set out or include—
 - (a) the performance targets that the subsidiary is to pursue; and
 - (b) a statement of the financial and other resources, and internal processes, that will be required to achieve the subsidiary's performance targets; and
 - (c) the performance measures that are to be used to monitor and assess performance against targets.

Commentary

The first draft business plan spanned 2019-2021. Regardless of the two year span of the plan the Act requires a review of the business plan at least every 12 months. As the VHHTA is now further established, it has considered a business plan that spans a longer period, 2020-23, with planned annual reviews to ensure that priorities detailed within the plan remain current.

Amendments can be made to the business plan whenever changes are required and that this can be prior to the required 12 monthly reviews. Should the draft Business Plan 2020-2023 be endorsed at this meeting, it will be provided to Council for their 26 April 2021 meeting. The Draft Business Plan 2020-2023 is provided at Attachment A.

RISK ASSESSMENT

Corporate Governance – The VHHTA is required to review the business plan annually. The draft business plan is consistent with the VHHTA Charter, as required by the Act. The risk is assessed as *low*.

Socio Political, Community Issues / Reputation - The Board are continuing to find ways to generate own-source income to reduce dependency on Council funding which will go toward appeasing any community concern regarding the use of ratepayer money to fund horse tram operations. There could be opportunity for the VHHTA to provide information to the Victor Harbor community around the benefits of the planned service expansion and the potential reduction in required council contribution. This risk is assessed as *Low*.

Service Delivery – Progress against projects identified in the VHHTA Business Plan facilitates the VHHTA being able to continue service delivery into the future. The risk is assessed as *low*.

REFERENCES

The Victor Harbor Horse Tram Authority Charter

The Local Government Act 1999

BUDGET IMPLICATIONS

The Draft Business Plan has been prepared with consideration of resources available to the Victor Harbor Horse Tram Authority, however there may be budget implications from some aspects of the business plan which will need to be carefully considered and prioritised over the life of the plan to manage budget impacts. Impacts will need to be incorporated into future budgets and budget reviews as they become clearer, but it is thought that additional revenue from improved operations, service expansion marketing and sponsorship will go some way to offsetting these costs.

CONSULTATION

Victor Harbor Horse Tram Board Members



VICTOR HARBOR
HORSE TRAM AUTHORITY

Business Plan



Victor Harbor Horse Tram Authority Business Plan 2021 - 2023

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About the Victor Harbor Horse Tram

The history of the Horse Tram dates back 150 years to when the first horse drawn wagons hauled freight and passengers along the broad gauge rail line connecting Goolwa to Port Elliott.

The Victor Harbor Horse Tram has been in operation in some form since 1854. In 1894, the South Australian Railways introduced a new horse drawn tram service from mainland Victor Harbor to Granite Island using the same double-deck tram that was used on the Goolwa Railway. In 1986, the District Council restored the original passenger service from Policeman's Point at the esplanade to Granite Island over the causeway.

The Victor Harbor Horse Tram as we now know it, is a tourist attraction which provides a historic passenger experience between the City of Victor Harbor Esplanade and Granite Island.

The Victor Harbor Horse Tram runs all year round (except for Christmas Day), with the operation comprising of up to eight Clydesdale horses, four renovated double decker trams and a team of friendly staff.

In 2015, the City of Victor Harbor Council requested a review of the Horse Tram management structure to explore options for the future that would make the service less reliant on City of Victor Harbor rates revenue and move it further towards financial self-sustainability.

The review determined that the most appropriate structure for the Horse Tram was to become a subsidiary of Council and in October 2018, the Victor Harbor Horse Tram Authority (the Authority) was gazetted under Section 42 of the Local Government Act.

The Horse Tram service is conducted on the Victor Harbor foreshore from a complex which supports a terminal, office and corral for the horses, as well as storage facilities for the heritage style trams. The Clydesdales are paddocked on land on the outskirts of Victor Harbor and the horses are collected and returned to this location daily.

The Horse Tram is a community service that is important to the Victor Harbor economy.





About the Victor Harbor Horse Tram Authority

The Victor Harbor Horse Tram Authority (the Authority) is a subsidiary of the City of Victor Harbor (Council), established under section 42 of the *Local Government Act 1999*. The Authority is governed by a Charter approved by the Minister on 17 October 2019, which details its purpose, powers, functions, duties, funding, property and delegation as well as the role, function and requirements of the Authority Board, among other things. The Charter was gazetted on 25 October 2018.

The Horse Tram, like many other services, is subsidised by Council and provides a valuable service to the City of Victor Harbor community on behalf of ratepayers. It serves as an important and highly significant contributor to the economy of Victor Harbor. The positive effect that this service has on other local businesses became most apparent during the period of the causeway closure in 2018-19. The Horse Tram is part of what makes this city thrive!

Message from the Chair

This has been a significant year of progress for the Authority. With thanks to the City of Victor Harbor we have security of Land Tenure for the horses and have had funding secured for the long overdue stable complex.

We continue to look forward, with an application pending for the Building Better Regions fund that if successful will allow us to continue with the second stage of development of the stable complex. This development will enhance the visitor involvement by providing a VIP visitor centre that will provide a first-class hands-on horse experience. Not only will this facility attract more visitors to the Victor Harbor region but increase employment and economic activity and it will provide an additional source of income for the authority reducing the impact on the City of Victor Harbor.

Covid has severely impacted the numbers we have been able to carry on the Tram due to capacity restrictions and the lack of visitors. We have not had any international visitors for over 12 months and one of our key markets, the state of Victoria, has been impacted by border closures for large periods of time. I am extremely impressed by the way Meg and her team have made adjustments during this period with staff being redirected to other tasks like the restoration of Tram 3 which has saved the City of Victor Harbor close to \$250,000. They have also caught up on other maintenance and handled the new Covid safe practices with great success.

The causeway construction appears to be going well with the team and the horses handling the disruption very well at this stage. It will lead to some cancellation of services during the construction phase I have no doubt.

I am hopeful that by the end of the current calendar year we will have a new causeway, new stables and possibly a new VIP visitor experience centre. With a roll out of the Covid vaccines across Australian and the rest of the world we should see a return of some international travel as well as unrestricted Australian travel. With all of these things in place we can expect a much greater demand for our experiences in 2022.



Picture: The Victor Harbor Horse Tram Authority Board with General Manager, Meg Whibley.

As a board we continue to meet at least once a month for a half day, with board members also making significant contributions of time and expertise outside these meetings.

I want to thank the Board for their commitment to and passion for the Horse Tram. They are all making a very positive contribution, bringing a significant skill set to the Authority.

The General Manager Meg has worked long hours and continues to bring new and fresh ideas to the Authority. We have a great team of people working for the authority and a happy healthy team of horses.



Paul Brown MAICD. FARLF

Chair

Victor Harbor Horse Tram Authority

The Board



Paul Brown (Chair)

Paul Brown is the former owner of an internationally recognised tourism business. He has previously been the Chair of Tourism Kangaroo Island and the Australian Tourism Export Council (ATEC) SA Branch, as well as a board member of ATEC nationally.

In addition to being Chair of the Victor Harbor Tram Authority he is a Board member of the Summit Sport and Recreation Park (Mount Barker) and Owner/Director, Dauncey Street Investments Pty Ltd

A graduate of the Australian Institute of Company Directors course Paul has always sought to make a contribution to his industry and community and in recent times has contributed to the Older Persons Health sector in the following way.

Guest speaker at the opening of the Repat neural behaviour unit opening and staff induction for the Repat neural behaviour unit.

Member of the Repat neural behaviour unit and older person's mental health key staff interview panel.

Contributor to the Aged Care Community of Practice - Service Provider Forums.

Member of the Repat neural behaviour unit and older person's mental health – Facility planning panel.

Member of the northern neural behaviour unit and older person's mental health – Facility planning panel.

Program advisory committee member for the professional certificate in Older Persons mental health.

Member of the SA Health Oakden Response Plan Oversight Committee - Model of Care Expert Working Group.



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. She is excited to bring her skills and knowledge to our Horse Tram.



Nigel Catt

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

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

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



Natasha Hunt

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

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

General Manager

The General Manager reports directly to the Board and is responsible for overseeing the operations of the iconic Horse Tram service. When the Authority was first established, City of Victor Harbor Chief Executive Officer Victoria MacKirdy was appointed as the interim General Manager.

As the interim General Manager, Victoria was responsible for managing the transition to the Victor Harbor Horse Tram Authority which included implementing policies and procedures, undertaking recruitment and induction of a new Board, recruiting a General Manager, and at the same time keeping the day to day operations running smoothly.

In early 2019, a competitive selection process was undertaken and Megan (Meg) Whibley was appointed from a strong field of candidates.

As the former managing director of Greenhill's Adventure Park, Meg has extensive experience in the tourism and service industry. It was these skills along with her experience with horses and local knowledge that led her to be selected as the successful candidate.

Audit and Risk Committee

In accordance with the Charter, the Authority is required to establish an Audit Committee and may establish its own or with agreement of Council, use the Council's Audit Committee. In 2018/19, a year of establishing the Authority, Audit Committee requirements were met through the City of Victor Harbor. The Authority has now determined the future approach is with its own Audit Committee and has drafted and endorsed its Terms of Reference, appointed the four members, which includes two board members and two Independent members, and the first meeting occurred on 9 Feb 2021. The independent members bring an overwhelming volume of knowledge and specialist expertise. The Authority is thrilled to have them sitting on the Audit Committee, and appreciative to have members of their calibre, particularly given their non-remunerative status.

About this Plan

This Business Plan is the second review and update since the first Business Plan was prepared and provided to the City of Victor Harbor's elected members in October 2019, 12-months after the Authority was gazetted. The business plan must be reviewed on at least an annual basis, but may be amended at any time that changes are required. The business plan was first updated in February 2020 and presented to the City of Victor Harbor's elected members on the 18 February 2020.

This business plan includes, as required, performance targets that the Authority will pursue, a statement of financial and other resources, and internal processes that will be required to achieve these performance targets. It also details performance measures that will be used to monitor and assess performance against targets.

Business Planning Process

A collaborative one-day strategic business planning workshop was held on 27 July 2020, attended by all members of the Authority Board, the Authority General Manager, Authority Assistant Manager, Admin support person and the City of Victor Harbor Director of Corporate and Customer Service. The workshop was facilitated by an external consultant. This was the second workshop that the Authority had organised, the first successfully helping to roadmap the February 2020 Business Plan update.

During this second workshop, the Authority operation for 2020 - 23 was mapped and collectively, values and a clear mission and vision statement were formed with some minor changes from the previous year.



Vision statement

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

Mission statement

To deliver historic experiences and create memories.

Goals/objectives

To become more efficient in the development and implementation of a business structure that incorporates a realistic vision for the future of the Horse Tram service.

Summary

After a brief discussion about the scope of the organization and future growth, it was decided that these purpose statements accurately captured the intent and direction of the organization.

As part of the 2020 workshop, a revisit to the skills audit of the group was undertaken, followed by extensive workshopping of strategic priorities and action steps. Conversation was robust, positive and practical, with lots of passion and goodwill in the room for this project. It was very apparent that at this workshop the direction and plan was very strategic compared with the

previous year which was focused on operational plans.

