

Ballarat Tramway Museum Inc. Annual Report 1997-1998



The year the Ballarat Tramway Museum became an **Accredited Museum**. President, Richard Gilbert accepts the award of Museum Accreditation from Lorraine Elliot MLA, Parliamentary Secretary to the Premier for the Arts during International Museum's Day on 15 May 1998.
Photo Carolyn Dean.

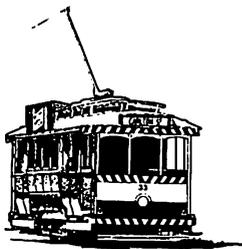
Ballarat Trams are Ballarat History



Horse Tram No. 1 continues to travel to new fields around Ballarat as an exhibit. Photographed on Saturday Feb. 28, the tram forms part of the very successful "Ballarat Built" exhibition held by the Ballarat Engine and Machinery Preservation Society. Photo Warren Doubleday



In order to return tramcar 13 to service, one of the motors from the 28 was swapped over. In July 1997, Alan Snowball, Simon Jenkins, Alastair Reither and Paul Mong are seen getting their hands dirty in undertaking this task. Photo Warren Doubleday



Ballarat Tramway Museum Inc.

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Museum Accreditation Program
Accredited Museum

Annual Report 1997-1998

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The Board

President	Richard Gilbert
Vice Presidents	Stephen Butler John Phillips
Secretary	Peter Winspur
Treasurer	Carolyn Dean
Board Members	Alan Bradley Andrew Cox Warren Doubleday Clayton Giles Len Millar (To 11 May 1998) Greg Rodgers

Mission Statement

The Museum's Mission Statement for its activities is:
*"Continue the development of a working museum to preserve the style of
Ballarat's former street tramways and trams for the public benefit."*

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1. President's Report

I am pleased to report on the past year and the amount of work and management undertaken to further the development of the Ballarat Tramway Museum.

During the past year our Museum has achieved the status of a fully accredited museum. We were honoured to receive the Certificate of Accreditation from Museums Australia. The amount of work entailed in achieving our Accreditation has been considerable but the task has paid off in our efforts being recognised by Museums experts forming the auditing committee.

Our public profile has been kept up in attendances at offsite activities. Horse Tram No.1 was taken for display at the rally held in February by the Ballarat Engine and Machinery Preservation Society at the Ballarat Showgrounds where it created a lot of interest. The theme of the exhibition was 'made in Ballarat'. We were gratified to receive the Judges Special Award Trophy for the tram. The trophy is now on display at the depot.

A new area we entered was that of Tramway Modelling. An enthusiastic number of our members banded together in designing, building and operating a model tramway layout of the SEC Ballarat Tramway System. This excellent model was displayed at the Ballarat Model Railway Society exhibition over the Queens Birthday Weekend.

A number of meetings were held throughout the year by the committee

seeking to re-instate trams in the city area of Ballarat. We are a member of the committee and have been attending and assisting the deliberations of that committee.

The Begonia Festival and Springfest are important times for patronage and revenue on our tramway and this last year has seen them provide good value to us.

Special tables and serving benches were built by our workers for trams No 671 and either No 661 or No 38 which allowed us to expand our catered charter business for weddings or parties. There is even a sound system. A number of these charters were run, many in conjunction with "Lake Lodge", and all were a great success. The Museum has begun to actively promote this avenue of business.

The Biennial conference of the Council of Tramway Museums was held in Christchurch, New Zealand, at the start of June this year. Our Museum was represented at this gathering and made significant contribution to it. The year 2000 Conference will be held in Ballarat and much planning and thought has to be undertaken before the event. A draft programme has been prepared and the setting out of the Conference detail is now commencing.

Rail Safety Legislation is with us right now and our Safety Committee has been meeting to finalise input to our documents for Accreditation.

We have also been keeping up with developments and meetings regarding the Gardens Masterplan as it is imperative that our Museum be involved in any decision making regarding conservation and traffic management issues in the gardens.

