



Bendigo  
Heritage  
ATTRACTIONS

# 2017/18 Annual Report

*The Bendigo Trust t/a Bendigo Heritage Attractions*







GOLD MINE

PLEASE  
PAY  
AS  
YOU ENTER

302

PAY  
AS YOU  
ENTER

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Central Deborah Gold Mine  
Underground Adventure Tour.

## FROM THE CHAIRMAN



Wayne Gregson,  
Chairman

What an astonishing, demanding and achieving year 2017/18 has been. I have been associated with The Bendigo Trust/Bendigo Heritage Attractions since 2004 and I cannot recall a year when there has been more going on – almost all of it positive.

A lot of work has gone into ensuring a solid and secure future for the organisation and we hope that some outstanding opportunities will come in the future as work continues on different fronts. We cannot remain static and carry on doing the same things in the same way, but must continue to work creatively to position ourselves in the best possible state to make the most of opportunities as they arise

But, at this point, allow me to say that it has been a privilege to be part of this board, this organisation and to have worked closely alongside our Chief Executive Officer, Peter Abbott.

Peter's work ethic has been inspirational. I have personally watched him take projects from a mere wish to fully thought-through, logical and practical outcomes. He has shown a great ability to take our hopes and dreams to the very upper levels of government and state agencies, usually

convincing all along the way that our ideas have multiple benefits.

Some of the issues he has shepherded to fruition through his drive and direction had been long-held ambitions for our organisation that had not previously benefited from the opportunity and timing as is the case now. The fact which most enabled this to happen has been an even stronger, more creative network of partnerships with, for example, the City of Greater Bendigo, Regional Development Victoria, VicTrack, Public Transport Victoria, Yarra Trams, our local network of suppliers and contractors and with State Transport Minister and MP for Bendigo East, Jacinta Allan.

These relationships do not happen by accident nor do they happen swiftly. They are the end result of years of careful strategy, delivering on our promises and mutual respect.

This approach has already paid off and

– I believe – will soon lead to some of the biggest leaps forward for BHA.

All this has been achieved to a broad backdrop of constant self-review and reform by all sections of our multi-faceted organisation. Much of this strategy of more rigid governance, more tourism-focus and more outward-looking philosophies began more than two years ago and continues to be rolled out.

It has meant immense challenges for many of our managers and staff, but I and my fellow-directors continue to be impressed at our people's ability to forever rise to the occasion. Frequently they have put the function and reputation of BHA ahead of all else, and – as a consequence – I do not believe we have ever been held in higher regard by our community.

This manifested itself in so many ways: the affection shown for our trams on White Night, the embracing of the Dja Dja Wurrung tram, solid visitation numbers at Central Deborah Gold Mine, Bendigo Tramways and the Joss House Temple. Our abilities to reconstruct Melbourne's W-class trams and repurpose others for major commercial partners has been widely reported.

We have seldom missed an opportunity to remind the region of our achievements and our marketing efforts would be the envy of many larger organisations. No one can accuse us of hiding our light under a bushel.

The same applies to our remarkable volunteers, whose selflessness underpins

much of what we do and makes it possible.

We have been lauded for our tourism efforts at a national level, and under Peter's watch, we have moved more into the museums sector with almost instant recognition at state, national and international levels.

Yes, there have been many unexpected challenges along the way. It comes as part of the territory when your business is working with attractions as much as 150 years old. And this has led to occasions when we have had to be nimble in our thinking and our processes.

There are just too many people to acknowledge and not enough space in the report. But they include the Mayor, Councillors and senior staff at the City of Greater Bendigo, the State Government and its agencies, my fellow directors, along with Peter Abbott, Faye Gair, Evonne Oxenham, and Tennille Leamon in the "engine room", our newly awarded mine manager Karl Penrose, our equally decorated tramways workshop leader Luke Jenkins, the talented tramways operations manager Luke Treble, the Joss House's unstoppable Darren Wright ... and so many more.

I'd like to take a personal indulgence and particularly thank my fellow director, constant advisor and tireless volunteer Mick McGowan. His friendship supports so many of us. He will be embarrassed by this, but I don't care.

**Below: Bendigo  
Joss House Temple  
Coordinator,  
Darren Wright,  
preparing to open  
the Lantern Festival  
celebrations.**







Birney Tram No. 15 as it passes Tramways Avenue.

## FROM THE CEO



Peter Abbott,  
CEO

Writing an Annual Report is an excellent opportunity to reflect on what is always a busy year at Bendigo Heritage Attractions (BHA). When we are buried in day-to-day operations it is easy to lose track of the fact that all the effort goes towards achieving our mission of operating Bendigo's living heritage.

