



9 September 2022

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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 September 2022

**TIME:** 3pm

**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**

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

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

Kellie Knight-Stacey (Acting Director Corporate and Customer Service)

**3. Apologies**

Nil

**4. Minutes of Previous meeting**

4.1 Board Meeting Minutes Report – 9 August 2022 3

**5. Adjourned Item(s)**

Nil

**6. Reports for Receiving and Noting only**

6.1 Resolutions Register Report 9  
6.2 General Manager Operations Report 13

**7. Reports for Decision**

7.1 Authorisation to Sign 2021/22 Certification of Financial Statements 15  
7.2 Draft Annual 2021/22 Report 17  
7.3 General Manager Annual Performance Review 61

**8. Presentation(s)**

Nil



**9. Discussion Items – No decision(s)**

9.1 VHHTA Staff Training and Development Policy

**10. Correspondence Received**

Nil

**11. Urgent Business without Notice**

Nil

**12. Confidential Reports**

Nil

**Next Meeting**

Tuesday 13 December 2022, 3pm – Encounter Room

**Meeting Close**

**Please be advised**

- *That filming, photography and audio recording may take place at this meeting when the public and media are not lawfully excluded under Section 90 of the Local Government Act 1999.*
  
- *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 September 2022**  
From **Megan Whibley**  
Subject **Board Meeting Minutes – 9 August 2022**  
Report Number **4.1**

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## **RECOMMENDATION**

- 1. That the minutes of the previous Victor Harbor Horse Tram Authority Board Meeting held Tuesday, 9 August 2022, 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 August 2022 for confirmation.

### **Background**

A Board meeting of the Victor Harbor Horse Tram Authority was held on Tuesday, 9 August 2022.

### **Commentary**

The minutes for the Victor Harbor Horse Tram Authority meeting held Tuesday, 9 August 2022 were distributed to Members on Monday, 15 August 2022.

A copy of the minutes is provided at attachment A to this report.

## **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 implications in confirming the Victor Harbor Horse Tram Authority minutes.

No additional funds are required.

## **CONSULTATION**

Victor Harbor Horse Tram Authority Board members











**Minutes of the Victor Harbor Horse Tram Authority  
Board Meeting  
For meeting Tuesday 9 August 2022 Commencing  
at 3:00pm Encounter Room**



***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.*

Meeting **Victor Harbor Horse Tram Authority**

Date **9 August 2022**

From **Megan Whibley**

Subject **Resolutions Register Report**

Report Number **6.1**

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## **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 5-Sep-22**

\*newest at top

Date	Minute Number	Resolution	Status/Update
<i>Leave blank</i>			
9 August 2022	VHHTA324	That the Victor Harbor Horse Tram Authority correspond with VHHTA staff with appreciation for their efforts during the difficult times with the COVID-19 pandemic and the building of the new Causeway.	Complete and Thankyou Group Experience and Meal at Softfoot held with VHHTA staff and Board on 3 September 2022
9 August 2022	VHHTA323	That the Victor Harbor Horse Tram Authority Board recommend to Council the horse known as Chester, 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.	Complete – Council approved the recommendation at its meeting dated 22 August 2022
9 August 2022	VHHTA321	That the Victor Harbor Horse Tram Authority endorse the changes to the Procurement Policy, as recommended by the Audit Committee, and as detailed at attachment A to this report, subject to proofreading.	Complete
8 February 2022	Discussion item	VHHTA adopt a Covid-19 Vaccination Policy.	Complete
1 December 2020	VHHTA209	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.	Draft Complete – Awaiting Board feedback and adoption.



Attachment A

Date	Minute Number	Resolution	Status/Update
<b>20 Aug 2019</b>	VHHTA96	That the Victor Harbor Horse Tram Authority examine the policy associated with sales and Merchandise.	Complete – Please see the GM Report in this agenda



Meeting **Victor Harbor Horse Tram Authority**  
Date **13 September 2022**  
From **Meg Whibley**  
Subject **General Manager Report**  
Report Number **6.2**

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## **RECOMMENDATION**

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

## **INFORMATION**

### **Purpose**

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

### **Background**

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

### **Commentary**

At the Board meeting held on 20 August 2019 the Board resolved that the VHHTA examine the policy associated with sales and merchandise. A robust search by both the VHHTA and the COVH staff has not been able to find any existing Council policy regarding sales and merchandise. Discussions regarding whether the VHHTA needs a policy on sales and merchandise between management, with Board members and with Council staff have taken place.

At the Board meeting held on 1 December 2020 the Board asked for the General Manager to report on, and provide information on the VHHTA training policy and budget requirements for training, so as to provide direction for the Board. The VHHTA has examined and modified the COVH Staff Training and Development Policy, tailoring it to the VHHTA's needs. The Draft VHHTA Staff Training and Development Report is provided at attachment A to this report.

The VHHTA has decided, based on these inquiries, that it does not require a policy on sales and merchandise, since Council has not felt the need to develop one. The VHHTA has instead decided that it is useful to develop sales and merchandise procedures, a practical document, to guide volunteers and staff that deal with VHHTA sales and merchandise. Procedures already exist, and so the VHHTA is currently formalising the procedures into document form.

The investigation into Chester's incident has led us to re look at what we could do in the future to reduce the risk of this ever happening again. Our conclusion is a training yard that has more of a solid feel to it is required. When the new stables are built it is expected that we will have a display / training yard, built out of the old rail and posts of the decommissioned Causeway, providing a solidly fenced area and a more controlled environment.

In Hindsight Chester was jumpy the training session before and this training session should have been held in the round yard at Canton place. Due to the horses being split between the two sites, Gillespie and Canton Place, means the training doesn't always occur at the one where the round yard is. This is also something that will be improved once we are at the new stable area.

The VHHTA organised a photographer to capture footage and photographs of the Horse Tram on the new Causeway. The photo shoot took place on Friday, 26 August with some great results. Photographs are now ready for use on the bill board advertising on the Southern Expressway, and will be useful into the future for items like postcards and advertising opportunities.

The Fleurieu Forum was held on Tuesday 30 August and it was really well done with great speakers and tips for the ongoing climate. The Forum focused on the opportunities available with the app TikTok, and the VHHTA has now set up a Horse Tram account, and staff are being encouraged to upload engaging content.

The new Isuzu utility has now had its canopy attached. The VHHTA is moving forward to now have the Isuzu wrapped in advertising artwork. A quote has been received and artwork suggestions, logos and colour suggestions are with the designer.

## **RISK ASSESSMENT**

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

## **BUDGET IMPLICATIONS**

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





# POLICY

Policy Name	<b>Staff Training and Development</b>
Policy Category	<b>Administrative</b>
Date Adopted	<b>13 September 2022</b>
Date/s Reviewed	<b>N/A</b>
Review Frequency	<b>Biennially</b>

## 1. Purpose

The purpose of this policy is to outline the VHHTA's commitment to the training and development of its staff.

## 2. Scope

This policy will apply to all employees of the Victor Harbor Horse Tram Authority (VHHTA). Provisions outlined in Awards, Agreements or other legislation should be read in conjunction with this policy.

## 3. Legislation and Compliance

This Policy is aligned to the Victor Harbor Horse Tram Authority Enterprise Bargaining Agreement 2022. Clause 26 – Training and Skills Development.

## 4. Definitions

**Competency** means having the skills and abilities to perform the task required

**Induction training** means the training that a new employee undergoes at the commencement of their employment. Examples may include WHS requirements and responsibilities, safe operating procedures, corporate values training, phone system or computer system training.

**Internal training** means training that is delivered "in house" either by a staff member or a person / organisation engaged by the VHHTA to deliver the training.

**Job specific skills and knowledge** are those that are specific to an individual staff position or positions, and therefore may differ from one position to another.

**On the job training** can come in a variety of forms. It may be mentoring from a more experienced employee, ad hoc training, information sessions by managers, team leaders or other staff, or gaining experience as you undertake tasks.