Regular work continues at a demanding rate in our maintenance area. This past year has been one of traction motor failures and highlights the need for a defined programme of preventative maintenance. The similar ageing of our motors is most likely the cause of these failures appearing in some succession.

Work on the trams themselves and in particular No.28 has been encouraging. The restoration of ESCo Tram No.12 has continued with high standards of workmanship. The overhead wiring has been progressively renewed and work is intended to start on track maintenance.

As they say in all museums - there is always something to do. If any of our members wish to take up some active role in whatever area they believe they can help we would welcome an approach.

The house at Bungaree continued to provide inexpensive accommodation for members and several successful dinners and social evenings followed the days' work at the depot. John Phillips commenced detailed planning for an extension which will make the house much more liveable. The land will be fenced in the following financial year and a large shed will also be built on it for long term stored parts and trams. A portion of the shed will form the storage area for the Council of Tramway Museums of Australasia.

The museum is a member of the Central Highlands Historical Society, the Museums Association of Australia and the Council of Tramway Museums of Australasia.

I wish to thank all those members who have contributed their time so generously to the operation, management and furtherance of the Museum. The quality of workmanship, management skills and customer skills in the operation of this valuable historical resource we are entrusted with is a credit to all those participants.

The Board has met regularly and continues to work hard and responsibly at the management task in a harmonious way. During the year Len Millar resigned from the Board and his position of Marketing Manager due to his work commitments. This was a loss to the Marketing area which was picking up its activity under Len's guidance, and we were pleased that he stepped in and helped at times when a hand was needed since his resignation.

The Museum has continued to develop and progress. It is an active and rewarding task that we all do and I take great pride in heading this progressive organisation.

Richard Gilbert

2. Secretary's Report

The position of Secretary continues to be very rewarding although the volume of paper which never ceases to stop landing on my desk, and the floor and any other available space, has continued to expand during the year. The return has been very worthwhile though, as our profile continues to grow and, as the Traffic Manager reports elsewhere, our patronage rises again.

The Board decided to establish a new committee, the Safety and Incident Management Committee, during the year and it will be responsible for overseeing the Museum's Safety Management System, essential for Rail Safety Accreditation.

The new letterhead, required after our change of name, was finalised and printed and has received many wonderful compliments. The expensive version includes a colour photo of No 27 in it's original livery. The design is by a professional typesetter, Peter Boyd, with some suggestions from us.

Membership stood at 186 at 30 June 1998, a creditable number after twenty-seven years. Eleven new members joined. Regretfully, five Members passed away. We are not getting any younger. I thank Greg Rodgers for his work as membership officer and for continuing to send out almost every mailout single-handed.

Warren continues to drive our accreditation process and, short of working almost full time for the Museum, I could never have managed without him.

Len Millar was Minute Secretary until he found it necessary to stand down from the Board in May due to the pressure of work. We have yet to find anyone to replace him as Marketing Manager and so I asked him to report on the year's progress. He sells himself very short in his report as to what he managed to achieve. He persuaded the Board that the Museum should raise it's marketing budget and then went out and actively and carefully targeted the areas he and the Board perceived as the most productive. Len persuaded many organisations of the value of contra promotions to spread our limited resources further. Much thought was put into our new print advertisements and existing ones were revamped. In the next few months he should finalise a deal to replace many of our ancient "Vintage Trams" signs at no cost and has offered, along with Darren Hutchesson, to build more so as to replace all the signs.

Board meetings were held every month during the year. Some may feel that our meetings seem to go on forever, but the amount of business dealt with is truly enormous. Debate is always informed and sometimes spirited, but always friendly, and if one looks back to the minutes of the meetings of twenty odd years ago, the Museum we are running now has progressed a long way. Collection Policies, Business Plans, Museum Accreditation and Rail Safety Accreditation had not been dreamed of when we were pursuing our original goal of saving and operating the wonderful Ballarat trams.

I look forward to another great year.