### NEW FUNDING & MANAGEMENT AGREEMENT

This was the first year of a new four year Funding and Management Agreement with the City of Greater Bendigo (CoGB). The new agreement reflects the close relationship we have with CoGB and it provides a clear outline of expectations on each party to the agreement. We work closely with the CoGB executive team and senior officers on the key areas of the agreement and we thank Craig Niemann (CEO) and Ben Devanny (Manager, Business Services).

### NEW ENTERPRISE AGREEMENT

This year we negotiated a new Enterprise Bargaining Agreement. I want to thank our HR Manager, Faye Gair, for her management of this process, along with staff who provided comments and input for the new agreement.

### BENDIGO TRAMWAYS

As reported last year, Tram 981/983 (delivered August 2018) was the last of the previous Yarra Trams City Circle W8 conversion contract. We worked to secure further contracts which was achieved in November 2017 with the signing of the largest ever contract, to rebuild six W8 trams for Yarra Trams.

The six month gap between the old and new contract was challenging as we strived to retain our rare and experienced trade skills through the negotiating period. Other work was secured to repurpose trams for Chandon and the Melbourne Airport. Staff were also redirected to work on our own tram fleet, resulting in more of our core operating fleet being available. In addition, many employees worked reduced hours or took additional leave. I want to

thank them for doing this to assist as we managed the issue.

We also wish to thank Minister Jacinta Allan and Yarra Trams CEO, Nicholas Gindt, for their support during this challenging negotiation period.

Work on the new contract has commenced and at the time of writing this report there are three W trams in the workshop. Discussions are already under way to secure further contract options beyond 2020. We aim to have a broader approach to attracting work that suits our skill base.

The nett 2017/2018 operating position clearly reflects the gap between contract revenue whilst maintaining our core workshop capacity. Longer term management of the risks around having one major workshop client is being reviewed. With limited working capital, delays in contracts are a major risk to our cash reserves, so ways which we can attract additional work with overlapping end dates are being explored.

### ORGANISATIONAL STRUCTURE

To better facilitate the increased activity within the workshop we restructured the Tramways. The workshop and the tourism operations each now has a dedicated manager, with Luke Treble joining as the new Operations Manager, and Luke Jenkins now the Tramways Workshop Manager. The division of duties also helps with the planning and preparation to decant from the Bendigo Gasworks to make way for the redevelopment of the site.

### RETIRED TRAM STRATEGY

A new relationship was developed with VicTrack as we discussed the role Bendigo Tramways might play to assist with the Retired Tram Strategy. Minister Allan and VicTrack CEO, Campbell Rose, should be congratulated for working through the process to deal with the large volume of retired trams that have been sitting idle at Newport for many years.

VicTrack officers were invited to the launch of the Chandon Tram in late 2017 which showcased our capacity to them and in turn assisted them to look more broadly at the disposal of the retired trams. This relationship with VicTrack will be very positive for BHA and we look forward to seeing future results.

### NINE LEVELS OF DARKNESS TOUR RE-OPENED

Following the upgrade to the pumping infrastructure at Central Deborah Gold Mine, we were able to re-launch our deepest mine tour, Nine Levels of Darkness. Visitor numbers are increasing and we are continuing to push this as our 'hero' adventure product.

Central Deborah Gold Mine tours have experienced steady growth over the past few years. The experiences we provide maintain the mine's number one attraction position on TripAdvisor. Our tour guides are constantly discussed amongst the highlights of the tour experience. I wish to thank the mine crew for being flexible when we experience unexpected demand.

### BENDIGO GROUNDWATER PROJECT

Pumping is part of the Bendigo Groundwater Project and we pump two megalitres of water per day. An updated funding agreement with the Department of Environment Land Water and Planning (DELWP) is in place through to 2021, and BHA continues to be on the project working

**Below top:  
Central Deborah  
Gold Mine's  
Nine Levels of  
Darkness Tour was  
re-opened once  
works for Bendigo's  
Groundwater  
Project were  
complete.**

**Below bottom:  
The official launch  
of the repurposed  
Chandon Tram.**





group to address the longer term solution for Bendigo's groundwater.

### AWARDS

Bendigo Tramways was named as runners-up at the Victorian Governments' Manufacturers Awards. The tramways workshop team should be very proud of this accomplishment as they were moved into a different category to the one entered and put up against Bombardier Australia.