**Training** refers to the processes whereby employees acquire new knowledge, understanding and skills within their particular field of expertise. The knowledge and skills should be those required for the functions and activities of each employee's work, and should be relevant to VHHTA objectives.

**Training and Development** includes attendance at conferences.

## 5. Policy Content

Training and development is a key part of the VHHTA's strategic human resources plan that responds to present and future organisational needs. It aims to develop highly skilled, knowledgeable and committed employees, creating benefits for the individuals themselves, the VHHTA and the community.

The VHHTA will generally be flexible in determining training programs and procedures, and will consult with employees on their individual training requirements.

All employees have a right to access appropriate training and development opportunities to enable them to undertake their duties and enhance their careers.

Training and development activities may be identified through:

- The VHHTA Business Plan which is the driver for what activities will be undertaken and what services will be delivered to the community.
- Training Needs Analysis –
  - the induction process or an employee undertaking a new role in the VHHTA.
  - an ad hoc basis during the employee's career, as deemed suitable by the General Manager.

All training and development activities are to be assessed and approved on the basis that the activity meets the needs of the VHHTA and the individual employee, including consideration of the budget.

Leaders and employees must work together to optimise the learning and cost outcomes of training and development activities.

### 5.1. Categories of Training and Development

Areas of Training and development can be broken down into categories to aid understanding and organization. The categories used by the VHHTA are;

- **Induction Training**

Each new employee should be provided with information and instruction about how the VHHTA operates and how his or her role fits into the work of the VHHTA. The aim of this process is to enable the newcomer to adjust as quickly as possible to the new working environment and to achieve effectiveness in the shortest possible time.

- **Organisation Wide Training**

Training programs that address specific organisational priorities and are common across all or parts of the VHHTA (e.g. customer service, cultural diversity, equal employment opportunity, bullying and harassment, Safe Operational Procedures, First Aid etc.)

- **Role Specific Training**

Training for individual employees, or groups of employees, specific to their role and or the individuals' capability to perform the role based on the training needs analysis process.

- **Individual Staff needs**

Training may be identified for specific individual staff members to assist development in meeting personal and organisational goals and objectives. Examples may include Skytrust training, WHS training, report writing skills etc.

## **5.2. Attendance and Application of Learning**

### **Attendance**

Every effort must be made to undertake agreed training and development commitments. In the event that a withdrawal from an externally provided planned activity occurs and a refund cannot be obtained, where possible the training opportunity should be offered to another staff member who will benefit from the training.

### **Application of learnings in the workplace**

Employees attending conferences and training may be required to share key learnings and information to optimise VHHTA-wide learning.

## **5.3. Responsibilities**

### **VHHTA**

Provide a budget to meet the agreed training and development objectives in line with the VHHTA's strategic directions and annual business plan.

### **General Manager**

Assess training and development needs of staff and establish agreed objectives for each staff member as appropriate.

Program staff training and development needs in line with Business Plans and that ensure these are addressed with equitable access by all employees.

Work with Team Leaders to ensure that all new staff undertake all relevant induction training.

Be accountable for managing the training budget.

### **Employees**

Display active commitment and willingness to develop skills in order to keep up to date with relevant operational areas and maximise performance.

Actively research relevant training.

Discuss potential training and development opportunities with management. Determine what skills and knowledge are to be acquired from potential training, including the expected outcomes and benefits to both the employee and the VHHTA.

Provide an objective evaluation of courses attended.

## **6. Implementation**

All staff training and development requests are to be given by the General Manager.

## **7. Related Documents**

- VHHTA Business Plan
- Induction Guidelines
- Induction Procedures
- Safe Operating Procedures

## **8. Availability of Policy**

This policy is available on the VHHTA website. Alternatively, a copy can be obtained from the VHHTA.



Meeting	<b>Victor Harbor Horse Tram Authority</b>
Date	<b>13 September 2022</b>
From	<b>Megan Whibley</b>
Subject	<b>Authorisation to Sign 2021/22 Certification of Financial Statements</b>
Report Number	<b>7.1</b>

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## **RECOMMENDATION**

- 1. That the Victor Harbor Horse Tram Authority receive and note the Authorisation to Sign 2021/22 Certification of Financial Statements report.**
- 2. That the Victor Harbor Horse Tram Authority Board authorise the Chair, Mr Nigel Catt, to sign the Victor Harbor Horse Tram Authority certification of annual financial statements for the year ended 30 June 2022, as provided under separate, on behalf of the Authority.**

## **INFORMATION**

### **Purpose**

To authorise Board Chair, Mr Nigel Catt, to sign the certification of annual financial statements for the year ended 30 June 2022 on behalf of the Victor Harbor Horse Tram Authority.

### **Background**

Section 14 of the Local Government (Financial Management) states that;

The financial statements of a council, council subsidiary or regional subsidiary must include a statement, in a form determined by the Minister, signed by—

- (b) in the case of council subsidiary or regional subsidiary—the chair of the board of management; and
- (g)(ii) in the case of council subsidiary or regional subsidiary—the chair, have been authorised by the council, council subsidiary or regional subsidiary (as the case may be) to certify the annual financial statements in their final form.

The Authority is responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards (including the Australian Accounting Interpretations), the Local Government Act 1999 and the Local Government (Financial Management) Regulations 2011 and for such internal control as the Authority determines is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the Authority is responsible for assessing the Authority's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Authority either intends to liquidate the Authority or to cease operations, or has no realistic alternative but to do so. Those charged with governance are responsible for overseeing the Authority's financial reporting process.

### **Commentary**

Galpins Accountants, Auditors & Business Consultants (Galpins) were engaged to perform an audit on the Victor Harbor Horse Tram Authority 2021/22 financial statements. They have completed their audit of these financial statements and indicated their intention to issue an unmodified report for the financial statements.

Galpins have indicated that their final independent auditor's report on the financial report will be issued upon receipt of the final financial report containing the signed certification of financial statements and the signed certification of audit independence.

Board endorsement is sought to give the Board chair authorisation to sign these documents on behalf of the Authority. The document for signature (certification of financial statements as part of the annual financial statements for the year ended 30 June 2022) is provided at attachment A to this report.

### **RISK ASSESSMENT**

**Corporate Governance** –The Charter requires the VHHTA to provide audited financial statements to the Council. Board authorisation is required for the chair to sign the certification of financial statements on behalf of the Authority. This risk is assessed as **low**.

### **REFERENCES**

Local Government (Financial Management) Regulations 2011  
VHHTA Charter

### **BUDGET IMPLICATIONS**

Excluding endorsed budgeted resources there are no budget implications in authorising the chair to sign the certification of financial statements.  
No additional funds are required.

### **CONSULTATION**

VHHTA Board  
Galpins Accountants, Auditors & Business Consultants  
Kellie Knight-Stacey (Group Manager Governance and Finance CVH)



# General Manager Report

Meeting **Victor Harbor Horse Tram Authority**  
Date **13 September 2022**  
From **Megan Whibley**  
Subject **Draft Annual 2021/22 Report**  
Report Number **7.2**

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## RECOMMENDATION

- 1. That the Victor Harbor Horse Tram Authority Board receive and note the Draft Annual 2021/22 Report and the and the 2021/22 Victor Harbor Horse Tram Authority Annual Financial Statements.**
- 2. That the Board endorse the Draft Annual 2021/22 Report as provided at Attachment A and provide the report to Council for approval.**
- 3. That the Board endorse the 2021/22 Victor Harbor Horse Tram Authority Annual Financial Statements as provided under separate cover, and provide them in the Draft Annual 2021/22 Report to Council for approval.**

## Purpose

The purpose of this report is to present the Draft Annual 2021/22 Report and the 2021/22 Financial Figures to the Victor Harbor Horse Tram Authority (VHHTA) Board for endorsement.