Informal gatherings (closed to the public) have been held bi-monthly to further develop the plan and ultimately, the future of the Authority.

The progress the Authority has made gives it a bright future and with the ongoing work in relation to the development of policies, procedures and strategic planning the future longevity of the Horse Tram is positive.

Funding Our Plan

Operating Revenue

The Authority is, in part, funded by City of Victor Harbor. Other revenue is generated through ticket sales, receiving of grants, sponsorship, donations, credit interests and reimbursements (own source revenue).

2020/21

Operating expenses of \$ 903,900 will be funded by own source revenue of \$488,500. Council will provide a contribution of \$415,400 to the Authority aiming for a breakeven budget. Obviously this is being monitored and the 3rd quarter review will show if this is obtainable considering the effects of Covid-19 on the own source revenue.

The table below provides a summary of the revenue for 2020/21:

Description		Amount
Ticket Sales	Casual and group bookings	\$438,000
Other Income	Souvenir sales and donations	50,500
	Council contribution	\$415,400
Total		\$903,900

2021/22

Operating expenses of \$933,200 will be funded by own source revenue of \$498,500. Council will provide a contribution of \$434,700 to the Authority aiming for a breakeven budget.

The table below provides a summary of the revenue for 2021/22*:

Description		Amount
Ticket Sales	Casual and group bookings	\$427,300
Other Income	Souvenir sales and donations/sponsorship	\$30,500
	Department of Infrastructure and Transport	\$60,000
	Council contribution	\$415,400
Total		\$933,200

**To be confirmed - budget requirements currently under review*

Expenditure

Capital

The City of Victor Harbor holds all assets used by the Authority in the tram operations. The Authority provides recommendations to Council in regards to capital requirements as part of the annual budget process.

These recommendations along with the requirements detailed in Council's Asset Management Plans provide for the effective replacement and upgrade of assets associated with horse tram service delivery.

Operating

Operating expenditure for the Authority includes employee costs, maintenance of assets, horse care, utilities, corporate support and building and equipment hire.

Corporate support is provided on a pro rata basis by the City of Victor Harbor for a number of services including information technology, finance support, and administration support. Costs that are directly attributable to the Authority are on-charged by council.

Building and equipment hire is charged by council at a rate equal to depreciation. This reflects the Authorities consumption of Council assets whilst providing a cost effective solution for the Authority.

2020/21

The table below provides a summary of the expenses for 2020/21:

Description		Amount
Employee costs	Salaries, superannuation & workcover	\$577,500
Administration	Travel, stationary, printing and communication	
	Insurance & Utilities	\$57,400
Maintenance	Building and equipment maintenance	\$57,600
	Horse care - feed, farrier and vet fees	\$57,900
Marketing	Advertising, promotions and souvenir purchases	\$22,800
Other Expenses	Committee costs, volunteer and staff amenities	\$28,700
Equipment Hire	Building and equipment hire	\$42,000
Corporate Support	IT, Finance, Records and administration	\$60,000
Total		\$903,900

2021/22

The table below provides a summary of the expenses for 2021/22*:

Description		Amount
Employee costs	Salaries, superannuation & workcover	\$595,000
Administration	Travel, stationary, printing and communication	
	Insurance & Utilities	\$71,000
Maintenance	Building and equipment maintenance	\$35,000
	Horse care - feed, farrier and vet fees	\$58,000
Marketing	Advertising, promotions and souvenir purchases	\$18,000
Other Expenses	Committee costs, volunteer and staff amenities	\$48,200
Equipment Hire	Building and equipment hire	\$44,000
Corporate Support	IT, Finance, Records and administration	\$64,000
Total		\$933,200

*To be confirmed - budget requirements currently under review

Financial Indicators

As the Authority is part funded by the City of Victor Harbor to achieve a breakeven budget, the Authority has chosen to report on Own Source Funding Ratio in lieu of the Operating Surplus Ratio.

Own Source Funding Ratio will provide a key indicator on the percentage of income that is generated before Council contributions.

Over the long term, the Authority aims to increase this percentage, thus reducing reliance on council funds.

The following table provides the ratios for 2020/21 and 2021/22:

Own Source Funding Ratio	2020/21	2021/22
	54.0%	55.5%

Products and Services

The major business of the Authority is the sale of tickets to travel from the mainland to Granite Island via the causeway on the Horse Tram.

A small amount of income is also made from the sale of merchandise, which includes horse shoes, plush toys, post cards, hobby horses, hats and jackets.

Product/Service	Description	Price
Horse Tram ticket Pricing	Horse tram passenger service using Clydesdales and heritage trams to transport visitors from the mainland to Granite Islands	One way / Return Adult \$15 / \$20 Concession (Seniors and Students, Pensioners) \$10 / \$15 Children ride free with a paying adult. (limit of 2 children per adult)
Horse Tram membership	Membership offers members benefits and local business benefits	Adult \$60 Concession \$45 Children ride free with a paying adult. (limit of 2 children per adult)
Horse Tram and Whale Centre membership	Members benefits and local businesses benefits	Currently on hold due to Whale Centre renovations.
Horse Tram and Whale Centre daily packages	Entrance to Whale Centre & Tickets for Horse Tram	Currently on hold due to Whale Centre Renovations & Covid-19 restrictions.

Product/Service	Description	Price
The Heritage Experience	The ticket includes a trip on the PS Oscar W, Steam Ranger & Horse Tram with a return trip to Goolwa	Adults \$64 Concession (Seniors and Students, Pensioners) \$56 Child (4-15 years) \$32 Family (2 adults 2 children) \$159
Buy one get one free packages	Entertainment Card	
Joint tickets with Oceanic Victor	This ticket item is in the investigation/development stage	
Merchandise	Post Cards (single or pack of 6)	\$2 - \$10
	Stuffed toy horses, penguins, seahorses and unicorns	\$13 - \$30
	Hobby horses	\$30
	Horse shoes, some smaller ones bought in and also the original shoes off the Horse tram horses.	\$15
	Lucky horse shoe (plain & wedding)	\$7 - \$12
	Horse shoe nails	\$3
	Jackets, Rain coats, caps	\$20 - \$
	Horse jewellery	\$25
	Mugs, steins, stubby holders	\$8 - \$30
	Resin horse sculptures (single or pair)	\$6, \$10
	Biro's, hat pins, badges, magnets	\$3.50 - \$
	Horse tram books	\$5
	Tote bag	\$30
	Trinket box (various sizes)	\$30 - \$40

What we will do in 2020 - 2023

In 2019/20 the business plan was focused around operational set-up, change and staff development.

2020-2023 is about key project development:

- Priority 1: Finance & Operational growth**
- Priority 2: The Stables Project**
- Priority 3: Communication Strategy**
- Priority 4: Office & Shop Renovation Planning**

The following pages outline objectives under each of these four key areas and corresponding actions the Authority plans to take over the period of the business plan in relation to achievements of these objectives.

Priority 1: Finance & Operational Growth

The Authority will focus on taking strategic steps towards sustainability and growth while ensuring core business operations continue to develop.

1.1 Secure Operational and Capital budget		
Actions	Indicator	Target
Operational budget approved by Board and Council	Approvals received	April 2020, 21, 22
Capital Budget Approved by Board and Council	Approvals received	April 2020, 21, 22
Provide quarterly budget/finance reports to the City of Victor Harbor	Quarterly reporting received	November 2020, February, May September 2021 for EOFY
Undertake budget reviews in line with legislative requirements	Reviews submitted to board & Council	March, October, December 2020 Mid-Year Review
1.2 WHS Processes		
Actions	Indicator	Target
Annual WHS processes review	Received by Board & Council	July 2021, 22, 23
Complete Sky trust set-up to track WHS compliance	Staff trained and using	Already partially achieved but final staff set up by July 2021
WHS Plan for during Causeway Construction	Published plan	Ongoing
1.3 Project & Development Funds		
Actions	Indicator	Target
Secure & manage 'Stables Project' budget	Approvals received	September 2021
Secure Sponsorship	\$15,000 secured	September 2021
Review and grow merchandise Establish online store	\$10,000 income Online store	October 2021
Budget Office Reno for Budget Bid 21/22	Received by Board & Council	July 2021
Budget Platform improvements for Budget Bid 22/23	Received by Board & Council	July 2022
Review ticket pricing schedule	Board report complete	Annual – March 2021

Priority 2: The Stables Project

This is an exciting development that will enhance care of the horses, WHS for staff and lead to exciting community engagement and VIP Experiences. Initially the stables project was conceptualised to focus first on establishing the stables and staff facilities to meet the housing and care needs of the Clydesdales. An opportunity of tourism grant funding, via the Building Better Regions Fund – Infrastructure Projects Stream, has incentivised the Authority to develop and build the VIP Experience simultaneously and in conjunction with the stable project.

2.1 Project Planning		
Actions	Indicator	Target
Confirm Project Team	Regular meetings	June 2021
Draft Project Schedule	Consultation with Board mentors	June 2021
Finalise Stage 1 Project Plans	Received by Board & Council	July 2021
Plan approved by Council	Approval	August 2021
2.2 Project Implementation		
Actions	Indicator	Target
Secure land for Horses	Fenced and secure	October 2021
Public Consultation	Feedback received	September 2021
Approach Sponsors	5 Proposals & meetings	October 2021
2.3 Build		
Actions	Indicator	Target
Confirm build team		July 2021
Commence build	Started	October 2021
Complete build	Horses moved in, Council Member Tour	December 2021
2.4 Forward Planning		
Actions	Indicator	Target
Draft VIP Package	Workshopped by Board	December/February 2021 Depending on the Grant Submission success

Priority 3: Communication Strategy

After strategic analysis of the communication priorities in the current climate, based on the situation of the Horse Drawn Tram, it became clear that developing effective relationships and strategic partners was more important than efforts towards customer attraction.

2.1 Effective Communication		
Actions	Indicator	Target
Regular Council updates and dialogue	5 F2F meetings	2020/21
Regular staff and project team meetings	1 / fortnight	March 2021
Partner with SA icons, as well as Visitor Experience/Tour Operators to increase Horse Tram promotions/exposure – Causeway construction dependant		June 2021
2.2 Strategic Partnerships		
Actions	Indicator	Target
Meet with key government and SATC Stakeholders	5 Key Meetings	October 2021
Open Communication lines with Cause-Way Project team to ensure Horse specific needs and safety are met.	Staff Member consulted	March 2021 and ongoing
Partner with SA icons, and local Tourist Attractions and Venues to increase Horse Tram promotions/exposure	Key Relationships developed	June 2021
2.3 Marketing		
Actions	Indicator	Target
Develop a One-page Marketing Plan based on Strategic Planning Workshop Findings	One-Page Plan in Business Plan	July 2021
Seek high-level media Opportunities & Stories	5 Media Stories	Ongoing
Consistent Social Media Content Publication	Weekly Stories	Ongoing
Full Marketing Plan through a consultant	Plan Complete	2021

Priority 4: Office & Shop Renovation Planning

The Authority intends to improve point-of-sale/customer service experience at the tram office as well as staff facilities by renovating the current office and shop facilities. This will vastly improve the service, possible income streams and staff effectiveness, retention, WHS and wellbeing.