Peter Winspur

2. Museum Services Manager's Report

The major task undertaken and achieved this year was the preparation of our application for Museum Accreditation and its ultimate result of being successful. Many other achievements were made. Following the awarding the Ministry for Arts grant for \$5,000 for computer equipment, this was purchased and the setup undertaken. By the end of the year, all the data on the older systems had been transferred over and the backlog caught up. During the year, the actual number of new items catalogued was lower than previous, about 220 items, due to the work and time undertaken to changeover the systems.

Two successful off-site exhibitions were held. The first at the Central Highland's Historical Association's annual fair, with the theme of *Law and Order* and the second, the display of Horse Tram No. 1 at the Ballarat Engine and Machinery Preservation Society's *Ballarat Built Fair* held just before the Begonia Festival. Both exhibitions saw the preparation of display boards and movement of them and equipment to the site.

The Horse Tram display board located in the depot was reworked and new lighting installed. Other displays around the depot were updated and tidied up.

Andrew Cox maintained the Museum's Internet Page. A revamp of this important element of the museum's exhibition was nearing completion at the end of the year.

Museum Accreditation, though a time consuming task in preparing the necessary paperwork and submission, was a worthwhile experience seeing us learn and undertake a number of improvements in the way we conserve and display. It was rewarding to be formally recognized by our Peers and to receive the award in a ceremony along with seven other Victorian Museums. The Accreditation process is not a static or a one-off, but one that is reviewed every three years and will result in a process of continuing improvements in the way we do things. Thanks to all the members who have assisted us in gaining this achievement.

Warren Doubleday

4. Marketing Report

In August '97 the Museum Board adopted the Marketing Plan, which provided focus for our activities in the areas of promotion and liaison. The Plan set ten targets to be achieved within twelve months, and four long term goals. The main aim is to increase our patronage, but effort will be put in to obtaining a footpath along our Depot access track for

visitors to our Museum, further develop the charter market and work with other Lake/Gardens tourist operators.

A significant increase in advertising followed the adoption of the Marketing Plan, and saw advertisements placed in "The Courier" Begonia Festival Program, the Ballarat Accommodation Group's

Guide Book to Ballarat, a new Teacher Resource Handbook and with 3BA (during school holidays).

Alan Bradley brought to conclusion an excellent resource – an Education Kit – for visiting school groups.

As the first step towards a long term goal of running seven days a week, the Board approved a trial Wednesday afternoon operation. Darren Hutchesson staffs the venture by running the tram from the Museum/Depot to St Aidans Drive and back when customers appear. The Museum is open for the duration and some good sales of our souvenirs have been achieved. In between trips Darren works on tram restoration or servicing.

A major effort was put into an entry in the new annual Prime TV Goldfields Tourism Awards. A detailed entry took the form of twenty page bound booklet with illus-

trations of our operations and responses to the ten main criteria that entrants were to be judged by. The awards were announced in a gala event at the Ballarat Mercure Inn, but we lost out to Montrose Cottage. Our request for the judges' comments was made, so that we could learn something from the exercise – but have not yet been received.

Our participation in the Begonia Festival once again highlighted our existence and passenger carrying abilities, and resulted in a most satisfactory patronage.

The Museum Board approved the idea of low-cost Members' Meetings to be held either at the Museum/Depot or at designated places of interest. Early meeting/outing topics include visits to our Bylands and Bendigo brethren and illustrated talks from former SECV staff and so on.

Len Millar

5. Technical Services Manager's Report

The last 12 months has seen both advances and setbacks to the museum. Advances were the further installation of new trolley wire, improvement in the depot floor surfaces and the obtaining a grant for the installation of a fire main. However, these gains were partially offset by the failure of another tramcar armature. The latter has seen a need to look at the motors from a long term perspective and make provision for future expenditure in this field.

In other areas, our regular workforce has gained in both numbers and skills in the fields of maintaining and improving the appearance of our tramcars.