Winning the Be.Bendigo Sustainability Award was good recognition for the installation of the Tramways solar power system. It has been successful in defraying increasing power costs and reducing emissions.

The Medium Museum of the Year award for involving people and communities, presented by Museums Australia, was fantastic recognition for the innovative way the Tram 7 crowdfunding campaign was developed by our Marketing and Product

Development team. With the community on-board, the tramways crew worked to have the Tram 7 launched in December 2017. The award generated an invitation to the 2018 Best in Heritage Conference in Dubrovnik, Croatia which we will attend in September 2018.

### ASSET RENEWAL

Asset renewal is a continual focus. Revenue generated by the tramways workshop supports an increase in core renewal and maintenance across the Mine, Tramways and Joss House. We thank CoGB for their commitment to track renewal and the re-laying of Nolan Street and High Street (Cathedral) Curves, with particular thanks to Ean McDowell.

2017/18 has had both success and challenge and I don't doubt the same will apply to 2018/19 as BHA continues on the path for an exciting future.

**Below Left:  
Bendigo  
Gasworks**

**Below Right:  
A weed cutting  
barge that was  
used on Lake  
Weeroona was  
uncovered at  
the Gasworks.  
Photo: Bendigo  
Advertiser.**

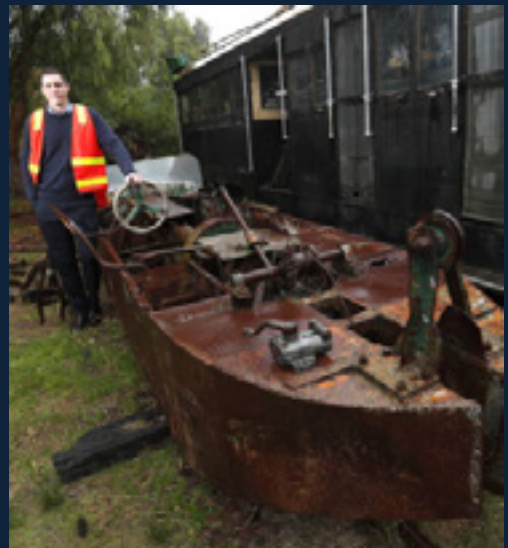
### BENDIGO GASWORKS

The Bendigo Gas Company was formed in 1859, operating from 1860 until its closure in 1973. Today it is a static reminder of a past technology and serves as a second depot for the Bendigo Tramways, where numerous trams from the Bendigo fleet are stored.

Work continues on the Gasworks site clean-up in preparation for our eventual move off the site. Four new shipping containers have been fitted out with industrial shelving, allowing the process of storing and cataloguing the important

tram assets currently spread across the site to begin. Care has been taken to ensure that all items that are relevant to our operation are kept and preserved for future use.

As part of the Gasworks site clean-up, a set of trucks from one of Bendigo's original steam trams were brought back to the Tram Depot for static display. The trucks have generated a lot of interest, providing our visitors with an insight into the pioneering technology of trams.











Heritage Unwrapped.

## BENDIGO JOSS HOUSE TEMPLE



**Darren Wright,**  
Bendigo Joss  
House Temple  
Supervisor

It has been a very busy year and I am reminded of the old Chinese curse “*May you live in interesting times*”, given the amount of renovations and improvements that took place over the past year, resulting in the need for a few hardships to be borne out in the duration.

The Winter period proved to be fairly busy on both the fairer and more challenging days weather-wise. I can remember back to the days when tourism in Bendigo was very quiet over this period, but that now seems to be a thing of the past. Throughout this year we have enjoyed visitation from a number of different groups ranging from kindergartens to seniors, visiting academics, television and radio presenters, and worshippers from all parts of the globe. This little red brick building, which is nearing its 150<sup>th</sup> birthday, still continues to attract the curious, the scholarly and the devout. Long may that situation continue.

### FAMILIARISATION TOURS

Back in August we were invited to experience the Blues Tram and were treated to a wonderful performance by Alawishus Jones & The Outright Lies. It

was a wonderful evening of toe-tapping fun whilst Tram No. 369 trundled the track through Bendigo. The value of these familiarisations cannot be overestimated as people should not be expected to market something effectively if they have not experienced it. Such was the nature of combined visits of staff and volunteers to PepperGreen Farm to partake in a tour of the facility and gain greater understanding of their services and activities which compliment the trip to the northern end of the tram service.