3.1 Office and Shop Renovation		
Actions	Indicator	Target
Create Project team	Assembled and terms of reference agreed.	June 2021
Draft three designs based on functionality and attractive enhancements	Place received by Board	February 2021
Engage professional to draw up designs based on drafts and consultation.	Engaged & work completed.	January 2021
Cost the project	Budgeted	April 2021
3.2 Merchandise		
Actions	Indicator	Target
Review current line	Review to Board	July 2021
Establish online store	Store live on Website	June 2022



The Development of the VIP Experience Package

The Victor Harbor Horse Tram Authority is currently developing 'Behind the Scenes and VIP Experiences' that will provide up close and personal opportunities to experience a side of the horse tram operations that has not previously been accessible to the public. As well as responding to demand from visitors and locals to get closer to our majestic Clydesdales, it creates the opportunity to diversify the operation into additional experiences which will allow higher margins, better returns and greater employment opportunities.

The new service will:

- Provide insights into existing operations and the history of the Tram service which dates back to 1894;
- Offer a range of experiences including equine training, education and information, and hands-on demonstrations;
- Showcase the magnificent Clydesdales from the Horse Drawn Tram and introduce visitors to their home (stables and paddocks);
- Offer unique experiences for a range of audiences including:
 - Up close and personal exclusive experiences (\$160 - \$535 per person)
 - High Teas (\$100-\$160 per person)
 - School groups (\$15-\$20 per person)
 - Senior groups (\$30-\$60 per person)

- Make it possible to market additional value add opportunities e.g. pony birthday parties, small group experiences, conference facilities for hire, and equine facility rental;
- Facilitate additional merchandise sales; and
- Allow for pre-bookings online for individuals and for coach tour groups, overcoming a limitation with the existing service (where weather makes pre-bookings problematic).

The development of the VIP Experiences has been fast tracked in order to apply for a tourism grant through the Building Better Regions Fund – Infrastructure Projects Stream, which if attained would allow the VIP Experience to be incorporated into the new stable build and would be expected then to be up and running at the end of the year, coinciding with the opening of the new causeway.

Should the Authority be a successful candidate for the Building Better Regions Fund grant application and acquire \$203,000 in additional funding the funding will be used for:

- Product Development: VIP building fit out in our Stable complex which is shovel ready;
- Car Park facilities;
- Entrance fit out using timbers off of the old Causeway;
- Landscaping;
- Marketing: To raise awareness and establish the Behind the Scenes / VIP Experience;
- Staffing: Provide funds to employ additional staff and further training existing staff to fully implement this project.

VIP Experience Financial Plan – 5 Year Forecast

Below is an overview of the projected financial performance of the Behind the Scenes and VIP experience over the next five years, based on conservative assumptions. The following projections and plan developmental stages are further fleshed out in the Victor Harbor Horse Tram Authority Behind the Scenes & VIP Experiences Business Plan.

To achieve these projections, the VHHTA need to raise an addition \$203,000 from loans or grants or gifts to complete the facility. The VHHTA currently has available \$203,000 in the City of Victor Harbor's 2020/21 capital budget to build the Stable complex commencing the first stage of the project.

The Behind the Scenes & VIP Experiences business model has the distinct advantage that variable costs are already accounted for in the VHHTA Operational budget. Making it profitable in the first year.

The figures are intentionally conservative, with revenue expected to exceed estimations but reflecting the uncertainty surrounding travel and the economy as a result of COVID.

Please note: Figures in tables are based on first FY plus 5% growth each FY after.

Table: Forecast Annual Financial Summary

Annual	FY 1	FY 2	FY 3	FY 4	FY 5
Revenues					
Revenues	\$164,760	\$206,970	\$299,080	\$443,570	\$684,280
Total Revenue	\$164,760	\$206,970	\$299,080	\$443,570	\$684,280
Direct Cost					
Direct Costs	\$36,640	\$45,260	\$64,620	\$96,260	\$151,340
Total Direct Costs	\$36,640	\$45,260	\$64,620	\$96,260	\$151,340
GROSS PROFIT	\$128,120	\$161,710	\$234,460	\$347,310	\$532,940
GROSS PROFIT(%)	78%	78%	78%	78%	78%
Other Expenses					
Salaries	\$84,000	\$100,800	\$145,152	\$152,410	\$160,030
Marketing Expenses	\$12,200	\$12,900	\$13,500	\$14,200	\$14,900
Rent/Utility Expenses	\$12,000	\$12,400	\$12,600	\$12,800	\$13,100
Other Expenses	\$9,200	\$9,200	\$9,200	\$9,400	\$9,500
Total Other Expenses	\$117,400	\$135,300	\$180,452	\$188,810	\$197,530
EBITDA	\$10,720	\$26,410	\$54,008	\$158,500	\$335,410
EBIT	\$10,720	\$26,410	\$54,008	\$158,500	\$335,410
Interest Expense	-	-	-	-	-
PRETAX INCOME	\$10,720	\$26,410	\$54,008	\$158,500	\$335,410
Net Operating Loss	-	-	-	-	-
Use of Net Operating Loss	-	-	-	-	-
Taxable Income	\$10,720	\$26,410	\$54,008	\$158,500	\$335,410
Income Tax Expense	-	-	-	-	-
NET INCOME	\$10,720	\$26,410	\$54,008	\$158,500	\$335,410
Net Profit Margin (%)	7%	13%	18%	36%	49%

Table: Income projections breakdown by package type

	FY 1	FY 2	FY 3	FY 4	FY 5
1. VIP basic experience	\$48,000	\$61,630	\$91,050	\$134,520	\$198,750
2. School Groups	\$19,640	\$23,680	\$31,770	\$42,630	\$57,190
3. School Groups + Tram ride	\$13,080	\$15,780	\$21,180	\$28,400	\$38,110
4. High End VIP Experience	\$69,800	\$84,180	\$112,940	\$151,540	\$203,310
5. The Ultimate Experience	\$8,080	\$11,410	\$18,440	\$29,810	\$48,170
6. Merchandise Sales	\$4,560	\$8,360	\$21,110	\$53,200	\$134,090
7. Facility rental income	\$1,600	\$1,930	\$2,590	\$3,470	\$4,660
	\$164,760	\$206,970	\$299,080	\$443,570	\$684,280
Direct Cost - Product 1	\$7,200	\$8,680	\$11,650	\$15,630	\$20,970
Direct Cost - Product 2	\$7,200	\$8,160	\$9,930	\$12,120	\$14,760
Direct Cost - Product 3	\$3,600	\$4,080	\$4,970	\$6,050	\$7,380
Direct Cost - Product 4	\$12,000	\$14,470	\$19,410	\$26,050	\$34,940
Direct Cost - Product 5	\$4,000	\$5,450	\$8,800	\$14,220	\$23,000
Direct Cost - Product 6	\$2,400	\$4,140	\$9,470	\$21,670	\$49,590
Direct Cost - Product 7	\$240	\$280	\$390	\$520	\$700
	\$36,640	\$45,260	\$64,620	\$96,260	\$151,340

Table: Summary Financials

Summary

	FY 1	FY 2	FY 3	FY 4	FY 5
Revenues	\$164,760	\$206,970	\$299,080	\$443,570	\$684,280
Direct Expenses	\$36,640	\$45,260	\$64,620	\$96,260	\$151,340
Gross Profit	\$128,120	\$161,710	\$234,460	\$347,310	\$532,940
Gross Profit (%)	77.8%	78.1%	78.4%	78.3%	77.9%
Other Expenses	\$117,400	\$135,300	\$180,452	\$188,810	\$197,530
EBITDA	\$10,720	\$26,410	\$54,008	\$158,500	\$335,410
Income Tax Expense	\$0	\$0	\$0	\$0	\$0
Net Income	\$10,720	\$26,410	\$54,008	\$158,500	\$335,410

The new business will ensure the ongoing sustainability and competitiveness of the Victor Harbor Horse Tram and position it to support retail, business, economic growth, employment growth and viability for the region. This project is well timed with the scheduled opening of the new Causeway as it will revitalise and further encourage tram and Behind the Scene tours by residents, tourists, visitors and the community in general.

The Future

The Authority has a bright future with the commitment of the current Government to provide the, now under construction, new Granite Island causeway, which once completed will allow the service to operate into the future, trouble-free.

The prime position of the Horse Tram will allow it to continue to attract tourists, grow its existing business, retain and increase profitability through a commitment to improvement, while expanding and marketing services, experiences and offerings.

In the immediate future there is uncertainty and doubt concerning tram operation as the causeway construction will, at times, prevent the tram from operating, the extent of which is an unknown factor. In addition there is uncertainty surrounding Covid-19 and when the Horse Tram might expect the return of international travellers, or alternatively the unpredictable risk of a serious Coronavirus outbreak occurring, causing a shutdown of tram operations due to restrictions.

Looking into the future the Authority has a keen focus regarding the development and creation of offerings such as the VIP Experience. Services such as these can operate at the new stable complex, irrespective of weather and causeway construction realities. As these services are immune from Horse Tram closure and cancellation factors, the Authority will, for the first time, be able to offer services and bookings with confidence, reliability and sustainability, generating income with certainty and creating the potential to significantly reduce the Victor Harbor Horse Tram Authority's financial reliance on council.

A significant and positive factor of the expansion of services is that the services and offerings are new, creating a drawcard for our local population who may have already travelled by tram across the causeway. We are informed by some tourists that they are uninterested in travelling on the tram as they have done so before, but that they have come that day purely to see, spend time with and to watch the horses working. The proposed new services keys in perfectly to these areas of public need and desire, engaging our local, state-wide, and inter-state population in a whole new and exciting way.

The development of peripheral services to the Horse Tram, such as the VIP Experience, is expected to create circular benefits, sparking and driving more interest back towards the Horse Tram and its world class status as an iconic experience. The VIP Experience is an exciting project in its early development, but service expansion is not expected to stop there.

The Authority is exploring many potential options. Services such as horse-themed birthday parties, equine therapy and equine assisted learning, corporate team building activities and events are all in the conceptual stage, some with small steps taking place in order to facilitate these services later. Potential service expansion ideas are listed in, but not restricted to, the Behind the Scenes & VIP Experiences Business Plan.

The Authority is also looking forward to planting out, and adding to, the biodiversity corridor that passes through the northern corner of the land where the stables will be built. The function area / VIP Centre shall overlook the corridor, and as the area grows and transforms, visitors and staff will be treated to a biophillic experience, a space that is inspirational, restorative and healthy, as well as integrative with the functionality of the place and the ecosystem.

Going into the future the Authority will continue to listen to and encourage Horse Tram staff, include the community and empower the management to implement the Boards' strategic direction. The Authority shall include and recognise the traditional owners of the land where the

stables shall be built with consultation being sought regarding the naming of the stables and individual paddocks. Events and services at the stables shall embody an acknowledgement of the traditional custodians of our beautiful lands and surrounding waters, the Ramindjeri and Ngarrindjeri people, and recognise their cultural connection with the land and waters. A workplace culture of awareness and respect shall be nurtured.

The Authority is very excited, positive and confident about the future as it moves forward to ensure that goals, targets and projects come to fulfilment and become operational in the coming months and years.