They are to be congratulated in their endeavours. Planning for further track work, overhead renewal and continuing the improvements to working conditions is being undertaken and implemented as funds become available.

The formalization resulting from the implementation of Rail Safety Accreditation is another task that faces the Technical Services group. The development of the paperwork and systems for this additional statutory impost has been taken onboard and is being completed by our volunteer management, along with their many other tasks.

Before reviewing the work undertaken on the trams, I formally wish to thank all the museum workers who have assisted in these achievements.

Tramcar Conservation

Tram 12 – Work on the reconstruction on the historic tramcar continues, albeit slowly along with many other tasks. The side framing of the tram has been basically completed and Gary Wood has commenced on the roof work. The outcome of a grant application for the construction of a truck (wheels, motors and braking equipment frame) is awaited.

Trams 1, 14, 18, 38, 661 and 671 – generally in service and receiving attention on a scheduled basis.

Trams 26 and 27 - intermediate touch up painting of these two tramcars was completed during the year and were returned to the serviceable fleet.

Tram 13 – following an exchange of motors with 28, this tram was returned to service.

Tram 33 – soon after 13 was returned to service, one of the armatures failed. This tram has been stored following removal of both armatures.

Tram 40 – has not been used due to a fault in the motor that was originally repaired during 1996. This fault is due to a field coil that has been placed in the wrong way. At the year's end, the tram had been jacked up to remove the motor and send it back to the workshop for warranty repairs.

Tram 28 – The broken piece of timber in the underframe was replaced as was the No.2 end dash panel. Following a hiatus on work due to other tasks in the depot, work on the conservation of the bodywork and paintwork was recommenced in earnest late in the year. The defective motor ex 13 was sent out for rewinding and repairs.

Trams 11, 21 and 32 - in storage.

Warren Doubleday

6. Traffic Manager's Report

Two hundred days and 18,215 passengers! The increase in the number of operating days was mainly due to the new Wednesday running and this has affected our statistics relating to daily averages. The operation from the Depot leads to far less empty running and is very suited to quiet weekdays.

The increase in patronage mainly occurred in the traditionally less busy first half of the year which I find very encouraging. My dream of 20,000 a year is still some way off unfortunately!

552 people travelled on "Springfest" day and it is now worse than the Begonia Festival for traffic due to no road closures and the market style of the event.

The Begonia Festival was a great success. Although we did not break the record for an individual day, 6,180 was a record for a Begonia Festival.

Charter business blossomed very much as a result of better marketing and we doubled the number of the previous year.

A new inexpensive brochure was devised to give to our passengers and it has been very well received.

John Clowes and Anita Bagley joined our always too small traffic roster and have given many hours. John qualified as a driver and Anita should be qualified by next summer.

I thank every one who worked so hard during the year

Peter Winspur

1997/1998 OPERATING STATISTICS

	DAYS RUN	KILOMETRES RUN	PASSENGERS CARRIED	AV PASS PER KM	AV KM PER DAY	AV PASS PER DAY
JULY	17	514.8	841	1.63	30.28	49.5
AUGUST	10	340.6	366	1.07	34.06	36.6
SEPTEMBER	17	522.6	1081	2.07	30.74	63.6
OCTOBER	11	410.8	870	2.12	37.35	79.1
NOVEMBER	16	577.2	1527	2.65	36.08	95.4
DECEMBER	19	559.0	1386	2.48	29.42	72.9
JANUARY	28	1034.8	2428	2.35	36.96	86.7
FEBRUARY	12	322.4	495	1.54	26.87	41.3
MARCH	20	1076.4	6579	6.11	53.82	329.0
APRIL	22	722.8	1644	2.27	32.85	74.7
MAY	14	330.2	566	1.71	23.59	40.4
JUNE	14	369.2	432	1.17	26.37	30.9
TOTAL	200	6780.8	18215	2.69	33.90	91.1
OVERALL	4015	163521.8	456520	2.79	40.73	113.7
Previous Year	177	6749.6	16922	2.51	38.13	95.6

Note: Overall Kilometre total excludes Km run in Melbourne.