### MEDIA

Back in November we were visited by media presenter and comedian Michael Hing as part of a documentary series being filmed by SBS titled “*Where Are You Really From?*” The documentary explored the interesting history of immigration in this country, with



particular emphasis on the background of Michael himself and the experiences both positive and negative that his forebears faced in coming here. This was broadcast in April 2018 with local interviews regarding Chinese heritage including our very own Dennis O'Hoy.

### RENOVATIONS

In January the kitchen and office area at the temple was renovated with a brand new kitchen and flooring. This also resulted in the installation of hot running water at the temple for the first time in 146 years. A fact that has brought great joy to visitors when it came to washing their hands and not having them lose all feeling due to icy temperatures. This too will lessen the strain on our electric kettle.

Major works involving the removal of trees at the rear of the temple, and the subsequent upgrading of substandard drainage and electrical services presented us with a few challenges. Particularly the prospect of having to isolate mains power for a month and run off a petrol driven generator. Myself and the volunteers were very glad to see the generator hauled away upon the completion of the works. A very beautifully crafted stone retaining wall was erected at the rear of the temple which, with now actual working drains, will keep water from flowing to the back of and between the temple buildings as it had in the past.

### LANTERN FESTIVAL

Great attention was paid to our annual Lantern Festival as part of Chinese New Year celebrations. ABC Radio presented a couple of interviews both locally and on ABC Radio National and also a charming

little video on how to create a traditional lantern which volunteer, Mikelle Dingwall, performed with great expertise. We were fortunate to be visited by a revered abbot at the commencement of Chinese New Year with a blessing of the temple, a worshipping family and yours truly. The story of which was covered by the ABC as well.

The Lantern Festival was well attended and our thanks, as always, go to all who took part with particular emphasis on the Bendigo Chinese Association Lion Team, Plum Blossom Dancers and the Doctor Harry Little Pre-School who did sterling work in decorating this year's lanterns.

The old saying "*Imitation is the sincerest form of flattery*" was certainly true for the temple this year. Local Lego enthusiast, Darren Hutchesson, proving his deep passion for building local Bendigo landmarks, built an accurate miniature replica of the temple. This caught the attention of the local media in the form of radio, newspaper and television.

### STAFF AND VOLUNTEERS

May I offer my extreme gratitude to all who have helped us throughout the past year. To our volunteers Mikelle, Val, Stan, Brenda, Angela, Darby, Noel, Fiona, Dennis, Tom and Lesley, and the staff at both Central Deborah Gold Mine and Bendigo Tramways, we could not have done it without you! This special little place, misunderstood by some, treasured by many, needs to continue its role of devotion and education for many years to come.

We approach our 150<sup>th</sup> birthday in a few years' time, quite the achievement and so far, so good. Here's to the next 150 years!

**GREAT  
VOLUNTEERS,  
VERY PROUD  
OF THEIR  
TEMPLE**



Small but  
fascinating  
place of  
worship. The  
volunteers  
were very  
enthusiastic  
and very  
proud of their  
shrine and  
had great  
stories to tell  
about the  
place.

**TripAdvisor**



Darren Hutchesson with his Lego model.



Lantern Festival celebrations.



Underground Adventure Tour.

# CENTRAL DEBORAH GOLD MINE



**Karl Penrose,**  
Central Deborah  
Gold Mine  
Manager

We were thrilled that Australia's deepest underground mine tour, Nine Levels of Darkness, was officially re-opened after a 12 month hiatus while works were undertaken for the Bendigo Groundwater Project.

## MINE TOURS AND GROUPS

Numbers visiting the Central Deborah Gold Mine this year have generally been above expectations, with the majority opting for a trip underground on one of our tours.

The Nine Levels of Darkness tour has shown a complete recovery in patronage from when we were upgrading the pumping infrastructure. Feedback, especially on social media, about this tour has been outstanding.

Birthday parties have surged to nearly double the previous year. Again, the great feedback we get about how fantastic the party hosts and venue are probably goes a long way to explaining why.

Underground Adventure tours are marginally down, but this could be because some visitors are actually electing to do the higher end Nine Levels of Darkness tour instead, therefore explaining some of the rise in patronage on that product.

Surface tours are also slightly down,

but this is from an already very small base as the vast majority of visitors choose an underground product.

## MINE SURFACE

The majority of major works on the surface have occurred to plant and equipment and, as such, details about these works are reported in that section of my report.

General maintenance on the surface has continued, with several other small projects being completed as well. It is of note, and needs to be acknowledged, that the majority of the minor maintenance tasks and grounds keeping this year on the surface have been completed by our fantastic team of volunteers. For this great effort, I sincerely thank them.

