



# Minutes

Board Victor Harbor Horse Tram Authority  
Meeting Held 16 July 2019 at 3.00pm  
Location Encounter Room – 1 Bay Road, Victor Harbor

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*Meeting opened at 3.00pm*

**1. ATTENDANCE**

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

In Attendance:

Karen Rokicinski (Director Corporate and Community Services CVH)  
Suzi Prsa (Minute Secretary CVH)

**2. APOLOGIES**

Nil.

**3. MINUTES OF PREVIOUS MEETING**

**3.1 Minutes of the Previous Meeting**

VHHTA86      Moved:      Rachel Kennedy  
                  Seconded:    Nigel Catt

That the minutes of the previous Victor Harbor Horse Tram Authority Board meetings held on 18 June 2019, as per copies supplied to members, be adopted as a true and correct record of the meeting.

**CARRIED**

**4. BUSINESS ARISING**

**4.1 Work Program and Resolutions Report**

VHHTA87      Moved:      Cr Carol Schofield  
                  Seconded:    Rachel Kennedy

That the Victor Harbor Horse Tram Authority Board note the Work Program and resolution report as at 16 July 2019.

**CARRIED**

## 4.2 Correspondence

VHHTA88      Moved:      Nigel Catt  
                  Seconded:    Cr Carol Schofield

That the Victor Harbor Horse Tram Authority receive and note the correspondence from Mr Glen Silver in relation to the Horse Tram Authority dated 13 July 2019 and the General Manager's letter of response to Mr Silver, sent on behalf of the Authority, attached to these minutes.

**CARRIED**

## 4.3 Items for Discussion

Nil.

## 5. PRESENTATIONS

Nil.

It was noted that a brainstorming session in regards to presentations be considered by the Authority at the next Informal Gathering – Strategic Planning meeting.

## 6. REPORTS

*The Chair re-ordered agenda Items 6.2 and 6.3 before Item 6.1.*

### 6.2 Ticket Sales

VHHTA89      Moved:      Rachel Kennedy  
                  Seconded:    Nigel Catt

That the Victor Harbor Horse Tram Authority receive and note the Ticket Sales Report.

**CARRIED**

### 6.3 Grazing Land

VHHTA90                      Moved:      Rachel Kennedy  
  Seconded:    Nigel Catt

That the Victor Harbor Horse Tram Authority receive and note the Grazing Land Report.

**CARRIED**

## 6.1 2018/19 Budget Update

VHHTA91      Moved:      Cr Carol Schofield  
                  Seconded:    Rachel Kennedy

That the Victor Harbor Horse Tram Authority receives and notes the 2018/19 Budget Update Report estimating a council contribution requirement of \$270,000.

**CARRIED**

## 7. URGENT BUSINESS WITHOUT NOTICE

### 7.1 Ticketing Prices

VHHTA92      Moved:      Cr Carol Schofield  
                  Seconded:    Rachel Kennedy

That the Victor Harbor Horse Tram Authority request that Megan Whibley – General Manager to arrange the “kids travel free” trial in August 2019 in line with the Horse’s Birthday promotions and report back to the Authority on the trial.

**CARRIED**

## 8. CONFIDENTIAL REPORTS

Nil.

## 9. NEXT MEETING

The next scheduled Victor Harbor Horse Tram Authority meeting is Tuesday, 20 August 2019 to be held in the Encounter Room, 1 Bay Road, Victor Harbor at 3pm.

## 10. CLOSURE

The Chair declared the meeting closed at 3.15pm.

Signed: \_\_\_\_\_

Date: \_\_\_\_\_

**From:** Glen Silver  
**Sent:** Saturday, 13 July 2019 9:48 AM  
**Subject:** IREC18656719 - GOV9.14.041 - Horse Tram Board Accountability?

Dear Councillor

it is now 6 months since the Horse Tram Board was officially endorsed by the Victor Harbor Council.

So far as a community / rate payers we have not been told their business plan or their strategy of lowering the cost burden on us the ratepayers.

Yet, I note the Chairman has asked to almost double his sitting fees.

The newly appointed manager has spoken about what she done previously, in the paper but nothing about where she wants the horse tram to go or her vision for the future of the horse tram.

A lot of work was done by the original committee who put forward plans to better promote the horse tram and to gain sponsorship, yet nothing has materialized to date, to my knowledge.