DRAFT



Meeting **Victor Harbor Horse Tram Authority**
Date **13 April 2021**
From **Megan Whibley**
Subject **Draft Operating Budget 2021/22**
Report Number **7.2**

RECOMMENDATION

- 1. That the Victor Harbor Horse Tram Authority receive and note the Draft Operating Budget 2021/22 report.**
- 2. That the Victor Harbor Horse Tram Authority endorse the Draft Operating Budget 2021/22 in the accompanying financial statements as provided at attachment A to this report, and recommend it to Council for their approval.**

INFORMATION

Purpose

The purpose of this report is to endorse the draft operating budget for 2021/22 and recommend it to Council for approval.

Background

The operating budget 2019/20 was adopted prior to the General Manager being employed by the VHHTA. The draft budget for 2020/21 was an updated and more realistic budget in terms of meeting operational requirements of the horse tram in 2020/21. The 2020/21 financial year became unpredictable as it continued due to Covid-19 and Causeway construction issues, however the Authority's budget is currently tracking well despite these operating impacts.

Commentary

The draft operating budget 2021/22 was formulated by the General Manager after operating through a period of unprecedented challenges during 2020/21. After having undertaken a mid-year (December) 2020/21 budget review, it appeared that there was likely to be a budget short fall at end of financial year. To address this likelihood, at the February Board meeting, the VHHTA Board endorsed the ticket price rise, which has successfully mitigated the potential budget shortfall.

The other opportunity The VHHTA were able to capitalise on was wind monitoring as part of Department of Infrastructure and Transport (the Department) requirements to monitor weather impacts on the Causeway in the lead up to completion of the new causeway structure. This undertaking has been beneficial for both the Department as well as providing a helpful alternative revenue stream over this period for the VHHTA.

This increase in revenue is likely able to continue throughout the build period for the new causeway, however uncertainty regarding the extent of possible down-time needed in the coming financial year due to the new Causeway build, rail join up and platform replacement at the mainland, has meant that there is a need to draft a conservative operating budget for 2021/22.

In the first year or two following establishment of the VHHTA, budgets have been based on best estimations of costs, many of which were not entirely clear as they have previously been embedded in Council budgets and have required full or partial separation over a period of time. Whilst much progress has already been made in relation to budget accuracy, this will continue to evolve and improve as the VHHTA moves further towards independence in its establishment as a Section 42 committee of Council.

The VHHTA's own-source revenue is continually being sought, to decrease reliance on the City of Victor Harbor. Initiatives such as the small investment made in obtaining a PHD research internship will provide valuable data for the VHHTA regarding the value of the Horse Tram to the region, which should help the VHHTA gain sponsorship revenue into the future.

The City of Victor Harbor financial contribution has stayed the same as 2020/21 in the 2021/22 draft Budget due to the conservative nature of the Ticket Sales and Sponsorship due to an uncertain upcoming 12 months of Causeway construction and unpredictable Covid-19 impacts.

The draft 2021/22 Financial Statements for the operating budget are provided at attachment A.

2021/22

The table below provides a summary of the expenses for 2021/22*:

Description		Amount
Employee costs	Salaries, superannuation & workcover	\$595,000
Administration	Travel, stationary, printing and communication	
	Insurance & Utilities	\$71,000
Maintenance	Building and equipment maintenance	\$35,000
	Horse care - feed, farrier and vet fees	\$58,000
Marketing	Advertising, promotions and souvenir purchases	\$18,000
Other Expenses	Committee costs, volunteer and staff amenities	\$48,200
Equipment Hire	Building and equipment hire	\$44,000
Corporate Support	IT, Finance, Records and administration	\$64,000
Total		\$933,200

**To be confirmed - budget requirements currently under review*

Description		Amount
Ticket Sales	Casual and group bookings	\$427,300
Other Income	Souvenir sales and donations/sponsorship	\$30,500
	Department of Infrastructure and Transport	\$60,000
	Council contribution	\$415,400
Total		\$933,200

**To be confirmed - budget requirements currently under review*

Own Source Funding Ratio	2020/21	2021/22
	54.0%	55.5%

RISK ASSESSMENT

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

Corporate Governance - The VHHTA Charter requires the Board, in accordance with the Act, to endorse and provide the Draft Operating Budget 2021/22 to Council before 31 March each year. Figures were supplied to Council prior to this date. The risk is assessed as **low**.

Financial Management – Poorly planned budgets can result in a costly overspend. The VHHTA Board should endorse a realistic budget and present it to Council for approval, taking into account learnings from the early budgets of the VHHTA to improve accuracy for the coming financial year. Whilst every effort has been made to reduce the operating deficit (contribution from City of Victor Harbor) through initiatives that will generate own source revenue, the deficit will remain the same as last financial year in this draft 2021/22 budget largely due to conservative budgeting because of unknown impacts of the causeway construction project and COVID-19. This risk is assessed as **low**.

Socio Political, Community Issues/Reputation –A small portion of the community may expect the 2021/22 VHHTA budget to reduce the financial contribution from Council. A realistic budget is essential for the operations to run safely and ensure that it continues to be an icon for Victor Harbor. This risk is assessed as **low**.

Service Delivery – Poorly planned budgets impact on service delivery and may include interruption to service. This budget has been conservatively prepared to ensure that there is minimal impact on service delivery outside of external factors such as COVID-19 and the causeway construction. This risk is assessed as **low**.

Service Delivery – Some budget increases from 2021/22 have been included to address employee and Board Member professional development. This risk is assessed as **low**.

Employee Safety / Public Safety – Some budget increases from 2020/21 have been included to address risks to public and employee safety. This risk is assessed as **low**.

REFERENCES

VHHTA Budget 2019/20

VHHTA Budget 2020/21

BUDGET IMPLICATIONS

Excluding endorsed budgeted staff resources there are no budget implications in the 2020/21 VHHTA budget in receiving, noting and endorsing this Draft Operating Budget 2021/22.

Endorsement by the VHHTA Board and approval by City of Victor Harbor Council of the Draft Operating Budget 2021/22 will impact as detailed in the draft budget at attachment A, with an operating deficit (contribution amount from City of Victor Harbor) being \$415,400.

CONSULTATION

VHHTA Board Members

SMP Chartered Accountants

Kellie Knight-Stacey (Director Corporate and Customer Service)



STATEMENT OF COMPREHENSIVE INCOME

For the Year Ending 30 June 2022

	2020/21 Q2 Budget Rev \$	2021/22 Budget \$
OPERATING INCOME		
Ticket & Bookings Sales	333,000	423,300
,	415,400	415,400
Other Income	96,500	94,500
Total Income	844,900	933,200
OPERATING EXPENSES		
Employee Costs	564,900	590,000
Materials Contract and Other Expenses	368,900	343,200
Total Expenses	933,800	933,200
Operating Surplus (Deficit)	- 88,900	-
NET SURPLUS / (DEFICIT)	- 88,900	-
KEY FINANCIAL INDICATOR		
Own Source Revenue (in lieu of Operating Surplus Ratio)	50.8%	55.5%



STATEMENT OF FINANCIAL POSITION

For the Year Ending 30 June 2022

	2020/21 Q2 Budget Rev \$	2021/22 Budget \$
CURRENT ASSETS		
Cash and Cash Equivalents	- 27,673 -	38,809
Trade and Other Receivables	35,673	46,809
Inventories	-	-
Total Current Assets	8,000	8,000
NON-CURRENT ASSETS		
Financial Assets	-	-
Infrastructure, Property, Plant & Equipment	-	-
Other Non-Current Assets	-	-
Total Non-Current Assets	-	-
TOTAL ASSETS	8,000	8,000
CURRENT LIABILITES		
Trade and Other Payables	76,900	76,900
Borrowings	-	-
Provisions	15,000	15,000
Total Current Liabilities	91,900	91,900
NON-CURRENT LIABILITIES		
Borrowings	-	-
Provisions	-	-
Total Non-Current Liabilities	-	-
NET ASSETS	- 83,900 -	83,900
EQUITY		
Accumulated Surplus	- 83,900 -	83,900
Asset Revaluation Reserve	-	-
Other Reserves	-	-
Share in Operating Result	-	-
New Capital	-	-
Total Equity	- 83,900 -	83,900



CASHFLOW STATEMENT

For the Year Ending 30 June 2022

	2020/21 Q2 Budget Rev \$	2021/22 Budget \$
CASHFLOWS FROM OPERATING ACTIVITIES		
Receipts		
Operating Receipts	920,240	1,017,070
Investment Receipts	-	-
Payments		
Operating Payments to Suppliers and Employees	970,690	967,520
GST Payments	46,768	58,141
Net cash provided by (or used in) operating activities	- 97,218 -	8,591
CASHFLOWS FROM INVESTING ACTIVITIES		
Receipts		
Grants specifically for new or upgraded assets	-	-
Sale of replaced assets	-	-
Sale of surplus assets	-	-
Payments		
Expenditure on renewal/replacement of assets	-	-
Expenditure on new/upgraded assets	-	-
Net cash provided by (or used in) investing activities	-	-
CASHFLOWS FROM FINANCING ACTIVITIES		
Receipts		
Proceeds from borrowings	-	-
Payments		
Repayments of borrowings	-	-
Net cash provided by (or used in) financing activities	-	-
NET INCREASE (DECREASE) IN CASH HELD	- 97,218 -	8,591
Cash & cash equivalents at beginning of period	67,000 -	30,218
CASH & CASH EQUIVALENTS AT END OF PERIOD	- 30,218 -	38,809



Meeting **Victor Harbor Horse Tram Authority**
Date **13 April 2021**
From **Megan Whibley**
Subject **Draft Behind the Scenes & VIP Experiences Business Plan**
Report Number **7.3**

RECOMMENDATION

- 1. That the Victor Harbor Horse Tram Authority Board receive and note the Draft Behind the Scenes & VIP Experiences Business Plan Report.**
- 2. That the Victor Harbor Horse Tram Authority Board endorse the Draft Behind the Scenes & VIP Experiences Business Plan and provide the plan to City of Victor Harbor.**

INFORMATION

Purpose

The purpose of this report is to present the draft Behind the Scenes & VIP Experiences Business Plan of the Victor Harbor Horse Tram Authority (VHHTA) to the Board for endorsement, prior to being presented to City of Victor Harbor Council at their meeting in April 2021.

Background

Historically the Victor Harbor Horse Tram has been a single service operation, offering a historic passenger experience to travellers to and from Granite Island. At times the service differed slightly, such as providing travel to wedding parties as a part of wedding ceremonies, bulk passage for functions, luncheon trams and night time / evening journeys, but has essentially only provided one service element. This has proved problematic for the Horse Tram as weather elements and the reliability of the causeway has regularly interrupted service and impacted revenue.

Commentary

With expected construction of the new stables complex on the land at Canton Place, the Authority considers it to be advantageous to develop and expand services and offerings. A previously considered 'Behind the Scenes and VIP Experiences' project was fast tracked in order to be eligible and apply for the Building Better Regions Fund – Infrastructure Projects Stream, grant funding for tourism. The \$203,000 in grant money, if acquired would be used for a VIP building fit out in the stable complex which is currently being procured for construction. Components of which include:

- Car Park facilities
- Entrance fit out using timbers off of the old Causeway.
- Landscaping
- Marketing: To raise awareness and establish the Behind the Scenes / VIP Experience.
- Staffing: Provide funds to employ additional staff and further training existing staff to fully implement this project.