## Background

In accordance with Clause 12 of Schedule 2 of the Local Government Act (the Act) the VHHTA is required to furnish an annual report to the Council. In accordance with the Charter, the VHHTA must provide the report to Council by 30 September each year.

Once endorsed by the Board, the annual report will be presented to the 26 September 2022 Council meeting for Council approval. As a subsidiary of City of Victor Harbor, it is a requirement under the Act that the VHHTA annual report be included with the Councils annual report which is provided to the Minister.

## Commentary

A draft annual 2021/22 report has been prepared for endorsement by the Board and is provided with this report at Attachment A. The 2021/22 Financial Figures are provided under separate cover. Endorsement by the Board at this meeting will ensure that Annual

Report and Financial Figures can be provided to Council for endorsement at their 26 September 2022 Council meeting.

### **RISK ASSESSMENT**

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

**Corporate Governance** –The VHHTA was able to meet the required deadline for providing their annual report to Council. By the board endorsing the annual 2021/22 report at the 13 September 2022 Board meeting, the annual report will be provided to Council in time for inclusion with the Council’s annual report which is scheduled for endorsement at the November Council meeting. The VHHTA is in a better position than previous years to prepare financial statements in time for the 30 September deadline. The risk is assessed as *low*.

### **BUDGET IMPLICATIONS**

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



**VICTOR HARBOR**



**VICTOR HARBOR  
HORSE TRAM AUTHORITY**

# 2021/22 Annual Report



# Victor Harbor Horse Tram Authority Annual Report 2021/22

## Table of Contents

Table of Contents .....	2
Introduction from the Chair .....	3
About the Authority .....	5
Strategic Direction .....	5
The Board .....	6
Audit and Risk Committee .....	8
Our Team .....	9
Our People .....	9
Our Volunteers.....	12
Key Performance Results against 2020/23 Annual Business Plan .....	20
What we will do in 2020 - 2023 .....	20
Financial Results.....	25
Budget Variance (1 July 2021 to 30 June 2022).....	26
<b>Looking Ahead</b> .....	27
Financial Statements.....	<b>Error! Bookmark not defined.</b>



## Introduction from the Chair

During 2021-22 the Victor Harbor Horse Tram Authority (VHHTA) was faced with an implausible year. The significant factors of COVID-19 and the building of the new Causeway created huge operating obstacles, impeding and stopping the operation of the tram. Despite only being able to operate for four and a half months of the financial year, the VHHTA team still managed to create forward, positive momentum, rebuilding and painting tram three, increasing the fitness of the horses, as well as advancing projects outlined in the VHHTA Business Plan. My most heartfelt congratulations to staff and management. The horses have never looked so polished and healthy, and all horses received a 5-star health rating at their annual health checks with the veterinarian. Exceptional news!

The much-awaited opening of the new Causeway occurred late December 2021 and saw an immediate response from the community, putting credence to the importance of the much-loved Horse Tram's worth to Victor Harbor. The new Causeway has proved to be an absolute triumph, with a constant traffic flow of people enjoying the experience. Our thanks go to the whole team but especially to the VHHTA management, Megan and Adrian, for their faultless service and attention to detail.

The VHHTA has been awarded a substantial grant from the Building Better Regions Fund, ensuring that the new stable complex and VIP centre will become an exciting reality. This tourist encounter will extend our service sector reach and enhance involvement by providing the visitor centre, enabling the delivery of a first-class hands-on horse experience. Not only will this facility attract a broad and varied visitor base to the Victor Harbor region but will also serve to increase employment, provide an additional source of income for the VHHTA and encourage extended holiday stays in the area.

COVID-19 has severely impacted businesses across SA, and the Horse Tram was not immune. Our numbers overall were suppressed, and passenger seating available per trip was reduced to comply with COVID capacity restrictions. The lack of international visitors, in addition to border closures, stopped visitor numbers from all states, including our key market of Victoria. It has been impressive the way Megan and her team have adjusted and pivoted during this period, with staff being redirected to other tasks and targeted education, being the Equine Assisted Learning program that has and will serve to create a better experience for visitors. Also, internal maintenance has shaped extensive savings showing fiscal responsibility in a difficult climate.



One of the major achievements is the new merchandise area, which has seen a significant increase in sales, creating a substantial revenue stream, for which we have our volunteers, to thank. The painting and renovation of the building served both to freshen up the look of the building and also as a team building experience. The refurbishment of the build has also created separate dedicated areas, such as a functional office, staff room with kitchen facilities, feed room and also a storage area. The interior of the building is unrecognisable from what it had been, and an amazing achievement.

When visiting the tram office in the mornings it is heart-warming to see the love and care the horses are given and how passionate the VHHTA team is. Scores of people watch the horses being ridden along the beach and in the ocean. It is a majestic sight. Observing the VHHTA employees' converse with the public, and how convivially they react with all visitors, it is obvious that it is a very cohesive team that enjoy their workplace, and are surely appreciated.

#### Board Picture:

Regular board meetings, together with internal and external assessment, serve to formalise ideas to recognise and guide a path to make the Victor Harbor Horse Tram an exceptional experience. The Tram helps to showcase Victor Harbor as South Australia's #1 tourist destination through the world's leading horse drawn tram experience, delivering encounters that create lasting memories. I want to thank the Board for their commitment and passion for the Horse Tram, each member making a very positive contribution, bringing as a whole a considerable skill set to the VHHTA.

Megan Whibley, the VHHTA General Manager, has gone above and beyond in running a very diverse and unique business, while bringing new and fresh ideas to the VHHTA. We have a great team of people working for the VHHTA, and a happy, healthy team of horses. The future of the Victor Harbor Horse Tram Authority is looking positive, bright and exciting.



**Nigel M. Catt**

**Dip.Ag., Grad.Dip.Sc.**

Chair

Victor Harbor Horse Tram Authority



## About the Authority

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

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

## Strategic Direction

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

**Vision Statement:** To deliver historic experiences and create memories.

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

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





## The Board



### **Nigel Catt (Chair)**

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.



### **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.



### **Paul Brown**

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 a Board member 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.



### **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.

## Audit and Risk Committee

In accordance with the Charter, the VHHTA was required to establish an Audit Committee. The VHHTA drafted and endorsed the Victor Harbor Horse Tram Authority Audit Committee Terms of Reference, appointed four members, which included two board members and two Independent members, and the first meeting occurred on 9 Feb 2021. Since that time an extra independent member has been appointed, so as to create a 5-member committee for the purposes of decision making and complying with best practice advice from the Local Government Authority.

The three independent members, along with the two Board members, bring an overwhelming volume of knowledge and specialist expertise. The VHHTA is thrilled to have them sitting on the Audit Committee, and appreciative to have members of their calibre, particularly given their non-remunerative status.

The Audit Committee is in its second year of oversight, and has, through recommendations to the VHHTA, made improvements to the VHHTA's risk management policies, procedures and risk library. In late 2021, the Audit Committee utilised a risk management specialist to craft risk documents, tailored for the specific and unique operations of the Horse Tram, including a Risk and Opportunity Matrix, providing a more comprehensive analysis tool for identifying outcome possibilities for the VHHTA.

### Audit Committee Membership

Member	Representative	Appointed	Expires
Independent Member(s)	John Morgan	23 November 2020	23 November 2022
Independent Member(s)	Kate Christ	22 February 2021	22 February 2023
Independent Member(s)	Laura Hodgson	26 July 2021	26 July 2023
Victor Harbor Horse Tram Authority Board Member	Rachel Kennedy	23 November 2020	23 November 2022
Victor Harbor Horse Tram Authority Board Member	Nigel Catt	26 July 2021	26 July 2023
Office Bearers			
Chairperson	John Morgan	22 February 2021	23 November 2022
Deputy Chairperson	Rachel Kennedy	22 February 2021	23 November 2022



## Our Team

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

The General Manager has been responsible for managing the Victor Harbor Horse Tram Authority's journey towards independence. The separation of the VHHTA from Council has been a great success. The VHHTA's reliance on Council has been substantially reduced. The General Manager is greatly assisted by the Assistant Manager, who has twenty years of experience in the day to day operational matters of the tram and invaluable WHS knowledge.