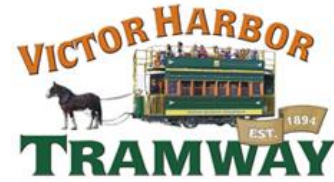
Can I ask **you** and the council to find out:

- 1 When will we hear publicly what the Chairman and the Manager are going to do to bring in sponsorship dollars and lessen the cost burden on ratepayers?
- 2 What is the target for passengers numbers for this financial year, as against 2017/18?. Forgetting last year due to the closure of the Causeway.
- 3 Can we expect any joint promotions with TV or Radio Channels this year, similar to Steam Ranger adverts on Ch 9?
- 4 Why hasn't tram No. 4 been converted and used a promotional tool and ticket point rather than spend \$50,000 on converting part of the building and horse corral?
- 5 Are there any plans to bring in a professional promotional person or company to assist in developing Victor Harbor's No. 1 Tourist Attraction?.

It appears a lot of the hard work that the previous committee done has been shelved. It could be interesting to see what those members think of the new Boards actions so far.

Awaiting your reply

Glen Silver  
Victor Harbor Rate Payer.



File No: GOV9.14.041

16 July 2019

Mr Glen Silver  
Victor Harbor Rate Payer  
Email:

Dear Mr Silver,

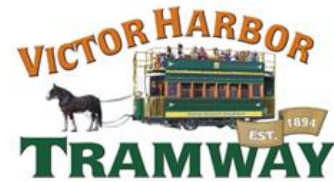
Thank you for your email enquiry to elected members of City of Victor Harbor in relation to the Horse Tram Authority (the Authority). Your enquiry has been provided to me for response as the General Manager of the Authority.

I feel that it is important to respond to your enquiry by first providing some context.

The Minister confirmed establishment of the Horse Tram Authority subsidiary on 25<sup>th</sup> October 2018, with the inaugural Board consisting of the former Council committee. In November 2018, Council appointed Victoria MacKirdy to the Interim General Manager role. In accordance with the Charter, both the Interim General Manager and Board could only be in place for 6 months. As such, their role was largely to set up a number of the foundational policies and procedures required of the Authority, as per the Charter.

During their first few months, the interim Board were also charged with responsibility to determine an appropriate structure for a new Board and made a number of decisions in this regard, eventually appointing MacArthur to assist with recruitment of the new Board. Positions were called prior to Christmas 2018, however, further complicating the timing was the fact that Council had also been in caretaker mode in the lead up to the local government elections from mid-September 2018, until results of the Council election were announced in November 2018.

In amongst all of this, you will be aware that the Causeway was closed for short periods of time, with an extended closure extending from 23 January 2019 until only recently. Once it became apparent that an extended closure was imminent, a Special Council Meeting was called by Council Chief Executive Officer Victoria MacKirdy (also Interim GM of the Horse Tram Authority) seeking to amend the Charter to provide the Board with 12 months rather than just the initial 6 months, to appoint a General Manager and to prepare its first business plan. The Minister was notified of this and an extension was formally granted by his Office, permitting the Charter to be amended in this way. The purpose of seeking this extension of time was in light of the Causeway closure and to save the Authority (and indeed our City of Victor Harbor residents) money if the Causeway was to remain closed for an extended period, negating the need to have a paid General Manager in place over this time.



For this reason, an extension was not sought for appointment of a brand new independent Board, who came into effect around four and a half months ago, in February 2019.

Since the appointment of the new Board, much has already been achieved, including:

- research into land options for relocation of horses
- setting the first Authority budget
- purchase of a new horse and horse accessories
- an open day to relaunch the Horse Tram after the Causeway reopening
- advertisement published for new Horse Husbandry position
- engagement with Union representative to set up a new wage structure and enterprise agreement for Horse Tram staff
- appointment of General Manager position - commenced at the start of June 2019, approximately 8 weeks ago

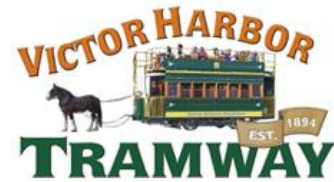
With the Horse Tram not operating for six months because of the issues with the Causeway, the Board is not yet in a position to have identified savings but are well on their way and are positioning themselves to improve the running of the Horse Tram over the coming months and years. To do this, as a new Board, they need to pace themselves appropriately, ensure that they are learning and taking the time to understand the history, rather than rushing ahead and reinventing the wheel. Whilst considering the direction of the previous Board and committee, the skills and expertise on the new Board are also different and there are a number of exciting new ideas also being discussed.