This year we have installed gates that allow the poppet head and trestleway to be blocked off during severe weather or during night surface functions.



## UNDERGROUND

Geotechnical inspections have been carried out on a regular basis. No issues of any significance were found during these inspections, which confirms our maintenance and inspection regime has worked effectively.

We did, however, have a subsidence in an old ore pass in the floor of the main South Drive on Level 9. This caused the temporary cessation of public access to this part of Level 9; however, the remainder was still accessible, with Level 3 being substituted for some tour content delivered on this level. An engineering and geotechnical assessment was carried out to determine the best means of remediation and at the time of writing, remediation works are complete.

This year saw the completion of some rather major stabilisation and improvement works in the main shaft. These works saw the installation of stainless steel angle brackets (battens) in the emergency ladderway to assist in supporting the shaft timbers. All in all, some 400 metres of the battens were installed. As part of these shaft improvement works, we also fabricated new plat gates in-house and installed them to the majority of the accessible levels.

## PLANT AND EQUIPMENT

Preventative maintenance is key to maintaining a heritage asset, especially when it comes to elements that are exposed to the environment. To this end, as part of our asset management plan, we have once

again coated the inside of the poppet head legs to prevent decay due to corrosion. This process occurs every 10 years with a special product that is sourced from New Zealand.

Also on the poppet head this year, we painted the galvanised steel skyshaft in the centre of the poppet head in the original off-white colour of its timber predecessor. This has returned the appearance of the poppet head to how it was when originally installed on this site in 1945.

Maintaining compliance and safety of historic mining plant to a condition that allows its daily use is always a demanding challenge and requires constant upgrades to keep it compliant with constantly changing regulations and requirements. As such, a substantial safety system upgrade was carried out on our winding engine to ensure that we are ahead of the game.

Completing our major works on the surface, this year also saw us replace the heavy support cables (dated from 1945) that stabilise the original timber ore bins.

The last of the lead-acid type cap lamp batteries, some dating from 1985, were replaced this year with modern Li-on batteries, the vast majority of these being donated by Kirkland Lake Gold (Fosterville Gold Mine), along with a new charger. This may seem a small thing, but from a visitor point of view, the new batteries weigh about a quarter of the old lead acid ones, leading to a much more comfortable tour experience.

## CDGM PUMPING SYSTEM

A new agreement between DELWP and BHA was formalised for funding dewatering

**Below: Mine Experience Tours have been getting record visitation.**



## AMAZING CAVES



Everyone must visit this awesome gold mine. If you visit Bendigo and haven't visited this mine you really haven't seen anything. So much to learn and see!

*TripAdvisor*

operations at Central Deborah.

The new stainless steel raising main and rebuilt pumps have performed without issue over the last 12 months.

Water has continued to be maintained at approximately 260 metres below the collar (top) of the shaft which equates to just below Level 10.

Total lifetime water pumped as at 29 June 2018 was 2848.2 ML.

### WORKPLACE HEALTH AND SAFETY

We constantly review our training and procedures to ensure a safe environment for all our staff and visitors.

Regular ventilation and gas detector checks, as well as check scaling have taken place throughout the year.

Once again, we conducted our annual Practical Emergency Evacuation Scenario.

### COMPLIANCE

We have maintained full compliance with the regulations and guidelines throughout the year. All inspections, testing and maintenance have been carried out in accordance with the timelines and specifications set out in our SMS.

Oscar 1 Mines Rescue continued to utilise our site for training of their personnel and to maintain familiarity with our operations.

### STAFF AND VOLUNTEERS

Bill Allen is training to become our third winder driver. Amanda Roberts and Deanne Cameron are training to become tour guides. Ian Johnson has taken on the role of Tour Guide Coordinator in addition to his

other duties in OHS and compliance.

Our volunteers have contributed greatly to Central Deborah Mine throughout the year. Works and projects they have been involved in are too numerous to mention here, but have included engineering, underground maintenance, grounds keeping, surface maintenance and archives just to name a few.

For all their hard work and dedication, I would like to say a massive thank you for the contribution our volunteers make to Central Deborah Gold Mine in keeping the operation a success. Without our volunteers, we quite simply would not be able to operate as we do.