The VHHTA is also responsible for the care and welfare of the Horse Tram horses. This is their highest priority and have asked Council to alter the VHHTA Charter to reflect this. The VHHTA has a very dedicated horse husbandry team to ensure this priority is successfully realised.

The VHHTA now has a maintenance team and dedicated administration staff. As the team grows, employee talents and abilities are recognised, supported and strengthened.

The VHHTA is well on the way to having a fully qualified team able to deliver an Equine Assisted Learning program (EAL). EAL is a specialist process of experiential learning for diverse clients addressing particular learning goals, potentially for the personal development for children and adults or corporate/professional development goals.

The new VHHTA merchandise store has enabled the VHHTA to attract a new crop of volunteers to support our invaluable team of existing volunteers. The new and inviting space allows the VHHTA to cater for volunteers' needs in a way that it previously was unable to.

During 2021/22, the VHHTA was supported by a team of 13 staff, ranging from casual junior staff through to an assistant manager. For the reporting period there were four permanent full time equivalent (FTE) staff members, with the remainder engaged as casual employees. The merchandise store is supported by 7 valuable volunteers.



## Our Horses

Our Team of Clydesdales are such a magnificent part of the Victor Harbor Horse Tram.  
Our Team consists of:



**Albert**

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



**Jay Jay**

**Jay Jay** is thirteen and is similar in height to Albert. Jay is especially soft and fluffy, inside and out. He is a sensitive boy and enjoys a lot of encouragement, reassurance and love. Jay Jay has been a brilliant tram team member, but has shown a clear preference for harness work at the paddocks and stables. Jay Jay really loves showing off, pulling logs and tyres, (both are actually a harder task than pulling the tram believe it or not). Jay Jay is currently in work at the paddock, training to be the super star of the 'Behind the Scenes' experiences that the VHHTA will be offering from the new stable complex. Jay Jay's loving and sensible personality, a true gentle giant, makes him the perfect horse to wow visitors at the stables.



**Murray**

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



**Isabella**

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



**Elliot**

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



**Scotty**

**Scotty** is the VHHTA's smallest tram horse but is still a sizeable guy at 16'3 hands high. He is a powerhouse and proving to be a reliable team member, despite his youthful age of eight. Scotty is adorable and full of cheeky character. He loves to play games with staff and his other horse team members. He enjoys time on the beach and is lovely under saddle. He is brave on the causeway and not much worries him, but he does need lots of encouragement to slow down and smell the roses. Staff describe Scotty as a little trooper. At eight, he is still a youngster and gets special attention to make sure he stays on track to become the tram horse he deserves to be.



**Archer**

**Archer** is expected to become an exciting new addition to the Horse Tram team. Archer has been highly recommended by the VHHTA's expert horse trainer in Melbourne, who has been working with the horse. The VHHTA arranged for two experienced staff members to travel to Melbourne to inspect and assess the horse, as well as an experienced horse vet performing his own assessment of Archer. All experts returned glowing assessments of Archer's temperament, ability, health and handling. As a result, the VHHTA is currently in negotiations with Archer's current owner for his purchase. In the meantime, Archer is receiving further training, particularly under saddle, with his Melbourne trainer. Watch this exciting space!



**Leo**

**Leo** is a lovely little lad. He is just a baby, two years of age, but has a confidence well beyond his tender years. Leo is a black Clydesdale cross Shire, so he is a little different from our other tram horses. Shires are similarly built to Clydesdales in height and width, and have similar temperaments. He is fitting in with the herd perfectly, and is even in charge sometimes. He has a winning personality and is adored by staff and the tram horses. The VHHTA intend to start his learning early with some professional training in Melbourne, to ensure he has the best start to his career. Leo has a couple of years to go before he can do anything heavy or demanding but he is the kind of horse who enjoys learning and being with people and will enjoy his 'light duties' lifestyle. Leo has been a star at the tram office horse yard at the foreshore and is getting used to his famous lifestyle.



## Our Volunteers

The VHHTA's team of volunteers support and facilitate the sale of merchandise in the new and fantastic merchandise store, situated in the refurbished Tram Office building. As the VHHTA now has the facilities to appropriately invite volunteer participation, the volunteer team is growing.

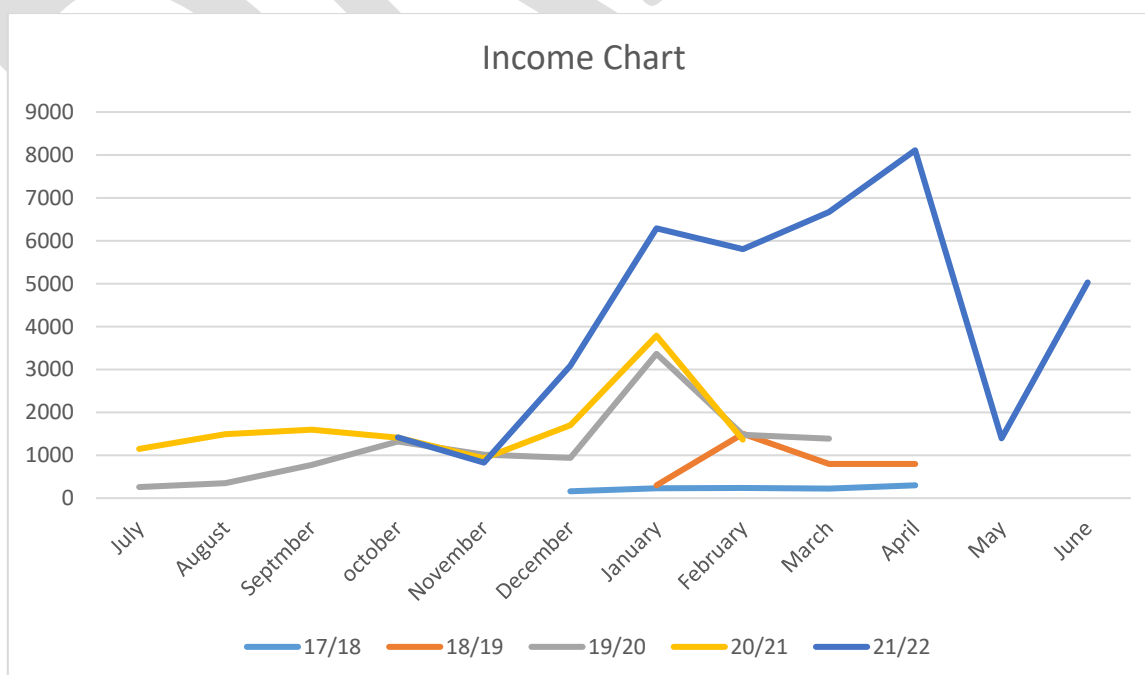
The past year has had its challenges, with Covid-19 and Tram closures due to the new Causeway build. The portable VHHTA volunteer merchandise trestle stall was relocated to the Tram Barn until renovations of the Tram Office and access to the Causeway were completed. In late December the merchandise was transferred to the partly renovated Tram Office, and for the first time the volunteers enjoyed protection from the weather, consistent working conditions and access to facilities. Establishing the merchandise store has solidified the volunteers' role as an integral part of VHHTA operations.

The merchandise store has been a great trading success, and generating revenue in a meaningful way, supporting the reduction of the VHHTA's reliance on Council. In May, the merchandise store paused trading until the final renovations of the shop were complete. In June, the store has finally

Future plans to increase volunteer support include is the development of new job descriptions that will facilitate the assignment of volunteers to duties that are required to support the operations and which are suited to their expertise. This has been slow to develop due to Covid-19 putting volunteer recruitment temporarily on hold, however the Victor Harbor Horse Tram Authority is looking forward to growth in this area in 2022/23, especially given all of the exciting and new volunteering opportunities at the stables, involving the 'Behind the Scenes' visitor experiences.