Critical to the Authority's application for the grant money, a business plan was developed for Behind the Scenes & VIP Experiences. The Draft Behind the Scenes & VIP Experiences Business Plan is provided at Attachment A. The plan was developed with significant input from board members and VHHTA staff.

RISK ASSESSMENT

Service Delivery – Progress against the Behind the Scenes & VIP Experiences Business Plan facilitates the VHHTA being able to broaden and expand services offered into the future. The risk is assessed as **low**.

Corporate Governance – The VHHTA Charter states that the VHHTA Board must in overseeing the affairs of the Authority, the Board must formulate strategic, management and business plans aimed at improving the business of the Authority. The Behind the Scenes & VIP Experiences Business Plan is consistent with the VHHTA Charter, as required by the Act. The risk is assessed as **low**.

REFERENCES

The Victor Harbor Horse Tram Authority Charter

The Local Government Act 1999

BUDGET IMPLICATIONS

There are no budget implications associated with the Board receiving and noting and endorsing this report. The Victor Harbor Horse Tram Authority is seeking grant funding to achieve the stable complex fit out for the Behind the Scenes & VIP Experiences Business Plan. The Authority is not requiring additional funds from Council. If additional budget is required to achieve the stable fit out, endorsement by the Horse Tram Authority Board, or where applicable, budget bids to Council, will be applied as required.

CONSULTATION

Victor Harbor Horse Tram Authority Board Members

Kellie Knight-Stacey (Director Corporate and Customer Service)



**VICTOR HARBOR
HORSE TRAM AUTHORITY**

Behind the Scenes & VIP Experiences

BUSINESS PLAN



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1. Executive Summary

This document details the business case for grant funding to support the upgrade of new stables for the Victor Harbor Horse Tram. The investment will allow for the establishment of Behind the Scenes and VIP Experiences, which as well as being financially sound and allowing the Authority to be less reliant on the public purse into the future, will provide broader community, tourism and historical benefits which cannot be fully costed.

This shovel ready plan details the opportunity and business case using conservative assumptions. Funding has already been secured for the building of the stables to occur this financial year, but not the expanded visitor centre which is required for the behind the scenes tours to be offered. The financials detailed in this document, forecast a profit in the first year of operation with steady growth predicted over the first five years. The expectation is that once visitor levels return to normal, including overseas visitors, that there is an even larger opportunity for growth. In summary, a strong case exists to invest to develop South Australia and the Fleurieu Peninsula's iconic Horse Tram.

The Behind the Scenes and VIP Experiences will:

- provide additional employment within the City as well as an opportunity to update existing staff skills;
- generate additional and higher margin income making the Tram less reliant on the public purse into the future; and
- showcase the Fleurieu region and attract more visitors to Victor Harbor and give people a reason to stay longer and/or spend more money.

The new business will ensure the ongoing sustainability and competitiveness of the Victor Harbor Horse Tram and position it to support retail, business, economic growth, employment growth and viability for the region. This project is well timed with the scheduled opening of the new Causeway as it will revitalise and further encourage tram and Behind the Scene tours by residents, tourists, visitors and the community in general.

2. Authority Overview

Below is a snapshot of Victor Harbor Horse Tram Authority (VHHTA) since its inception:

- The Victor Harbor Horse Tram Authority was established in October 2018.
- The Victor Harbor Horse Tram Authority (VHHTA) is a subsidiary of the City of Victor Harbor established under Section 42 of the Local Government Act 1999.
- ABN 2459 234 8014
- Head office is located at The Esplanade, Victor Harbor, South Australia
- The Victor Harbor Horse Tram has been running since 1986 in its existing form.

3. Introduction

The Victor Harbor Horse Tram Authority (VHHTA) Behind the Scenes and VIP Experiences will provide up close and personal opportunities to experience a side of the horse tram operations that has not previously been accessible to the public. As well as responding to demand from visitors and locals to get closer to our majestic Clydesdales, it creates the opportunity to diversify the operation into additional experiences which will allow higher margins, better returns and greater employment opportunities.

The new service will:

- Provide insights into existing operations and the history of the Tram service which dates back to 1894;
- Offer a range of experiences including equine training, education and information, and hands-on demonstrations;
- Showcase the magnificent Clydesdales from the Horse Drawn Tram and introduce visitors to their home (stables and paddocks);
- Offer unique experiences for a range of audiences including:
 - Up close and personal exclusive experiences (\$160 - \$535 per person)
 - High Teas (\$100-\$160 per person)
 - School groups (\$15-\$20 per person)
 - Senior groups (\$30-\$60 per person)
- Make it possible to market additional value add opportunities e.g. pony birthday parties, small group experiences, conference facilities for hire, and equine facility rental;
- Facilitate additional merchandise sales; and
- Allow for pre-bookings online for individuals and for coach tour groups, overcoming a limitation with the existing service (where weather makes pre-bookings problematic).

4. Industry Analysis

Strengths

The Authority is uniquely positioned to succeed with Behind the Scenes and VIP Experiences given:

- The experience will be unique to the region, South Australia and Australia. The Victor Harbor Horse Tram is already one of only two remaining horse tram experiences in the world using Clydesdales and it comes with a striking location and a rich history that cannot be replicated.
- Our horses are iconic and have an established fan base who would relish the opportunity to have an up close and personal experience with them, and importantly, be willing to pay for it (identified through prior inquiries).
- Spending time with horses has proven health benefits and there is already a growing market for Equine therapy offers. Horses also enjoy the stimulation and connection of being around people, it is calming for both human and horse.
- Closures of other educational facilities will make this a popular offering with schools and other youth groups. It will allow existing youth and those of future generations to learn our history in a highly memorable way.
- There is a solid track record of visitors and regular group bookings with the current service going back many years. The new experiences will build on this base with a variety of packages tailored to diverse audiences from high end travellers to school groups (balancing budgets and broadening the appeal to a broad base).
- With the existing business situated centrally at the beginning of the Causeway (which attracts over a million visitors each year), there is a prime opportunity to directly market these packages to locals as well as visitors to Victor Harbor.
- Staff at the Victor Harbor Horse Tram Authority have unique experience and skills and are enthusiastic about how they can bring their skill sets to the VIP experience.
- The facility will incorporate a biodiversity corridor that will assist with the preservation and protection of native wildlife, flora benefitting the surrounding environment. This will benefit customers and community with a natural space to enjoy and complement the existing trails in the area.
- The Authority's Board has diverse expertise with the motivation to lead the Horse Tram into the provision of new services. These include a Professor of Marketing, a former tourism business owner who has extensive overseas marketing experience, a highly successful business owner who markets to the Australian market and a General Manager with extensive small business experience in the domestic tourism market.

Competitive Advantages

Victor Harbor Horse Tram Experiences is positioned to perform well for the following reasons:

- It has received key support, as of February 2021, from:
 - Council of the City of Victor Harbor
 - Ms Rebekha Sharkie MP - Member for Mayo
 - South Australian Tourism Commission
 - David Basham MP
 - Riding for the Disabled Association
- Our products and services are unique. We are part of South Australia's history.
- We have direct access to our current clients with our Horse Drawn Tram experience.
- Our current position is in the centre of town and attracts lots of new clients.
- Our new location for the stables and VIP Visitor Centre is easily accessed by car or bus and will have more than adequate parking facilities.
- We are already serving in excess of 60,000 customers per year. Our assumptions of the VIP Experience revenue, are based on a conversion of only 5.5% of the existing base. This does not account for expansion of the base or a higher conversion.

Achievements

The Victor Harbor Horse Tram Authority is positioned for future growth. Recent accomplished include:

- A continuation and improvement of services provided by the historic Horse Drawn Tram despite numerous challenges (notably causeway closures and Covid-19); During 2020, despite the challenges of COVID-19 the Horse Tram continued to run when possible, in line with government regulations with limited additional reliance on Council.
- A highly qualified team of permanent full time, part time and casual staff as well as specialised staff contracted to ensure the day to day running of the horse tram and optimal wellbeing of horses.
- Key staff have already identified for additional training/study for more specialised roles including in equine therapy and a dedicated horse husbandry position;
- Staff with an ability to adapt, demonstrated during the COVID break in 2020 when the team undertook major renovations on the trams when the Horse Drawn Tram could not operate (saving \$\$).
- It has been established that the strategic direction of the Authority, includes the building of new horse stables and the development of the Behind the Scenes / VIP visitor experience centre.



5. Financial Plan: Behind the Scenes and VIP Experiences

Below is an overview of the projected financial performance of the Behind the Scenes and VIP experience over the next five years, based on conservative assumptions.

To achieve these projections, the VHHTA need to raise an addition \$203,000 from loans or grants or gifts to complete the facility. The VHHTA currently has available \$203,000 in the City of Victor Harbor's 2020/21 capital budget to build the Stable complex commencing the first stage of the project.

The Behind the Scenes / VIP Experience business model has the distinct advantage that variable costs are already accounted for in the VHHTA Operational budget. Making it profitable in the first year.

The figures are intentionally conservative, with revenue expected to exceed estimations but reflecting the uncertainty surrounding travel and the economy as a result of COVID.

Please note: Figures in tables are based on first FY plus 5% growth each FY after.



Table: Forecast Annual Financial Summary

Annual	FY 1	FY 2	FY 3	FY 4	FY 5
Revenues					
Revenues	\$164,760	\$206,970	\$299,080	\$443,570	\$684,280
Total Revenue	\$164,760	\$206,970	\$299,080	\$443,570	\$684,280
Direct Cost					
Direct Costs	\$36,640	\$45,260	\$64,620	\$96,260	\$151,340
Total Direct Costs	\$36,640	\$45,260	\$64,620	\$96,260	\$151,340
GROSS PROFIT	\$128,120	\$161,710	\$234,460	\$347,310	\$532,940
GROSS PROFIT(%)	78%	78%	78%	78%	78%
Other Expenses					
Salaries	\$84,000	\$100,800	\$145,152	\$152,410	\$160,030
Marketing Expenses	\$12,200	\$12,900	\$13,500	\$14,200	\$14,900
Rent/Utility Expenses	\$12,000	\$12,400	\$12,600	\$12,800	\$13,100
Other Expenses	\$9,200	\$9,200	\$9,200	\$9,400	\$9,500
Total Other Expenses	\$117,400	\$135,300	\$180,452	\$188,810	\$197,530
EBITDA	\$10,720	\$26,410	\$54,008	\$158,500	\$335,410
EBIT	\$10,720	\$26,410	\$54,008	\$158,500	\$335,410
Interest Expense	-	-	-	-	-
PRETAX INCOME	\$10,720	\$26,410	\$54,008	\$158,500	\$335,410
Net Operating Loss	-	-	-	-	-
Use of Net Operating Loss	-	-	-	-	-
Taxable Income	\$10,720	\$26,410	\$54,008	\$158,500	\$335,410
Income Tax Expense	-	-	-	-	-
NET INCOME	\$10,720	\$26,410	\$54,008	\$158,500	\$335,410
Net Profit Margin (%)	7%	13%	18%	36%	49%