It is also important to consider that whilst the Horse Tram is subsidised by Council, like other Council services, it provides a valuable service to the City of Victor Harbor on behalf of ratepayers, and is an important and highly significant contributor to the economy of Victor Harbor. Monies put into the Horse Tram by the Council are an investment in Victor Harbor's tourism, and it was well noted that a vast number of our local businesses experienced a significant loss in trade when the tram wasn't in operation - The horse tram is a part of what makes this town thrive.

It is with this context that I respond to your direct questions below-

- 1 When will we hear publicly what the Chairman and the Manager are going to do to bring in sponsorship dollars and lessen the cost burden on ratepayers?

The Board have commenced investigations into sponsorship opportunities following discussions at two recent informal gatherings, the latest of which was held on Friday 12 July 2019. The Board are in the process of drafting a sponsorship package, which will need to be in place prior to being in a position to make a formal approach to businesses for sponsorship. The Chairman has no decision making delegation - decisions in relation to sponsorship will be made by the Board, with input from myself, the General Manager, in accordance with the Charter. All agreements in relation to sponsorship will be made public as soon as they are in place, but it may compromise negotiations to provide this information publicly prior to arrangements being finalised.



- 2 What is the target for passengers numbers for this financial year, as against 2017/18?. Forgetting last year due to the closure of the Causeway.

An extension of time was provided by the Minister for the inaugural Authority Business Plan, and as such, it is premature to provide a target for this. The Authority is currently in a phase where, with a newly appointed General Manager now in place, they are seeking to re-establish patronage following the extended closure of the causeway. For this reason, it is anticipated that any future target for passenger numbers would be conservative in the first instance.

- 3 Can we expect any joint promotions with TV or Radio Channels this year, similar to Steam Ranger adverts on Ch 9?

As mentioned in the previous response, an extension has been granted by the Minister for the inaugural Authority Business Plan. As part of the setting of this plan, decisions will also be made in relation to an appropriate marketing strategy. It is important that the Board first seeks to set its policies and processes before moving too far in this direction, although a number of early informal discussions have centred around marketing and improving promotions for the Horse Tram.

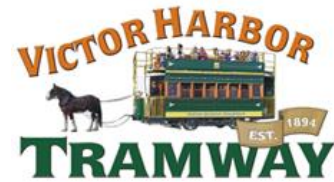
- 4 Why hasn't tram No. 4 been converted and used a promotional tool and ticket point rather than spend \$50,000 on converting part of the building and horse corral?

This has been a topic of much conversation at recent informal gatherings as the Board gets their head around the best options for Horse Tram promotions and infrastructure. The Council's current budget includes \$50,000 to convert part of the building for this purpose, but alternatives are still being discussed and again, it is important that monies are expended carefully and with a considered approach. Since the challenges with the causeway closure and a number of other Council endeavours, the context has changed somewhat over the last few months. The conversion of tram number 4 is quite expensive – and at this stage, the Board is not sure if they are ready to recommend to Council an investment to this extent. Investigations continue and the Authority Board will endeavour to obtain requisite information before making a decision in this regard.

- 5 Are there any plans to bring in a professional promotional person or company to assist in developing Victor Harbor's No. 1 Tourist Attraction?

At this stage there are no plans to bring in external expertise for this purpose, however, the Board have a Strategic planning day scheduled for July 2019 to try to shape the future direction of the Horse Tram and this will likely be a consideration. The Board is extremely fortunate to have a Professor of Marketing as a sitting member, and therefore may already possess the appropriate skills and expertise without the need for an external engagement.





I trust that I have responded sufficiently to each of your enquiries, and I would be very happy to meet with you in person to discuss any of my comments or to answer any additional enquiries that you might have. The expertise and experience of the newly formed Board are exceptional and I am personally very excited with the way the Authority is functioning and positioning itself to support the development of the Victor Harbor Horse Tram, a premier tourist attraction on the Fleurieu peninsula. I am encouraged by your interest in the progress of the Board and the Authority and look forward to being in a position to present the inaugural Authority Business Plan to all City of Victor Harbor residents and ratepayers over the coming months.

Please do not hesitate to give me a call if you would like to catch up to discuss this response further.

Yours sincerely

Megan Whibley  
**General Manager**  
**Victor Harbor Horse Tram Authority**

Paul Brown  
**Chairperson**  
**Victor Harbor Horse Tram Authority**