The Victor Harbor Horse Tram has annual passes available at really reasonable prices. Last financial year 48 annual passes were sold compared to 71 annual passes sold in 2021/22, despite the difficulties with Covid-19, the new Causeway construction build and Horse Tram closures due to the Granite Island Rail Replacement project. This is all thanks to VHHTA merchandise shop being open every day of the week and the volunteers who are great at up-selling. The success of the VHHTA volunteer program and merchandise store would not be possible without our amazing volunteer team leader, Cr Carol Schofield, who has given so much of her self and her time to make it happen, and still continues to do so.

The graph below shows the growth in merchandise income, comparing financial years from 2018/19 through to the end of 2021/22. The success of the new Merchandise Store is both obvious and phenomenal.



## 2021/2022 Achievements

### 2021 VHHTA Board Workshop

On 13 July 2021, Dan Aubin of Daring Humans facilitated a workshop with the Board, General Manager, Assistant Manager and Executive Coordinator. As part of the 2021 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 that the direction and planning was a continuation of, and a deepening into, the strategic tact taken in 2020, compared with earlier operational plans. The day was a huge success and the progress made because of this day was a compliment to Dan's facilitating ability. The progress the VHHTA 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.

### Financial Management

The VHHTA was only operational for four and a half months of the 2021/22 year. With careful management over the last twelve months re staff and running costs, the VHHTA required no extra funding from Council, and in fact ended with surplus funds. Given the challenges that faced the VHHTA this financial year, the completion of the office renovation, the rail replacement on the island, the demolition of the old Causeway, the completion of the new Causeway as well as the ongoing pandemic, this EOFY result is a remarkable achievement. The VHHTA Board expressed gratitude and appreciation to the VHHTA staff for their support, flexibility and ingenuity during this difficult year. What a great team we have!

### Staff Training for New and Exciting Offering

The VHHTA is well on the way to having a fully qualified team able to deliver an Equine Assisted Learning program (EAL), and timed to coincide the completion of the stables and Visitor Centre at Canton Place. EAL is a specialist process of experiential learning for diverse clients addressing particular learning goals, potentially for the personal development for children and adults or corporate/professional development goals.



Goals may include psychosocial skills building, developing life skills, healthy relationship building, and developing particular organisational, business- and work-related skills such as working effectively in teams, leadership skills, and communication skills.

Certified EAL practitioners' partner with horses and offers 'equine experiences' to clients, to explore and address the learning needs and goals identified. The experiences aim to support mental health and relationships in the region, and has endless applications.

The creation of our EAL program has produced, not just ongoing employment at the Victor Harbor Horse Tram, but careers.

### Tram Office Renovation / Merchandise Store

The VHHTA has, since its beginnings, had a high priority goal to remodel, refurbish and reuse the existing Tram Office building into a functional space, catering for many independent needs of the VHHTA team, and this year, the VHHTA saw that vision become a reality. What was once, essentially, a two-room space now houses a spacious merchandise store, a functional, enclosed office, a sizeable staff room with kitchen facilities, a tack area, separate feed room and a storage space. The refurbishment has entirely transformed the space the VHHTA has, improved efficiency and increased workplace well-being.





## Tram Office Renovation – Team Work!

Towards the end of the Tram office renovation the COVH budget didn't have enough for the painting of the outside of the building. The VHHTA operating budget accommodated this both with funds for paint, tools and materials, and the actual painting. Staff all rolled up their sleeves and, over a two-week period, painted the outside of the building. This work was performed while the VHHTA was unable to operate due to the rail replacement project on Granite Island. It has been one of the most rewarding times at the Tram and the VHHTA saw the team come together and work enthusiastically. It became an unintentional team bonding exercise and really brought the whole team closer. The staff all were involved in the colour choices and the hard work. The results are fantastic and the VHHTA has had a great response from the public, with all-positive feedback.



## Horse Team Expansion

The VHHTA acquired a new youngster, Leo. Leo is two years old. He is Clydesdale cross Shire, making him a little different to all of the other Horse Tram horses. Leo has a spectacular black coat and four big white socks and blaze. He has some lovely white speckles on his belly and upper legs. He is a confident young man with a commanding presence. He has settled in to the herd really well and gets along with everybody. Leo will start training early in the next year so as to establish learnings early and to develop his growing mind



The VHHTA is expecting an exciting new addition, Archer, to join the Horse Tram team. Archer has been highly recommended by the VHHTA's expert horse trainer in Melbourne, who is currently working with the horse. The VHHTA arranged for two experienced staff members to travel to Melbourne to inspect and assess the Archer, with an experienced horse vet performing his own health and fitness assessment of Archer. All experts returned glowing assessments of Archer's temperament, ability, health and handling. As a result, the VHHTA is currently in negotiations with Archer's current owner for his purchase. In the meantime, Archer is receiving further training, particularly under saddle, with his Melbourne trainer. Watch this exciting space!

The rest of the horse team are performing amazingly well and haven't missed a beat during the challenges thrown at them due to the new causeway build, which is well underway. It can't be overstated how proud the team is of the way the horses have handled the new, and ever changing, conditions. The horses all had their annual veterinary examinations, and the VHHTA is

beyond pleased to announce that all of the horses had fantastic health results and that the overall the health and general condition of these horses continues to be very good.

### Renovation of Tram 3

The full renovation of Tram 3, which was started during the Covid-19 lockdown, has been completed and the results are fantastic. It was perfect for the opening of the new Causeway in December 2021. Since then Tram 3 has been running like a dream and is used for all photographic and media opportunities. Its dazzlingly fresh paintwork and revamped woodwork are hard to ignore as it rolls smoothly along the brand-new Causeway, a visual treat for visitors and residents alike.



The trams are irreplaceable, both physically and financially, so the importance of this undertaking cannot be overstated, with savings of up to \$250,000 achieved through use of in-house labour to undertake the renovation.

The renovation of Tram 3 could not have been possible without the skills and dedication of the Authority's Assistant Manager, who has spent tireless months pulling down the tram to its bones, sanding, painting and rebuilding it, mostly by hand. The VHHTA congratulates him, and team, on this outstanding achievement.

### VHHTA Independent Capital Budget Established

Previously all assets of the Victor Harbor Horse Tram Authority (VHHTA) (the Authority) were owned by Council. In order to maintain and replace these assets Council has utilised a capital budget. The VHHTA only utilised an operating budget for the running and implementation of Horse Tram services and offerings. On 30 September 2021 Council gifted assets, including a Mitsubishi Triton and horse float, to the VHHTA. In order for the VHHTA to responsibly manage those assets it was necessary for the VHHTA to establish its own capital budget.

The VHHTA drafted a Financial Asset Management Plan, and with the support of Council successfully applied to the Local Government Finance Authority for a Cash Advance Debenture loan in order to finance the plan. The VHHTA's established capital budget further reduces the VHHTA's dependence on Council by managing certain assets associated with Horse Tram services. It also, importantly, enabled the VHHTA to replace the Triton Utility with a safer and more appropriate vehicle for heavy horse towing, decreasing any risk for staff, the horses and the public.



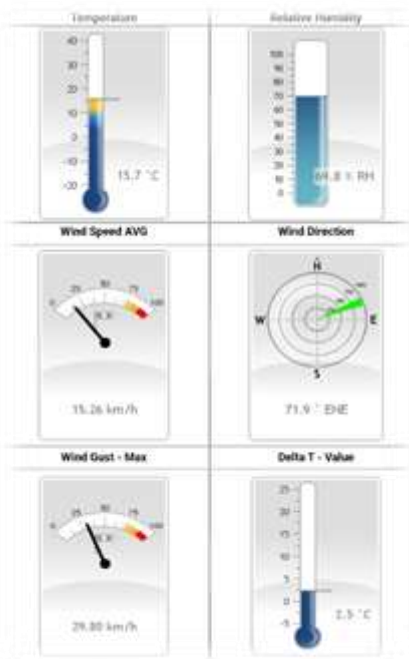
### Land Development

The Land opposite the existing stables that was purchased by the City of Victor Harbor and which the VHHTA successfully obtained a lease on this land for the new Stables complex and future horse grazing, has now been fenced in readiness for the horses. The forage on this land is currently being improved by professional seeding, utilising a seed mix designed to improve soil nutrition, self-reseeding and paired planting, biodynamic principles.