Table: Income projections breakdown by package type

	FY 1	FY 2	FY 3	FY 4	FY 5
1. VIP basic experience	\$48,000	\$61,630	\$91,050	\$134,520	\$198,750
2. School Groups	\$19,640	\$23,680	\$31,770	\$42,630	\$57,190
3. School Groups + Tram ride	\$13,080	\$15,780	\$21,180	\$28,400	\$38,110
4. High End VIP Experience	\$69,800	\$84,180	\$112,940	\$151,540	\$203,310
5. The Ultimate Experience	\$8,080	\$11,410	\$18,440	\$29,810	\$48,170
6. Merchandise Sales	\$4,560	\$8,360	\$21,110	\$53,200	\$134,090
7. Facility rental income	\$1,600	\$1,930	\$2,590	\$3,470	\$4,660
	\$164,760	\$206,970	\$299,080	\$443,570	\$684,280
Direct Cost - Product 1	\$7,200	\$8,680	\$11,650	\$15,630	\$20,970
Direct Cost - Product 2	\$7,200	\$8,160	\$9,930	\$12,120	\$14,760
Direct Cost - Product 3	\$3,600	\$4,080	\$4,970	\$6,050	\$7,380
Direct Cost - Product 4	\$12,000	\$14,470	\$19,410	\$26,050	\$34,940
Direct Cost - Product 5	\$4,000	\$5,450	\$8,800	\$14,220	\$23,000
Direct Cost - Product 6	\$2,400	\$4,140	\$9,470	\$21,670	\$49,590
Direct Cost - Product 7	\$240	\$280	\$390	\$520	\$700
	\$36,640	\$45,260	\$64,620	\$96,260	\$151,340

Table: Summary Financials

Summary

	FY 1	FY 2	FY 3	FY 4	FY 5
Revenues	\$164,760	\$206,970	\$299,080	\$443,570	\$684,280
Direct Expenses	\$36,640	\$45,260	\$64,620	\$96,260	\$151,340
Gross Profit	\$128,120	\$161,710	\$234,460	\$347,310	\$532,940
Gross Profit (%)	77.8%	78.1%	78.4%	78.3%	77.9%
Other Expenses	\$117,400	\$135,300	\$180,452	\$188,810	\$197,530
EBITDA	\$10,720	\$26,410	\$54,008	\$158,500	\$335,410
Income Tax Expense	\$0	\$0	\$0	\$0	\$0
Net Income	\$10,720	\$26,410	\$54,008	\$158,500	\$335,410

Number of Experiences sold per year

Type of Experience	FY1	FY2	FY3	FY4	FY5
1. VIP basic experience	480	543	660	802	975
2. School Groups	1440	1532	1691	1867	2061
3. School Groups + Tram ride	720	766	846	933	1030
4. High End VIP Experience	480	543	660	802	975
5. The Ultimate Experience	16	20	30	44	64
6. Merchandise Sales	200	322	668	1385	2872
7. Facility rental income	8	9	11	13	16

6. Financial Plan

Revenue Model

Victor Harbor Horse Tram Authority VIP Experiences generates revenues via the following:

- Sales of products/services of the VIP experiences, including packages ranging from school group education sessions to Ultimate up close and personal hands on experience.
- Referral revenues the existing business of the Victor Harbor Victor harbor Horse Tram operations.
- Donations / sponsorship.

Financial Highlights

Below please find an overview of our financial projections. See the Appendix for our full projected Income Statements, Balance Sheets and Cash Flow Statements.

Figure 1: Financial Highlights

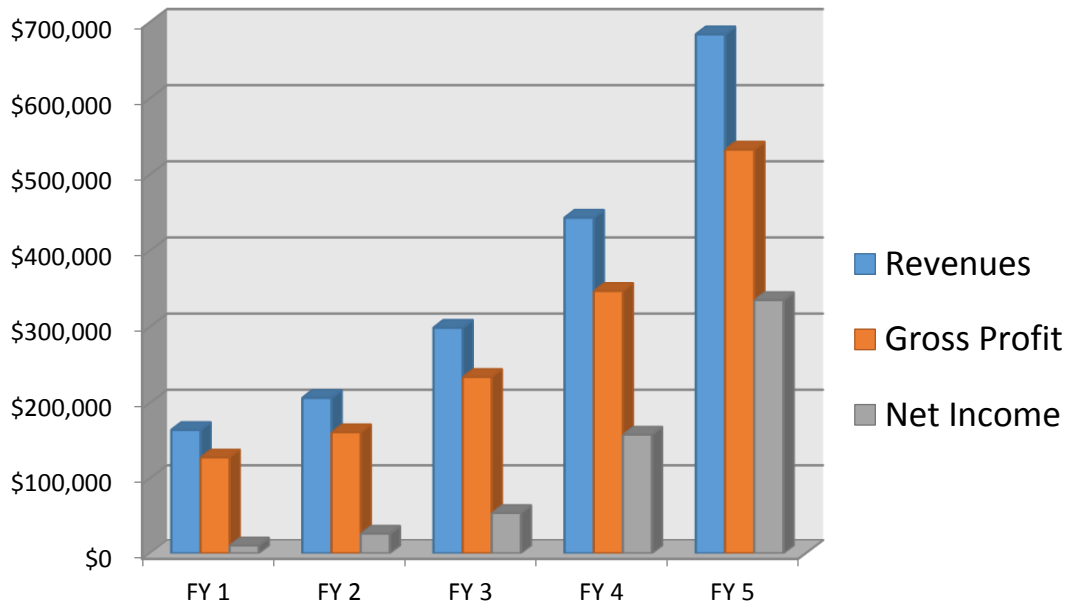
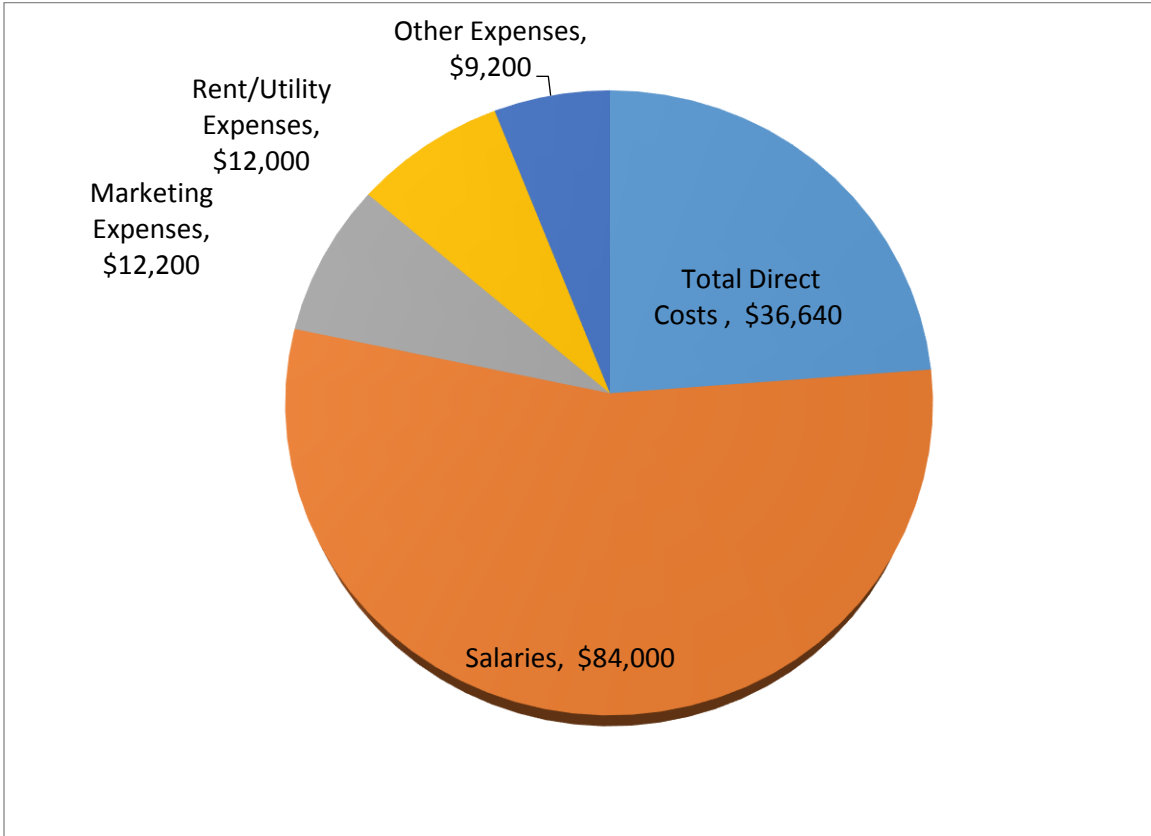


Figure 2: Projected Year 1 Expenses



Funding Requirements/Use of Funds

To successfully execute on our business plan, we require \$203,000 additional funding.

This funding will be used for:

- Product Development: VIP building fit out in our Stable complex which is shovel ready.
- Car Park facilities
- Entrance fit out using timbers off of the old Causeway.
- Landscaping
- Marketing: To raise awareness and establish the Behind the Scenes / VIP Experience.
- Staffing: Provide funds to employ additional staff and further training existing staff to fully implement this project.

7. Financial Statements

Table: 5 Year Annual Income Statement

Annual	FY 1	FY 2	FY 3	FY 4	FY 5
Revenues					
Revenues	\$164,760	\$206,970	\$299,080	\$443,570	\$684,280
Total Revenue	\$164,760	\$206,970	\$299,080	\$443,570	\$684,280
Direct Cost					
Direct Costs	\$36,640	\$45,260	\$64,620	\$96,260	\$151,340
Total Direct Costs	\$36,640	\$45,260	\$64,620	\$96,260	\$151,340
GROSS PROFIT	\$128,120	\$161,710	\$234,460	\$347,310	\$532,940
GROSS PROFIT(%)	78%	78%	78%	78%	78%
Other Expenses					
Salaries	\$84,000	\$100,800	\$145,152	\$152,410	\$160,030
Marketing Expenses	\$12,200	\$12,900	\$13,500	\$14,200	\$14,900
Rent/Utility Expenses	\$12,000	\$12,400	\$12,600	\$12,800	\$13,100
Other Expenses	\$9,200	\$9,200	\$9,200	\$9,400	\$9,500
Total Other Expenses	\$117,400	\$135,300	\$180,452	\$188,810	\$197,530
EBITDA	\$10,720	\$26,410	\$54,008	\$158,500	\$335,410
Depreciation	-	-	-	-	-
Amortization	-	-	-	-	-
Preliminary Exp Written off	-	-	-	-	-
EBIT	\$10,720	\$26,410	\$54,008	\$158,500	\$335,410
Interest Expense	-	-	-	-	-
PRETAX INCOME	\$10,720	\$26,410	\$54,008	\$158,500	\$335,410
Net Operating Loss	-	-	-	-	-
Use of Net Operating Loss	-	-	-	-	-
Taxable Income	\$10,720	\$26,410	\$54,008	\$158,500	\$335,410
Income Tax Expense	-	-	-	-	-
NET INCOME	\$10,720	\$26,410	\$54,008	\$158,500	\$335,410
Net Profit Margin (%)	7%	13%	18%	36%	49%