### AWARDS AND OTHER HAPPENINGS

- Rated on TripAdvisor as the No. 1 Attraction in Bendigo
- Awarded a 2017 Certificate of Excellence for consistently high ratings on TripAdvisor.
- Participated in Victorian Seniors Week, Accessibility Weekend and the Eaglehawk Dahlia and Arts Festival.
- Participated in the Red Ribbon Rebellion Re-enactment, organised by the Bendigo Historical Society.
- Raised awareness for local groups by lighting up our poppet head. We went pink for the Mother's Day Classic, purple for Relay for Life, blue for Men's health week, red for Dyslexia, Red Balloon Day and Remembrance Day, rainbow for Easter and green and yellow for Australia Day.



Nine Levels of Darkness Tour.



Rainbow poppet head.









# BENDIGO TRAMWAYS OPERATIONS



**Luke Treble,  
Bendigo  
Tramways  
Operations  
Manager**

Transforming our trams into innovative experiences has proven key to engaging the local community. Santa Tram, the Blues Tram, Sam the Story Tram and the Yarn Bomb Tram have all attracted record numbers.

## PRODUCTS AND EVENTS

Santa Tram has grown 65% since 2015. Last Christmas, an additional 10 services were added to cater for this growth with 90 services running in total. Despite the additional services, Santa Tram still sold out welcoming over 2,700 visitors on board!

The Blues Tram maintained its popularity, regularly selling out each month. The Blues Tram stands as a great example of how local community groups like the Bendigo Blues and Roots Music Festival are engaging with local heritage to produce a truly unique 'Bendigo' experience.

Sam the Story Tram was run to coincide with the Bendigo Writers Festival. Narelle Stone was on hand as lead story teller delivering a memorable experience for the kids. Young families have really embraced the concept with Sam the Story Tram's popularity increasing every time it runs.

Bendigo Easter Festival ridership was

down on last year's figures by 18.05% with the biggest variance recorded on Good Friday.

Model Tram No. 10 was retrieved from the Gasworks site and repaired by our workshop team in time for the Easter festivities. During the festival, Tram No. 10 was placed on display alongside gold panning demonstrations in Rosalind Park. The tram was not only very popular with kids, but also with adults looking for that unique selfie.

Heritage Unwrapped is intended as a celebration of the strong support that Bendigo's heritage sites receive from the local community. The one day event acknowledges community support as the key to the survival of Bendigo's unique heritage. Bendigo Tramways provided a free 20 minute tram service, carrying 485 visitors on the day.

Other experiences on offer for Heritage Unwrapped included a tram that hosted an on-board performance by the Chinese Association's Dragon Team and free



guided Depot tours. Depot tours were run in conjunction with free Woollen Mill tours, making the Depot precinct a real destination throughout the event.

Tram No. 8 was used to carry Baton Bearer Dennis O'Hoy along the Pall Mall section of the Commonwealth Games Queens Baton Relay. The event was not only a great opportunity to showcase Bendigo's trams on an international stage, but acknowledged the significant contribution that Dennis O'Hoy has made to the preservation of trams in Bendigo.

The Yarn Bomb Tram continued its success, attracting unprecedented media attention and guests from far and wide.

### NEW TICKETING SYSTEM

Bendigo Tramways introduced a new ticketing system in April. The most significant changes included our Vintage Talking Tram tickets changing from a two day to a one day ticket, with the option of a two day upgrade.

As a part of the development of a new Short Ride ticket, the tram network was divided into three short ride "zones" helping to facilitate the explanation of the ticket to our customers. Short Ride tickets have been a great addition to our product offer ensuring that customers looking for a shorter experience, have an alternative to the full tour.

### UNIFORMS

New Traffic Crew uniforms were finalised, allowing for rollout across the team. The new uniform sees the traffic team looking sharp and professional but most importantly, uniform. The uniforms are an important part of our heritage product and with the issued hat and intended embellishments, will help to make our customers feel like they have travelled back in time.

### DEPOT IMPROVEMENTS

Thanks to the hard work and skills of our volunteer labour force, there has been a significant improvement in the presentation of the Depot grounds. New bluestone garden edging and a concrete pad were constructed in the front garden to make way for a tram shelter that was donated by the East Bendigo Bowling Club. The tram shelter itself was restored by our volunteers and its addition to the garden has really enhanced the historical charm of the Depot.

### ARCHIVES

Archive volunteers have been working on standardising the process used to store and access our archival records. The team have done a fantastic job in cataloguing and preserving our unique artefacts in line with Victorian Collections frameworks. Future plans for the archives include forming an Archives Committee. The committee will assist with the development of policies and procedures intended to help manage our collection more effectively.

### BIRNEY THE TRAMWAYS CAT

Our furry Superintendent remains popular with many tourists travelling long distances just to see him and not our trams! PetStock Bendigo continues to sponsor Birney, generously donating everything he needs to remain healthy and happy.