This planting is designed to maximise the capacity of pastures to maintain plant growth activity throughout the year, increases diversity of fodder species available to the horses which increases nutritional balance of fodder available, increases organic matter and organic carbon at depth (building soil) and increases diversity of soil microbial and biotic activity. This seed blend was cultivated in to the pasture using an innovative machine, called a Soil Renovator, which is a revolutionary approach to facilitating pasture cropping. The advantages of the Renovator include maintaining groundcover, maximising plant growth activity, improving soil health, minimising competition and reducing the need for herbicides required for seeding.



## Wind Monitoring



In 2021/22 the VHHTA performed and completed the final stages of the wind monitoring contract formed with the Department of Infrastructure and Transport (DIT). The VHHTA monitored daily wind speeds and the closed and opened the causeway as needed.

The wind monitoring was expected to continue until the new Causeway was completed and in operation, however the contract continued for a further six months so as to monitor the safety of the deconstruction crew removing the old Causeway, resulting in a further six months of continued wind monitoring income.

With the mutual success of this undertaking, DIT is considering a similar contractual arrangement for the VHHTA to manage the Granite Island boom gate users and operations. Watch this space!

## The VHHTA Junior Program

The Junior program is moving ahead in leaps and bounds. This year all of our current juniors graduated from operating as Horse Tram driver assistants to Horse Tram Drivers. It has been a real joy to watch these juniors grow into their roles, acquire skills and confidence, and make the transition into drivers. The juniors are always accompanied and supported by experienced staff, who assist to continue junior's growth and knowledge.

With the coming expansion of VHHTA offerings, (at the new stable complex), and the graduation of the VHHTA's current juniors into drivers, the VHHTA expects to soon be in a position to recruit a new crop of juniors. How exciting!

## Successful Grant Application

The Authority applied for a grant through the Building Better Regions program last year to match the funds for building the stable complex on the land at Canton Place. The success of this grant was announced in October 2021, and the VHHTA will receive \$203,000 in grant funding.

The funds will be gratefully received to help with the staging of this project and develop the 'Behind the Scenes' offering. The VHHTA can't thank the Building Better Regions Grant program enough for their support and consideration, and helping to turn this project into a reality, and in turn building the Fleurieu into a better region.



## Stable Complex Progress

The Stable Complex project is progressing at a steady rate, with a completed build expected by the end of 2022. The Stable component of the project is expected to be built on-site while the Visitor Centre, for the 'Behind the Scene's Experience' is being fabricated off site, and then delivered and installed in three sections, forming the one large building.

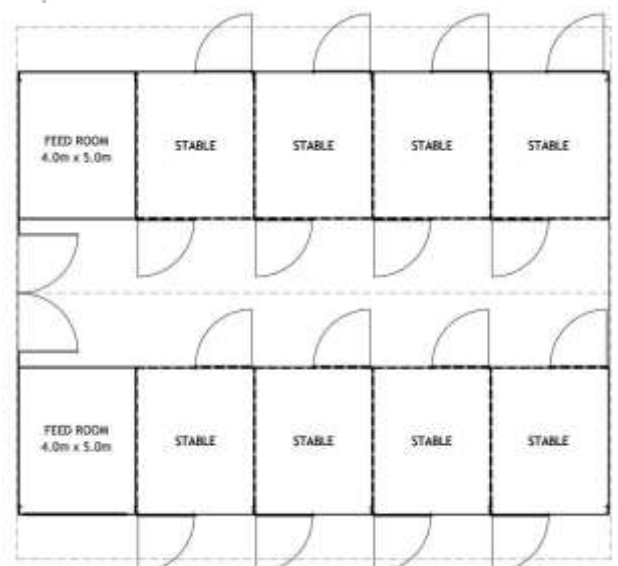


The Visitor Centre includes three bathrooms, a large kitchen for catering purposes, an office and an expansive floor area for functions, conferences, EAL and entertaining visitor groups. The space itself offers the opportunity for another income stream, from the hire of the facility.

The main floor area will host a second merchandise store, given the success of the first merchandise store that the VHHTA opened this year.

The stable hosts 8 large, Clydesdale sized, stalls and two feed/storage rooms, equal in size to the stalls. This is intentional so that these rooms may be converted into horse stalls should the VHHTA have the need to in future.

The stable boasts a five metre wide by twenty two metre long raceway, down the centre of the stable, offering the fabulous opportunity to host experiences, such as high tea's and birthday parties in this space, with the inclusion of the horses in their stalls for horse appropriate events.



## The Development of the Behind the Scenes Experience Packages

The VHHTA Board, management and staff have been developing and honing 'Behind the Scenes' 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. These packages are really coming together

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
  - High Teas
  - Horse Meet and Greet's
  - Tourist groups
  - School groups
  - Senior groups
- 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 Behind the Scenes Experiences was fast tracked in order to apply for a tourism grant through the Building Better Regions Fund – Infrastructure Projects Stream – Round 5, allowing the Behind the Scenes Experience to be incorporated into the new stable build. The VHHTA was a successful candidate and acquired \$203,000 in additional funding, creating the opportunity for the experiences to be up and running early in 2023.

## Grant Application - Building Better Regions Fund – Round 6

The VHHTA are very excited to have applied for a second round of BBRF grant money. The purpose of the grant money sought, among other things, is to build a yarnning circle and plant a bush tucker garden. The VHHTA's intention is to provide offerings inclusive of First Nations Australian culture, and to weave and thread these themes throughout all of VHHTA experiences. The equivalent of one full time position will be created, initially, for First Nations persons to incorporate and appropriately intertwine Aboriginal and Torrens Strait Islander cultures and languages in a meaningful way. The artwork featured on the new Causeway also creates the perfect opportunity for the VHHTA to story-tell, educate, and preserve and teach First Nations culture and language.

The VHHTA has been in consultation with local Ngarrindjeri members of our community, active in increasing connection and knowledge to country through the arts, language and consultation. The support and enthusiasm has been overwhelming. The VHHTA was provided with a letter of support for the grant, indicating that the VHHTA is on the right track. It is important to the VHHTA to have inclusivity as one of its fundamental core values, not just for cultural inclusion but also for disabilities and physical access for all.

## Key Performance Results against 2020/23 Annual Business Plan What we will do in 2020 - 2023

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

Into the future the focus is on project development with our 2020-2023 Business Plan priorities including:

**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	Ongoing
Complete Sky trust set-up to track WHS compliance	Staff trained and using	Already partially achieved but final staff set up by December 2022	Ongoing
WHS Plan for during Causeway Construction	Published plan	Completed	✓ Complete



1.3 Project & Development Funds			
Actions	Indicator	Target	
Secure & manage 'Stables Project' budget	Approvals received	September 2021	✓ Achieved
Secure Sponsorship	\$15,000 secured	September 2021	Ongoing
Review and grow merchandise Establish online store	\$10,000 income Online store	July 2023	Ongoing
Budget Office Reno for Budget Bid 21/22	Received by Board & Council	July 2021	✓ Achieved
Budget Platform improvements for Budget Bid 22/23	Received by Board & Council	July 2022	✓ Achieved
Review ticket pricing schedule	Board report complete	Annual – March 2021/22/23	✓ Ongoing



## 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 Behind the Scenes 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. The Building Better Regions Fund Grant allocation, and the VHHTA goal to reduce its reliance on Council, has incentivised the VHHTA to develop and build the Behind the scenes experience simultaneously and in conjunction with the stable project. Timelines and targets for the project have been changed to align with new costings, exceeding the allocated budget, for the project provided by the procurement process.