Table: 5 Year Annual Balance Sheet

Balance Sheet Projections

Annual	FY 1	FY 2	FY 3	FY 4	FY 5
ASSETS					
Cash	\$5,320	\$26,530	\$74,238	\$224,138	\$538,148
Other Current Assets	\$18,300	\$26,200	\$38,100	\$49,300	\$76,000
Total Current Assets	\$23,620	\$52,730	\$112,338	\$273,438	\$614,148
Intangible Assets	\$0	\$0	\$0	\$0	\$0
Acc Amortization	\$0	\$0	\$0	\$0	\$0
Net Intangibles	\$0	\$0	\$0	\$0	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Accum Depreciation	\$0	\$0	\$0	\$0	\$0
Net fixed assets	\$0	\$0	\$0	\$0	\$0
Preliminary Exp	\$0	\$0	\$0	\$0	\$0
TOTAL ASSETS	\$23,620	\$52,730	\$112,338	\$273,438	\$614,148
LIABILITIES & EQUITY					
Current Liabilities	\$12,900	\$15,600	\$21,200	\$23,800	\$29,100
Debt outstanding	\$0	\$0	\$0	\$0	\$0
Total Liabilities	\$12,900	\$15,600	\$21,200	\$23,800	\$29,100
Share Capital	\$0	\$0	\$0	\$0	\$0
Retained earnings	\$10,720	\$37,130	\$91,138	\$249,638	\$585,048
Total Equity	\$10,720	\$37,130	\$91,138	\$249,638	\$585,048
TOTAL LIABILITIES & EQUITY	\$23,620	\$52,730	\$112,338	\$273,438	\$614,148
check	\$0	\$0	\$0	\$0	\$0

Table: 5 Year Annual Cash Flow Statement

Cash Flow Projections

Annual	FY 1	FY 2	FY 3	FY 4	FY 5
CASH FLOW FROM OPERATIONS					
Net Income (Loss)	\$10,720	\$26,410	\$54,008	\$158,500	\$335,410
Change in Working Capital	(\$5,400)	(\$5,200)	(\$6,300)	(\$8,600)	(\$21,400)
Plus Depreciation	\$0	\$0	\$0	\$0	\$0
Plus Amortization	\$0	\$0	\$0	\$0	\$0
Plus Preliminary exp written off	\$0	\$0	\$0	\$0	\$0
Net Cash Flow from Operations	\$5,320	\$21,210	\$47,708	\$149,900	\$314,010
CASH FLOW FROM INVESTMENTS					
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Intangible Assets	\$0	\$0	\$0	\$0	\$0
Net Cash Flow from Investments	\$0	\$0	\$0	\$0	\$0
CASH FLOW FROM FINANCING					
Cash from Equity	\$0	\$0	\$0	\$0	\$0
Cash from Debt financing	\$0	\$0	\$0	\$0	\$0
Net Cash Flow from Financing	\$0	\$0	\$0	\$0	\$0
Net Cash Flow	\$5,320	\$21,210	\$47,708	\$149,900	\$314,010
Cash at Beginning of Period	\$0	\$5,320	\$26,530	\$74,238	\$224,138
Cash at End of Period	\$5,320	\$26,530	\$74,238	\$224,138	\$538,148

8. Industry Analysis

Market Overview

The market for the Victor Harbor Horse tram includes both domestic and international travellers. The attraction also welcomes significant numbers of locals and day trippers.

With the new visitor centre the visitor profile will expand to include:

- Individuals and small groups of family and friends.
 - Horse enthusiasts.
 - School and other Youth groups.
 - Seniors groups.
 - Group tours – both international and domestic.
 - Equine therapy attendees.
 - Small conventions and work or other team building groups e.g. sport teams.
-
- Industry Sales (\$):
 - The Australian tourism FY 2019/2020 was worth \$126.1 billion;
 - SA tourism FY 2019/2020 was \$8.1 billion employing 40,000 South Australians;
 - Victor Harbor tourism FY 2019/2020 was \$153 million, employing 750 locals.



Market Factors & Trends

- The Victor Harbor Horse Tram's traditional markets have been significantly disrupted due to the impact of border closures both interstate and overseas due to COVID-19.
- With South Australians travelling regionally there is demand of varied experiences.
- However once international and state borders re-open demand for the tram and the Behind the Scenes and VIP experiences is expected to significantly increase.
- 2020/21 has also seen significant causeway closures impacting tram operations and figures. With the new causeway construction starting in early 2021, due for completion by the end of the year, this will provide consistent operating conditions for the Horse Drawn Tram.
- The interest in seeing the new Causeway is likely to be high and help with demand for our experiences.
- There is a trend towards tailored and personalised experiences. People are seeking hands on, unique experiences rather than large scale, generic ones. This is in part being driven by social media and the number of people maintaining social media presences seeking engaging content to upload.
- Research demonstrates that people are looking:
 - To visit regional areas;
 - For hands on experiences;
 - Outdoor activities and events;
 - Being close to nature; and
 - For sustainable tourism enterprises.

The Victor Harbor Horse Tram Authority Behind the scenes / VIP Experience offers aspects across all of the above tourism trends placing it in a prime position for success. With increased consumer demands around experiences the future is exciting and limitless.

Estimated Market

The Victor Harbor Horse Drawn Tram has a 95% approval rating and 98% recognition by visitors to Victor Harbor and to South Australia. The Horse Tram Services tourist access to Granite Island, which welcomes over 900,000 visitors every year.

Using data from the financial year 2019/20, given the unusual nature of 2020/21, visitors to Victor Harbor included:

- 30,974 International visitor nights
- 590,584 domestic visitor nights plus
- 967,092 domestic day trips.

The extension of the horse tram business to the 'Behind the scenes and VIP Experience' represents an exceptional opportunity for the VHHTA to

- a) Assure the horse trams longevity and
- b) Enhance the area's attractions and appeal increasing potential tourism and augmenting the potential experiences available on the Fleurieu Peninsula.

With this new offering it is estimated that the Authority could comfortably attain a 1.5% market share of annual tourism revenue with potential to significantly improve on this as well as expand the tourism pie for the broader region.



9. Customer Analysis

To grow a business, it is vital to have broad penetration for example, to nudge all sorts of buyers (Sharp, 2010)¹. Consistent with this evidence and the Authority Charter, this new business extension fits with our objective of servicing locals, South Australians and other interstate and international visitors.

While the aim is to be inclusive, the following are priority target audiences:

Audience	Advantage
School and other youth groups	Allows us to share South Australia's history with SA youth. Lower price per person behind the scene tours will be offered balanced with lower costs and advantages of early pre-bookings, spreading demand for offers across year especially in non-peak tourist times.
Family groups	Families are often looking for quality together time. Our horses and history make us an appealing experience for many.
Corporate	Corporate groups will pay a premium for a different quality experience so offer the opportunity to get into high price points and in non-peak tourist times e.g. mid-week.
Experience seekers	This group will need a more hands-on offer which could be combined with pushing the tram (timed at the end of the tram shift) for a physical challenge that helps them experience the tram from the horse's perspective. This offer has proven fun when run in the past but not offered previously as an ongoing offer.
Senior's group	Like school groups these groups can be booked in advanced and during non-peak times balancing the workload of our staff. Stepping back into history and being around animals is an appealing offer to this demographic.
Horse enthusiasts	This group will need a more horse intense horse related experience which could include helping with the stables and horses and seeing relevant demonstrations (e.g. how they are trained and cared for).
Equine therapy groups and individuals	This VIP experience offers the largest potential price tag. Other offerings in this space have people paying thousands to stay at health retreats i.e: Gwinganna. It does require highly trained staff and is likely to be restricted to limited number of horses but it potentially also creates opportunities for those horses who can't work the tram e.g. due to injury or age.

¹SHARP, B. 2010. How brands grow. In: SHARP, B. (ed.) How Brands Grow. Oxford University Press.

Customer Needs

- Victor harbor Horse Tram customers appreciate the ability to slow down and enjoy the natural environment Victor Harbor has to offer. The VIP experiences will offer an extension of this allowing for personal interactions with the Victor harbor Horse Tram Clydesdales and a historic experience.
- Exceptional customer service. A high quality experience in all aspects, from service and delivery, the quality care of the horses, to the maintenance of the assets.
- Convenience, The VIP Experience is situated in an easy to access location close to Victor Harbor and being a 6 minute drive from the heart of the town.
- The establishment of the VIP Visitor Centre will allow us to provide a first class experience involving our wonderful horses which will mean greater employment opportunities for our current and future staff.
- Options and opportunities! Customers will have the option to access an educational, memorable and special experience or indulge in the VIP Ultimate Experience Package. The unique experiences to choose from will be offered as tiered price points.
- Pre-booking and all weather experiences will be available. Currently high winds stop the tram operating but these experiences will not have this restriction.
- Disability and pram access will be available.

10. Competitive Analysis

The VIP Experience has no direct competitors. However, visitors will judge value and the opportunity compared to other experiences so this section reviews a range of choices the market may consider and/or have experience with as a guide to support the pricing assumptions provided.

Competitor in Equine therapy #1: Manes for Change

Products/services offered: Mind set horsemanship programs for youths to 60 years.

- Price points: \$120 - \$480.
- Location: Adelaide hills
- Competitor's key strengths: Equine mental health therapy
- Competitor's key Challenges: Limited capacity / limited offering – Location

Competitor in Equine therapy #2: Lincoln Park Horse and Human Rehabilitation Centre

- Products/services offered: Horse riding and therapy.
- Price points: \$30 - \$80
- Location: Monarto SA.
- Competitor's key strengths: Horse riding
- Competitor's key Challenges/difference: Distance away from us and we are close to our customer base, poor climate for services offered.

Alternative Animal Experience Competitor #3: Monarto Zoo

- Products/services offered: Up close experiences with lions, cheetahs and behind the scenes tours.
- Price points: \$125-\$165
- Location: Monarto SA
- Competitor's key strengths: Exclusive offering. Have been successfully running for a long period. Huge volunteer pool.
- Competitor's key Challenges/difference: Different animals / no horses.

Other complementary attractions that draw people to South Australia and Victor Harbor include:

- Urimbirra Fauna Park
- Normanville Horse Trail Riding
- Cellar Doors
- Big Duck Boat Tours
- Softfoot Alpacas Farm
- Camel and Pony Rides, foreshore Victor Harbor
- Oceanic Tuna Aquarium
- Steam Ranger

While different they do frame ticket price expectations and can represent competition for the tourist dollar.



11. Marketing the Experiences

Additional details for our new offers include:

#1: Base VIP Experience

- Spend time up close with our horse team, going over their morning routine with one of our dedicated Team members.
- Product/Service benefits: Understanding horses character differences, hearing about their behaviours and getting to know them. Harnessing exhibition.
- Product/Service price: Adults \$120 Children \$100 for 90 mins with family package
- Product/Service assumed purchase frequency/quantity: 10 per week
- Product/Service strengths: All staff skilled and qualified to run this session.
- Product/Service Challenges: Likely some additional costs while we establish the offer e.g. include merchandise voucher, drink and how long the experience will go for.