1997/1998 TRAMCAR STATISTICS

CAR	1997 - 1998 TOTALS			PROGRESSIVE TOTALS		
	DAYS RUN	HOURS RUN	KILOMETRES RUN	DAYS RUN	HOURS RUN	KM RUN
1	0	0:00	0.0	2	4:27	15.6
13	13	40:49	260.0	216	944:08	6154.2
14	48	192:58	1331.2	1045	4730:45	34387.6
18	49	215:27	1417.0	538	2366:08	16005.6
26	9	25:07	176.8	464	2097:19	18207.8
27	48	191:39	1229.8	1114	4964:58	36569.0
28	0	0:00	0.0	410	1823:42	12568.4
33	51	217:07	1422.2	834	3745:23	25950.6
38	11	36:35	215.8	217	596:50	4100.2
40	1	6:50	57.2	315	1164:11	9204.0
661	16	29:59	166.4	218	565:01	3611.4
671	16	73:38	504.4	218	558:26	3528.2
TOTALS		1030:09	6780.8		23561:18	170302.6
Previous Year		1011:24	6749.6			

Kilometres run are calculated by the number of trips multiplied by 2.6

Ballarat Tramway Museum Incorporated
BALANCE SHEET AS AT 30TH JUNE, 1998

1997		
\$		
	ACCUMULATED FUNDS	
106191	Balance brought forward 30th June, 1997	111083
4892	Plus Surplus for Year	1016
-----		-----
\$111083	Balance carried forward 30th June, 1998	\$112099
=====		=====
THESE FUNDS ARE REPRESENTED BY:-		
	Current Assets	
26	Cash on Hand	79
2206	Australia & New Zealand Banking Group Ltd.	471
-	Commonwealth Bank of Australia	11029
-	Commonwealth Financial Serives	25000
17531	A.N.Z. Executors & Trustees	-
964	Debtors & Prepayments	573
13071	Stock on Hand (at lower of cost or sale value)	11076
-----		-----
33798		48228

	Less Current Liabilities	
-	Grants Received in Advance	14000
-----		-----
Nil		14000
-----		-----
33798	Working Capital	forward 34228

	Plus Non-Current Assets	
20125	Land & Buildings (at cost)	20125
42323	Tram Depot & Trackwork (at cost)	44233
(39822)	Less Provision for Depreciation	41702
		2531
-----		-----
3201	Electrical & Overhead Equipment (at cost)	3201
(3201)	Less Provision for Depreciation	3201
		-
-----		-----
4101	Trams (at cost)	4101
(3211)	Less Provision for Depreciation	3368
		733
-----		-----
4497	Other Equipment (at cost)	4497
(3525)	Less Provision for Depreciation	3731
		766
-----		-----
200	Motor Vehicles (at cost)	200
(200)	Less Provision for Depreciation	200
		-
-----		-----
73343	Trams Restoration (at cost)	75172
(23596)	Less Provision for Depreciation	26810
		48362
-----		-----
6588	Museum Equipment (at cost)	9790
(3618)	Less Provision for Depreciation	4516
		5274
-----		-----
77205		77791
-----		-----
111003		112019
-----		-----
	Plus Investments	
80	Shares (at cost)	80
-----		-----
\$111083		\$112099
=====		=====

Ballarat Tramway Museum Incorporated
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 30TH JUNE, 1998

1997		
\$		
	Cash Flows from Operating Activities	
37089	Revenue from Operations	55558
(27044)	Payments to Suppliers and Employees	(32884)
1576	Interest Received	1083
-----		-----
11621	Net Cash provided by Operating Activities (see Note 2)	23757

	Cash Flows from Investing Activities	
(20125)	Purchases of Land & Buildings	-
-	Additions to Tram Depot	(1910)
(3134)	Additions to Tram Restoration	(1829)
(367)	Additions to Museum & Other Equipment	(3202)
-----		-----
(23626)	Net Cash used in other activities	(6941)
-----		-----
(12005)	Net Increase (Decrease) in Cash Held	16816
31768	Cash at beginning of year	19763
-----		-----
\$19763	Cash at end of year	\$36579
=====		=====