<b>2.1 Project Planning</b>			
<b>Actions</b>	<b>Indicator</b>	<b>Target</b>	
		<b>Old/New Target</b>	
Confirm Project Team	Regular meetings	June 2021/ June 2022	Complete ✓
Draft Project Schedule	Consultation with Board mentors	June 2021/ August 2022	Complete July 2022 ✓
Finalise Stage 1 Project Plans	Received by Board & Council	July 2021/ June 2022	Complete ✓
Plan approved by Council	Approval	August 2021/ January 2022	Complete ✓
<b>2.2 Project Implementation</b>			
<b>Actions</b>	<b>Indicator</b>	<b>Target</b>	
Secure land for Horses	Fenced and secure	October 2021	Complete ✓
Public Consultation	Feedback received	September 2021	Complete and Ongoing ✓
Approach Sponsors	5 Proposals & meetings	October 2021/ December 2022	Awaiting Stable Build Progress
<b>2.3 Build</b>			
<b>Actions</b>	<b>Indicator</b>	<b>Target</b>	
Confirm build team		July 2021/ October 2022	Complete ✓
Commence build	Started	October 2021/ September 2022	In Progress ✓
Complete build	Horses moved in, Council Member Tour	December 2021/ January 2023	In Progress ✓
<b>2.4 Forward Planning</b>			
<b>Actions</b>	<b>Indicator</b>	<b>Target</b>	
Draft VIP Package	Workshopped by Board	December/February 2021	Achieved ✓

### Priority 3: Communication Strategy

The strategic analysis of the VHHTA's communication priorities at the July 2020 planning day with Dan Aubin identified the priority to develop effective relationships with strategic partners. Unfortunately, due to Covid-19 and the new Causeway construction build, many of local tourist attractions, especially those directly affected by the build, have either been partially or entirely closed during this financial year. We are looking forward to strengthening those partnerships as businesses reopen and life returns to normal.

<b>2.1 Effective Communication</b>			
<b>Actions</b>	<b>Indicator</b>	<b>Target</b>	
Regular Council updates and dialogue	5 F2F meetings	2020/21	✓
Regular staff and project team meetings	1 / fortnight	Ongoing	✓
Partner with SA icons, as well as Visitor Experience/Tour Operators to increase Horse Tram promotions/exposure – Causeway construction dependant		March 2023	Partially achieved ✓
<b>2.2 Strategic Partnerships</b>			
<b>Actions</b>	<b>Indicator</b>	<b>Target</b>	
Meet with key government and SATC Stakeholders	5 Key Meetings	Ongoing	✓
Open Communication lines with Cause-Way Project team to ensure Horse specific needs and safety are met.	Staff Member consulted	Ongoing	Achieved ✓
Partner with SA icons, and local Tourist Attractions and Venues to increase Horse Tram promotions/exposure	Key Relationships developed	Ongoing	Partially achieved ✓
<b>2.3 Marketing</b>			
<b>Actions</b>	<b>Indicator</b>	<b>Target</b>	
Develop a One-page Marketing Plan based on Strategic Planning Workshop Findings	One-Page Plan in Business Plan	July 2021	Achieved ✓
Seek high-level media Opportunities & Stories	5 Media Stories	Ongoing	Ongoing ✓
Consistent Social Media Content Publication	Weekly Stories	Ongoing	Ongoing ✓
Full Marketing Plan through a consultant	Plan Complete	2023	Awaiting New Offerings

#### Priority 4: Office & Shop Renovation Planning

The VHHTA has improved point-of-sale/customer service experience at the tram office as well as staff and volunteer facilities by renovating the office and shop facilities. This vastly improved 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	Achieved ✓
Draft three designs based on functionality and attractive enhancements	Place received by Board	February 2021	Achieved ✓
Engage professional to draw up designs based on drafts and consultation.	Engaged & work completed.	January 2021	Achieved ✓
Cost the project	Budgeted	April 2021	Achieved ✓
3.2 Merchandise			
Actions	Indicator	Target	
Review current line	Review to Board	July 2021 July 2022 July 2023	Achieved ✓ Ongoing
Establish online store	Store live on Website	March 2023	In process





## Financial Results

The results of the financial year 2021/22 are really encouraging. The VHHTA was ended the year with a paper figure surplus of around fourteen thousand dollars. This is despite the fact that the Horse Tram service was only able to trade for four and a half months of the financial year. Comparing this result to the previous 2020/21 year, where the VHHTA had a sixteen thousand dollar deficit and far more trading days, this year's result is really positive.

With the expertise of the management team, re staff and running costs, the VHHTA required no extra funding from Council and the Tram service was able to limit the financial impact of closures due to the new Causeway build, COVID-19 passenger number restrictions and the Granite Island Rail Replacement project, and at the same time still deliver a high-quality experience to tourists when the Tram service was operating.

The Horse Tram was able to reopen on the new Causeway just prior to the 2020/21 peak Christmas period and operated fairly seamlessly for the summer holidays, running two trams most days. The horses, who were kept in fit, peak condition by staff during the long shut down, were ready and eager for tram duties, and the Horse Tram was able to take a healthy income right from the moment of operation.

There was a substantial shut down again during May 2022 and June 2022 for rail and platform works. Although the Horse Tram was again receiving no ticket revenue money the VHHTA was able to generate savings by utilising permanent part time staff members to refurbish the Tram office, painting the exterior of the building and laying flooring to the interior of the building. Likewise, time spent shut down was also used to complete the renovation of Tram 3, making substantial savings by completing these projects inhouse.

In other financial results, due to the fourteen thousand dollar surplus that the VHHTA showed at the end of the financial year the VHHTA required no more funds from Council this year. The VHHTA returned money to Council in the form of rent on Council assets. The VHHTA also returned one hundred and fifteen thousand dollars to Council in the way of corporate support. The VHHTA also reduced its financial reliance on Council by establishing its own Capital Budget. The VHHTA Capital Budget, facilitated by loan funds through the Local Government Finance Authority, enables the VHHTA to responsibly and independently look after its own assets and asset replacement schedule, taking a large step towards reducing Council's burden.

A truly good news story is April 2022. In the month of April, prior to the May 2022 shut down, the VHHTA took a staggering, eighty thousand dollars in revenue. This is significantly more than the Horse Tram has ever taken in one month before. With the return of interstate and international, post COVID restrictions, visitors, and the combination of good weather and ticket price increases made back on 1 March 2021, the Horse Tram experienced financial success. This good news brightens the horizon for the Horse Tram's future survival and success, and provides confidence for the VHHTA that it will bring to fruition the mission that Council has set for it, to substantially reduce the Horse Tram's reliance on Council.

With the positive results over the Christmas holidays, the April 2022 period, and the fourteen thousand dollar EOFY surplus despite only four and a half months of trading, the VHHTA expects that the operation will see an increased and more consistent income. Layered on top of this is the impending completion of the new stable complex build, which once opened, will bring new income streams and sponsorship opportunities for the VHHTA, attract new and return tourism, and ensure the Victor Harbor Horse Tram's continued service and ability to generate income into the future.