### DASH CAMERAS INSTALLED

Most of our regular service trams now have dash cameras installed. These cameras allow us to recall footage of incidents reported by our Traffic Team and other road users. It is anticipated that in the future, the footage will assist with insurance claims, conflict resolution and driver training.

**Below: Santa Tram and Sam the Story Tram are a hit with young families.**



## TRAM HEAVEN



A tourist attraction that gives you the thrill of tram travel. Better than a hop on hop off bus - take the tram. Use it to visit the sights of Bendigo. Especially the Tram Depot. Never travelled on a tram, this is your chance to enjoy the experience.  
*TripAdvisor*

### EXTERNAL RELATIONSHIPS

Tramways management was invited to provide input at a VicRoads planning meeting for a trial intended to address the tram versus motorist conflicts at the Don Street intersection. The conflict is caused at the intersection when southbound motorists sitting in the Don Street right turning lane inadvertently block the path of northbound trams. The proposed trial will use the Girton school crossing lights to hold back southbound traffic when a northbound tram is sensed approaching the intersection. Holding southbound motorists back at the Girton crossing will prevent them from entering the right turning lane, allowing trams to proceed through the intersection unobstructed. The trial is expected to begin early in the 18/19 financial year.

### SUBSTATION UPGRADE

Works were completed on a sub-station upgrade that included the installation of four isolation switches, two emergency shut-down buttons and an up-to-date protection system. The upgrade of the substation would not have been possible without the help of Norm Grady our Consulting Electrical Engineer. Norm works for our Tramways in a voluntary capacity and his ongoing commitment and the assistance that he provides to our organisation is greatly appreciated.

### TRAM TRACK RECONSTRUCTION AND MAINTENANCE

The Nolan Street and Cathedral curves were both replaced in November 2017 in response to Transport Safety Victoria's Track Audit carried out in 2015. The replacement of the curves removed the safety notices and allowed for the restoration of normal running over these sections of the network.

After a full review of our track scrubbing and measuring procedures, it was determined that the procedures we were using didn't comply with the Road Management Act Code of Practice (Worksite Safety). Under advice received from Traffic Engineers, all cleaning and measuring operations on the road reserve now take place under full traffic management on a

fortnightly basis. This regular unobstructed and safe access to the track has provided us with the ability to plan and execute preventative maintenance and start the process of removing track defects.

The planning phase for the complete renewal of the Pall Mall track has begun. Tramways management is working closely with the Bendigo Council to ensure that the end product will meet our needs and comply with our Track Reconstruction Standards. The most up-to-date plan has the complete renewal taking place over six stages, starting in 2019 with completion projected for 2024. Each stage will address a specific section of track involving replacing old track and reinstatement of the cobblestones.

This year's track renewal works and the early planning phases of Pall Mall's renewal would not have been possible without the significant contributions of our Consulting Civil Engineer Russell Trevaskis. Russell works for the Tramways in a voluntary capacity and his ongoing commitment and the assistance he provides to our organisation is greatly appreciated.

### TRAM SERVICING AND MAINTENANCE

In response to inefficiencies identified with our servicing standards, new standards based on the practices of the Melbourne Metropolitan Tramways Board (MMTB) were introduced in June. MMTB's service standards are seen as 'best practice' as they managed rolling stock of a similar age and technology to the trams in our collection. Although services are more thorough and take longer to complete under the new regime, efficiencies are expected to be gained by less frequent servicing requirements and a reduction in the occurrence of break downs.

### TSV AUDIT

Transport Safety Victoria carried out an audit of our Safety Management System in January and Rail Safety Officers reported no findings. Attending Rail Safety Officers praised Bendigo Tramway's use of our Lucidity system as a very effective way of tracking and managing our corrective actions.









Crowdfunded Tram No. 7.

## BENDIGO TRAMWAYS WORKSHOP



**Luke Jenkins,**  
Bendigo  
Tramways  
Workshop  
Manager

Bendigo Tramways was named runners up at the Victorian Manufacturers Hall of Fame Awards and commenced the biggest contract to date, undertaking a full restoration/rebuild of six W class trams for the Melbourne City Circle network.

### **BENDIGO TRAMWAYS WORKSHOP**

Initial conversations with Yarra Trams indicated that the W8 contract for the next six trams would commence at the end of tram 983 or early September 2017. As this did not eventuate, undue pressure was put on budgets to the point where the BHA CEO and Chairman met with Jacinta Allen to discuss contract delays and the effects it was having on our bottom line. These delays also resulted in an approximate six month period where we had to reallocate resources to our own fleet to ensure the skill sets required for the projects were maintained until the project re-commenced.