NOTES TO THE STATEMENT OF CASH FLOWS

1. Reconciliation of Cash

For the purpose of the Statement of Cash Flows, cash includes cash on hand and in banks and investments in money market instruments. Cash at the end of the year as shown in the Statement of Cash Flows is reconciled to the related items in the financial statements as follows:

26	Cash on Hand	79
2206	Australia & New Zealand Banking Group Ltd.	471
-	Commonwealth Bank of Australia	11029
-	Commonwealth Financial Services	25000
17531	A.N.Z. Executors & Trustees V2 Plus	-
-----		-----
\$19763		\$36579
=====		=====

2. Reconciliation of Net Cash provided by Operating Activities to Operating Profit after Income Tax

4892	Operating Surplus	1016
6206	Depreciation	6355
	Changes in Assets and Liabilities	
2706	(Increase) Decrease in Debtors	391
(2183)	(Increase) Decrease in Stock on Hand	1995
-	Increase (Decrease) in Grants Received in Advance	14000
-----		-----
\$11621		\$23757
=====		=====

Cash Outflows shown in brackets

Ballarat Tramway Museum Incorporated
INCOME & EXPEDITURE ACCOUNT FOR YEAR ENDED 30TH JUNE, 1998

1997		
\$		
Income		
2644	Members Subscriptions	2588
91	Donations Received - General	128
6400	- Museum	7811
2423	Surplus (Deficit) Souvenir & Kiosk Operations	2174
16904	Fares	18196
40	Advertising	400
373	Bungaree House Rent	209
2627	Grant Received	5000
1576	Interest Received	1083
-----		-----
33078		37589

Less Expenditure		
1128	Advertising	4148
198	Bank Charges & Duties	218
1203	Bungaree House Expenses	1334
6206	Depreciation	6355
1322	Electricity	1601
979	General Expenses	673
4896	Insurance	3140
-	Land Rent	280
128	Motor Vehicle Expenses	149
662	Printing & Stationary	1828
297	Rates	449
8937	Repairs & Maintenance	13858
290	Subscriptions	240
1940	Telephone & Postage	2300
-----		-----
28186		36573
-----		-----
\$4892	Surplus for Year	\$1016
=====		=====

Ballarat Tramway Museum Incorporated
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
YEAR ENDED 30TH JUNE, 1998

1. Summary of Significant Accounting Policies

The Society's financial statements have been drawn up in accordance with the accounting standards of the Australian Accounting Bodies approved accounting standards. They have been prepared with the historical cost convention except for certain assets which are at valuation. The accounting policies adopted are consistent with those of the previous year.

(a) Depreciation

Depreciation is provided on a straight line basis on all tangible fixed assets, other than freehold land, at rates calculated to allocate their cost or valuation less estimated residual value, against revenue over their estimated useful lives.

Where it has been impossible to determine the cost of an asset, the Directors' valuation has been used as the basis for calculating depreciation.

Major depreciation periods are:-

Trams	20 years
Motor Vehicles	7 years
Museum Site Improvements	20 years
Plant & Equipment	20 years

Additions and disposals are depreciated for a pro rata period in the year of acquisition or disposal.

(b) Income Tax

By virtue of its aims as set out in the Statement of Purposes the Association qualifies as an organization specifically exempted from ordinary income tax under Section 23 (g) of the Australian Income Tax Assessment Act.

(c) Inventories

Inventories are valued at lower of cost and net realisable value, and include all costs incurred in bringing it to the society's store.

AUDITOR'S REPORT TO THE MEMBERS OF BALLARAT TRAMWAY MUSEUM INCORPORATED

Scope

We have audited the financial statements of the Ballarat Tramway Museum Incorporated for the financial year ended 30th June, 1998 as set on pages 11 to 14. The Association's Board of Management are responsible for the preparation of the financial statements and the information they contain. We have conducted an independent audit of these financial statements in order to express an opinion on them to the members of the Association.