## Budget Variance (1 July 2021 to 30 June 2022)

	Actual	Budget	Var AUD
<b>Income</b>			
CVH budget contribution	\$415,400	\$415,400	\$0
Donation Income	\$261	\$500	-\$240
Employee Subsidies	\$2,727	\$4,500	-\$1,773
Group Sales	\$4,726	\$5,000	-\$274
Interest Income	\$58	\$0	\$58
Other Income	\$1,968	\$0	\$1,968
Souvenir Sales	\$35,530	\$35,000	\$530
Ticket Sales	\$343,744	\$374,500	-\$30,756
<b>Total Income</b>	<b>\$804,414</b>	<b>\$834,900</b>	<b>-\$30,486</b>
<b>Gross Profit</b>	<b>\$804,414</b>	<b>\$834,900</b>	<b>-\$30,486</b>
<b>Plus Other Income</b>			
Causeway monitoring DIT paym	\$40,850	\$40,000	\$850
<b>Total Other Income</b>	<b>\$40,850</b>	<b>\$40,000</b>	<b>\$850</b>
<b>Less Operating Expenses</b>			
Administration Charge - Corpora	\$64,991	\$64,000	\$991
Administration Charge - Rent on	\$5,914	\$44,000	-\$38,086
Advertising Expenses	\$4,035	\$8,000	-\$3,965
Amortization ROU	\$33,145	\$0	\$33,145
Authority Board Expenses	\$11,565	\$15,000	-\$3,435
Cleaning Expenses	\$3,137	\$5,000	-\$1,863
Consultants and Professional Se	\$13,625	\$15,000	-\$1,375
Depreciation	\$179	\$6,300	-\$6,121
Drinks for sales	\$237	\$0	\$237
Employee expenses	\$517,066	\$531,200	-\$14,134
Horse Care Expenses	\$42,045	\$51,700	-\$9,655
Interest expense	\$2,873	\$0	\$2,873
Other Expenses	\$0	\$1,700	-\$1,700
Repairs and maintenance	\$30,176	\$35,000	-\$4,824
Security Expenses	\$8,281	\$3,600	\$4,681
Staff Amenity Expenses	\$2,557	\$3,500	-\$943
Utility Expenses	\$12,831	\$14,000	-\$1,169
Vehicle and Travel Expenses	\$6,405	\$4,000	\$2,405
Volunteer Expenses	\$2,727	\$3,000	-\$273
<b>office costs</b>			
Bank Fees	\$1,154	\$500	\$654
Insurance Expenses	\$34,541	\$41,000	-\$6,459
Merchant Fees	\$2,739	\$2,500	\$239
Phone and Data Expenses	\$7,542	\$4,700	\$2,842
Printing and Stationary Expens	\$1,459	\$3,200	-\$1,741
Souvenir Purchases	\$21,321	\$18,000	\$3,321
<b>Total office costs</b>	<b>\$68,756</b>	<b>\$69,900</b>	<b>-\$1,144</b>
<b>Total Operating Expenses</b>	<b>\$830,546</b>	<b>\$874,900</b>	<b>-\$44,354</b>
<b>Net Profit</b>	<b>\$14,718</b>	<b>\$0</b>	<b>\$14,718</b>

## Looking Ahead

The new stable complex progressing along nicely, with completion now expected in December 2022, it is an exciting time for the VHHTA. To be able to provide the horses and the staff with this well-overdue facility will be extremely rewarding. With the stable complex on the horizon the VHHTA has now developed a business plan for “Behind the Scenes Experiences” where the public can spend time with the tram horses at the stables and facilities. They will be treated to entertaining and educational talks provided by their host, demonstrations of varying training and horse care as well as horsey high tea’s and other exciting events.

Guests will be provided with the opportunity to spend intimate time with the horses, getting to know them in their home environment, an offering that is very frequently asked for by tram passengers and the broader public. The Board, with its vast array of skills, ideas and talents can at times struggle to hold back its enthusiasm and marketing ideas for this amazing, iconic, public service that the VHHTA is able to offer the public.

This year new staff were successfully trained, methodically, thoroughly and with a view to continually presenting the horse tram as the professional and iconic service that it is. Going into the future the VHHTA intends to improve on staff offerings, introducing an entertaining and educational spiel, to be provided to passengers during their journey on the tram. Different ways of delivering this material are being examined, with the information aimed at increasing passenger knowledge and improving the experience and enjoyment overall. Staff are already adept at providing a vast array of information to individual consumers. The VHHTA is looking forward to improving and polishing these skills so that the information can be conveyed to a larger audience for a more rounded and wholesome experience

The VHHTA has been professionally educating staff to deliver equine assisted therapies, which are used to improve mental health and for personal and professional development. Given the mental health crisis in South Australia, and only exasperated by Covid-19, the VHHTA is moving towards offering ‘equine assisted learning’, (personal and professional development), initially, and into the future ‘equine assisted psychotherapy’ as staff skills and training are acquired. Three staff members are currently undertaking an Equine Assisted Learning (EAL) course, and one staff member has completed her qualifications and is currently expanding her experience as a practitioner.

The training will see the four-person team, trained and qualified, implement a program to provide EAL services to our local community. EAL is a unique approach to experiential learning, where clients are offered safe experiences with horses for the purposes of personal development, social, emotional and relationship skills building, enhancing quality of life and professional skills development (e.g. leadership skills, team building / corporate goals and experiences).

Some staff members intend to continue with further study that, within eighteen months, could see the VHHTA offering Equine Assisted Psychotherapy (EAP). EAP is a professional, innovative and experience-based approach to counselling, psychotherapy, and mental health care that supports clients of all ages in addressing therapeutic goals (emotional, cognitive, behavioural, relational and spiritual issues, and mental health conditions), with horses as assistants, co-facilitators and teachers in this process. The VHHTA is passionate about mental health and is excited to have embarked down this road. Feedback regarding the coming program has been positive, so watch this space.

Looking ahead, the VHHTA is very excited, and is expecting all of its hard work, in laying the foundations for the opportunities and new offerings, to pay off in leaps and bounds over the next few years. With the resumption of tram services, the endless opportunities involved with the Behind the Scenes experiences, the applications of the new stable complex and visitor centre, and the wellbeing community benefits of the VHHTA EAL program, the sky is the limit.

Meeting **Victor Harbor Horse Tram Authority**  
Date **13 September 2022**  
From **Megan Whibley**  
Subject **General Manager Annual Performance Review**  
Report Number **7.3**

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## **RECOMMENDATION**

- 1. That the Victor Harbor Horse Tram Authority receive and note the General Manager Annual Performance Review report.**
- 2. That the Victor Harbor Horse Tram Authority endorse the General Manager Annual Performance Review Report.**

## **INFORMATION**

### **Purpose**

The purpose of this report is to endorse the annual performance review of the General Manager.

### **Background**

In accordance with the General Manager employment contract, the Board must conduct an annual performance review of the incumbent. Further, the Victor Harbor Horse Tram Authority Charter (the Charter) at section 2.3.3 requires the Board to monitor, oversee and measure the performance of the General Manager.

### **Commentary**

The General Manager commenced her role with the Victor Harbor Horse Tram Authority (VHHTA) on 3 June 2019. A performance review has been undertaken by the VHHTA Board annually, with the last review endorsed on 8 September 2021. The Board are required to undertake this review.

The following process was used by the Board when assessing the General Managers performance;

Who:

- Chair + one other Board member

When:

- Review to occur annually in accordance with the General Manager's employee contract, with a report of outcomes and recommendations provided to the Board for their endorsement at the following Board meeting.

What:

- Assessment of performance against General Manager KPIs and Position Description for the 12 month period.
- Opportunity for input of performance by City of Victor Harbor and other Board members through a process determined by the review panel
- Recommending of new KPIs for the next 12 months
- Report of performance review outcomes and recommendations to be prepared and provided for consideration and endorsement by Board at the September 2022 VHHTA Board meeting.

The General Manager's annual performance review was undertaken by Nigel Catt (Chair) and Board Member Rachel Kennedy. The assessment is provided under separate cover.

## **RISK ASSESSMENT**

**Corporate Governance** – The Board have a responsibility in accordance with the Charter to manage the performance of the General Manager, and to conduct the annual performance review. This is assessed as **low**.

## **REFERENCES**

Victor Harbor Horse Tram General Manager Employment Contract  
Victor Harbor Horse Tram Authority Enterprise Bargaining Agreement  
VHHTA Charter

## **BUDGET IMPLICATIONS**

There are no Budget Implications associated with the board receiving and endorsing the General Manager Annual Performance Review report.