• #2: School group Educator

- Product/Service description/features: Horse education with a ride on the Tram.
- Product/Service benefits: understanding of the horses, what they do for a job, and how that work brings benefits the horses, physically and mentally.
- Product/Service price: \$20 (but group size requirements and restricted dates/times)
- Product/Service expected purchase frequency/quantity: 1 group of approximately 30 per week.
- Product/Service strengths: not offered anywhere else including the ride on the tram. Part of history of South Australia and our past more generally.
- Product/Service Challenges: Risk assessment procedure for school groups.

- **Product/Service #3: High Tea with the Horses.**
 - Product/Service description/features: A morning or afternoon high tea with the horses, including educational talk and a harness demonstration. Include a ride on the tram.
 - Product/Service benefits: Giving the customer time with the horses during their high tea to hear about the horses and their jobs.
 - Product/Service price: \$160 Adults \$130 Concession.
 - Product/Service expected purchase frequency/quantity: 90 mins - 15 per week.
 - Product/Service strengths: Unique and suitable for all persons and ages.
 - Product/Service Challenges: Offering food can cut into profit margins.

- **Product/Service #4 Name: The VIP Ultimate Experience Package**
 - Product/Service description/features: A three hour experience to get up close and personal with an educational demonstration of the horses in harness, don a set of boots to groom the Victor harbor Horse Tram Clydesdales. This experience include lunch or high tea, an Akubra (optional merchandise voucher), Victor harbor Horse Tram Cap and annual membership for the tram.
 - Product/Service benefits: Unique, hands on equine experience which increases employment opportunities and general economic benefits for the region.
 - Product/Service price: \$535 per person
 - Product/Service expected purchase frequency/quantity: 4 per quarter (very conservative figures).
 - Product/Service strengths: Our Team is already trained to deliver the experience, having horse handling and service delivery skills.
 - Product/Service Challenges: Temporarily lacking International/Interstate tourists due to COVID.

Potential products/events

- Hot shoeing demonstrations
- Horse massage therapy demonstrations
- Equine therapy for mental health
- Working horse demonstrations
- Horse birthday bashes
- Canton tours via horse and cart
- Gift Certificates

Promotions Plan

Victor Harbor Victor harbor Horse Tram Authority behind the Scenes / VIP Experiences will initially use the following tactics to attract new customers:

- Banners, and/or Billboards – due to established Tram office we will be able to utilise this facility for display banners to advertise the VIP experience;
- Social media and search in conjunction with promotion of the existing Victor harbor Horse Tram;
- Print advertising - Press Releases/PR/ Radio interviews – opening of the VIP Facility which would potentially open at the same time as the New Causeway and receive significant exposure;
- Contests involving local schools and senior groups;
- Direct Mail out with the City of Victor Harbor rates notice;
- Through Business Victor Harbor Membership;
- Word of mouth;
- Open days;
- Local and regional Radio;
- Equine groups;
- Victor harbor Horse Tram Members;
- Networking with local businesses, local Tourism Authority and SA Tourism Commission;
- We expect to generate significant free publicity; and
- Postcards.

Distribution Plan

Customers will be able to purchase tickets from us via the following methods:

- Retail location: Canton Place and The Esplanade, Victor Harbor, SA 5211
- Company website: www.horsedrawntram.com.au
- Currently no online bookings with the Victor harbor Horse Tram but with this business extension it would be available.
- Distributors: Our existing Victor Harbor Victor harbor Horse Tram location
- Partners: Visitor Information Centre, City of Victor Harbor
- Organised Coach Tour Itineraries
- Small group tours



12. Operations Plan

Our Operations Plan details:

- 1) The Implementation Plan
- 2) The key day-to-day processes that our business performs to serve our customers
- 3) The key business milestones that our company expects to accomplish as we grow



Key Operational Processes

1) Implementation Plan

- Employment opportunities offered to date (stage one):
 - Design and drawing work
 - Surveyor and planning
 - Land clearing and earth works
 - Building and construction of stable.
- Employment opportunities planned (stage two):
 - Building and construction of VIP complex
 - Expansion of the VIP Experiences and need for more employees to service this growth including:
 - Hospitality staff
 - Marketing, Admin and IT staff
 - Cleaners
 - Gardeners
 - Maintenance

2) The key day-to-day processes that our business performs to serve our customers are as follows:

- Product Development: Ongoing with the use of customer feedback on our packages and market demand.
- Sales: Through our current retail outlet and using our website and promotional plan.
- Marketing: As per our Promotional plan and implemented by our General Manager and the Board.
- Finance: Managed by the General Manager of the Authority
- Customer Service: Operationally conducting surveys and ongoing Staff training.
- Administration: Current admin staff and General Manager.
- Accounting/Payroll: Current admin staff and General Manager.
- Human Resources: Current admin staff and General Manager.
- Legal: Local Government Association
- Purchasing: Current admin staff and General Manager.

3) Milestones

The Proposed timetable is as follows:

Completion Date	Objectives and timelines
30 July 2021	Set opening date for the VIP experience.
	Provide product Details for the VIP experience.
	Upskilling and training of the existing staff.
30 July 2022	Additional Staff recruitment and training.
	Break even after the first year of operation.
	Professional development of Staff.
	Building of the Product Range
	Building of the Horse Team so as to undertake Equine Therapy
	Partner with Mental Health groups to offer Therapy
	Positive Cash flow, Profit and Loss
30 July 2023	Established as Market leaders in Equine Experiences.
	Continue improvement in product range expansion and Horse team numbers.
	Internationally recognised as an Ultimate Equine Experience.
30 July 2024	Strong trading performance.
	Expanding Staff numbers, increasing Revenue
	Financial impact of the VHHTA is being significantly subsidised by the positive cash flow from the VIP Experiences business.
30 July 2025	Expand Staff professional development.
	Continual Horse team building.

13. Management Team

Our management team has the experience and expertise to successfully execute on our business plan.

Management Team Members

- **General Manager: Meg Whibley**
 - Key Functional Areas Covered: Strategic planning, oversee operation, including Financial and HR
 - Past positions, successes and/or unique qualities: Director of Tourist Adventure Park and Operations Manager of the Fleurieu Aquatic Centre.
- **Assistant Manager: Adrian Cox**
 - Key Functional Areas Covered: Project management – Day to day operations and horse training.
 - Past positions, successes and/or unique qualities: Victor harbor Horse Tram co-ordinator for the past 17 years, significant involvement in Horse husbandry and training of Tram horses. Expertise in renovating and maintenance of Trams.
- **Name: Tamar Herron**
 - Title: Admin coordinator and Equine Therapy Team leader
 - Key Functional Areas Covered: Admin, training, delivering of experiences
 - Past positions, successes and/or unique qualities: Tram operator, Legal background and horse trainer.
 - Educational background: Bachelor of Laws, Current – Diploma in Equine Assisted Learning (Equine Therapy)
- **Name: Sharna Brown**
 - Title: Horse Husbandry
 - Key Functional Areas Covered: Management of Horse care, horse training, delivering of experiences
 - Past positions, successes and/or unique qualities: Extensive experience in the Thoroughbred racing industry. Stable manager and track rider. Administration and customer service experience
 - Educational background: Equine massage therapy, Red light therapy. Bachelor in Human movement.
- **Assistant Horse Husbandry staff:**
 - Title: Horse Husbandry/Horse Handlers
 - Key Functional Areas Covered: Training, delivering the experiences
 - Past positions, successes and/or unique qualities: Horse and customer experience
 - Educational background: Equine training whether in therapy or handling.

Management Team Gaps

- Title/Role: **Extra Horse Husbandry all-rounders**
- Key Functional Areas Covered: Training, delivering the experiences
- Qualities of the individual who will be sought to fill this role: Outgoing, customer focused and hands on.



Board Members

Paul Brown, Chair



Paul Brown is the Owner and Director of Kangaroo Island Wilderness Tours, a high-end tour company on Kangaroo Island with up to 25 team members. They have been looking after guests from around the world for 17 years. He is a former Chair of Tourism Kangaroo Island and the Australian Tourism Export Council (ATEC) SA Branch, as well as a board member of ATEC nationally. He is currently on the Food, Wine, Tourism & Hospitality Industry Skills Council Advisory Group, a member of the Collaborative Project to develop a Professional Certificate in

Older People's Mental Health, as well as the board of the Victor Harbor Horse Drawn Tram Authority. A graduate of the Australian Institute of Company Directors course Paul has always sought to make a contribution to his industry and community.

Councillor Carol Schofield, Deputy Chair



Councillor Carol Schofield AM is the City of Victor Harbor's Elected Member representative on the Victor Harbor Victor harbor Horse Tram Authority Board. Carol was Chair of the City of Victor Harbor's Victor harbor Horse Tram Advisory Committee before it transitioned to form the Inaugural Victor Harbor 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. Carol was a member of the Premier's Food Council and became the first woman to Chair the Advisory Board of Agriculture. She is a life member of the Agriculture Bureau of South Australia, and in 2004 she was awarded an Order of Australia for her services to the Agriculture and Aquaculture Industries, in addition to receiving a Centenary Medal.

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 at the beach patrolling or playing hockey with

her family. Rachel has been working with the Victor Harbor Horse Tram Authority since 2019 and recently joined the Finance and Audit Committee, as Deputy Chair.

Nigel Catt



Nigel Catt has been in the Australian Wine Industry since 1983 in various roles such as senior winemaker for a number of large and medium wine companies, as well as owning my own vineyards, wineries and wine brands. He has judged wines at various wine shows, chaired McLaren Vale Winemakers, Bushing Festival and Meet Your Maker events. During this time, Nigel has produced wines in other countries, consulted to other wineries and the State Government, run Industry Supply Companies at board and management level. He owned the Middleton Winery and Vineyards, developed and built the Flying Fish Café and has been a board member for 10 years at Encounter Lutheran College. National Sales and Marketing Consultant for Radoux, a French oak barrel company, which he still represents here in Australia. Owner of Ocvitti, producing Ocloc products, which is a steel trellis system that, together with his partner, Nigel has brought about ecological change in the vineyards moving from treated pine posts to more ecological and economical steel, which has led to a number of world-wide patents and design registrations. Nigel has supported and developed many business', and mentored young business people here and overseas. The majority of Nigel's focus and life has been spent in the Fleurieu Peninsula, specifically Victor Harbor, where he is based with his family.

Natasha Hunt



Natasha Hunt has over 15 years experience working in local government and the tourism industry. She is the Team Leader of the Fleurieu Coast Visitor Centre, who won the 2018 South Australian Tourism Award for Visitor Information Services. Natasha is responsible for the marketing of the Fleurieu Coast region and manages the District Council of Yankalilla's volunteer programs. Natasha represented the Fleurieu Peninsula on the South Australian Tourism Commission's Industry Skills Advisory Committee and was an inaugural member of the South Australian Accredited Visitor Information Centre Network. Natasha grew up on the Fleurieu Peninsula on her family's farm where they operate two horse-based businesses. Natasha is passionate about the Fleurieu and has volunteered in many community organisations including the Normanville New Year's Eve Pageant, Yankalilla Football and Netball Club and the Fleurieu Horse and Pony Club.

14. Appendix 1 – Stable Plans