Our audit has been conducted in accordance with Australian Auditing Standards to provide reasonable assurance as to whether the financial statements are free of material misstatement. Our procedures included examination, on a test basis, of evidence supporting the amounts and other disclosures in the financial statements, and the evaluation of accounting policies and significant accounting estimates. These procedures have been undertaken to form an opinion as to whether, in all material respects, the financial statements are presented fairly in accordance with Australian accounting concepts and standards and statutory requirements so as to present a view which is consistent with our understanding of the Association's financial position and the results of their operations.

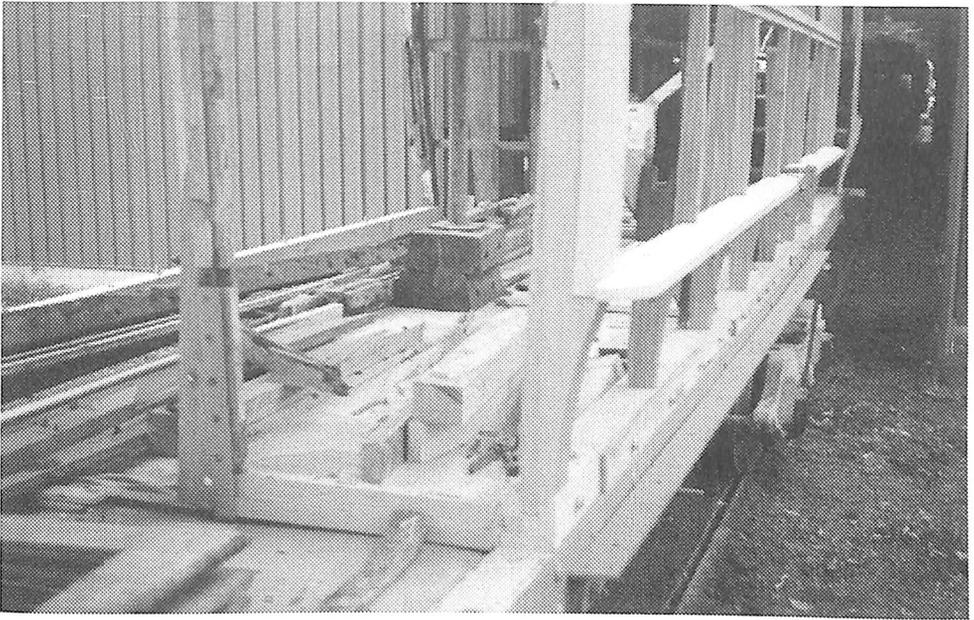
The audit opinion expressed in this report has been formed on the above basis.

Audit Opinion

In our opinion, the financial statements present fairly the financial position of the Association at the 30th June 1998 and the results of its operations for the year then ended in accordance with applicable Accounting Standards and comply with the Constitution of the Association.

K.L. Paroissien & Associates
Certified Practising Accountants

Melbourne, 8th September, 1998



The time consuming task of reconstructing the body framing of No. 12 continues. By July 1997, one side had been completed. Photo Warren Doubleday



A team comprising Alastair Reither, Simon Jenkins, Darren Hutchesson, Paul Mong (in the photograph) and Anita Bagley (Photographer) put together a very successful and well received model tramway layout based on the former Ballarat street tramway system at the 1998 Queens Birthday Model Railway Exhibition.



An ESCo tram makes its way along Sturt St. soon after electrification in 1905. The road surface has been cut up by horse drawn vehicles, but the tram track surface is still new. From a colour postcard lent to the Museum by Norm DePomeroy.



Opening day to Lydiard St. North, August 1937. The photograph was used in the *Law & Order* exhibition with a policeman, officials and inspector watching over the scene. Photograph by George Netherway from the BTM Archives.