The majority of the reallocated staff were from the engineering department, as the coach building staff were completing projects such as the Chandon lounge bar tram conversion, the airport tram cab front, and the Tram 7 restoration project. Engineering staff worked mainly on

mechanical/structural components for our own tram fleet, which in effect did help address several defects waiting for works to be undertaken.

After months of delay, contracts were finally negotiated with Yarra Trams for the restoration/rebuild of the next six W8 class trams for the City Circle network. Upfront procurement began in December 2017, with works starting on the first tram (Tram 961) on 15 January 2018. Works began on the second tram (Tram 928) on 7 May 2018, and on the third tram (Tram 856) on 28 August 2018. This is the first time we have had works of this magnitude in the Workshop at any one time. A great deal of effort and time was put into planning these works, which included scheduling different work groups to ensure cross-overs from tram to tram will run smoothly. The enormity of this work has also meant we have been able to employ more resources to help keep



up with demand, whilst also ensuring the skills required to complete these types of works are maintained. The additional resources employed were three people in coach building and three in the engineering department. We also engaged the services of a Project Engineer to help ensure the project runs smoothly and meets Yarra Trams requirements.

The three remaining trams are due to commence works on 20 December 2018 (Tram 888), 6 May 2019 (Tram 954) and 27 August 2019 (Tram 977). The first tram is scheduled to finish on 17 December 2018, with the final tram finishing on 30 July 2020. These six trams will be trams 7-12 in the fleet of W8 conversions so far.

On Monday 28 May workshop staff and management represented the Bendigo Tramways Workshop at the Victorian Manufacturers Hall of Fame Awards. We had entered the Small Manufacturer category but were moved by the organisers into the Transportation category. This move saw us competing against large industry operators. When the awards were announced, we were the runners up to Bombardier, manufacturers of commercial trains and trams. It's a fantastic achievement that we can all be very proud of; recognition of the exemplarily work achieved by our workshop team.

We assisted VicTrack with their expression of interest (EOI) process, which will see 134 trams being released from Newport for public use. We provided information to assist with VicTrack's public information website, as well as responding to numerous e-mail enquiries from potential tram recipients. We have also offered assistance to VicTrack for any works associated with the EOI including spare

parts removal. We are hopeful that the announcement of recipients for the trams will lead to future works.

## DEPOT IMPROVEMENTS

With the change in organisational structure and the expansion of works to be undertaken in the workshop, staff carried out much needed upgrades to the tearoom and kitchen, and created more office space and a dedicated sign in room. Part of this upgrade included a dedicated change room space for the drivers which included a toilet and shower.

## STAFF AND VOLUNTEERS

At the end of 2017 a new Tramways organisation structure was endorsed and approved by the Board. This entailed the Tramways Manager role being split into two positions. In light of all the upcoming project requirements and the increasing workloads for regulatory compliance in relation to our tram service, it made sense to have a manager focusing on each area. The structure now consists of a Workshop Manager who looks after all external works projects and internal projects that are bigger than general maintenance. The Operations Manager is responsible for the tourist tram operations, traffic teams, infrastructure and asset management and regulatory compliance and systems.

New and old volunteers continue to make a significant contribution, particularly to works on our own trams.

November 2017 once again saw some of the tramways male staff members growing moustaches and the trams being dressed with their best moustashes to raise money and community awareness through the use of social media for Movember.

**Below Left:**  
Our workshop team have been working on the Yarra Trams City Circle W8 rebuilds.

**Below Right:**  
Bendigo Tramways was named runners up at the Manufacturing Awards Hall of Fame.





The Central Deborah Gold Mine Panning Shed was transformed for our 2017 AGM.

## MARKETING & PRODUCT DEVELOPMENT



**Evonne  
Oxenham,  
Marketing  
& Product  
Development  
Manager**

The focus for the year was firmly on finding more and better ways to promote all the great experiences that we offer. In addition, we continued to build loyalty from the Bendigo community through experiences like Santa Tram, Mine Birthday parties and the expanded Bendigo Heritage Unwrapped event.

### **BENDIGO HERITAGE ATTRACTIONS**

While the BHA brand is seen as secondary to the brands for each of our sites, it is getting used much more frequently now that we have a new, more recognisable, name and a proper brand style guide.

It is especially important for our education tourism marketing, as we now have a comprehensive section on the BHA website where teachers can go to see the full range of experiences we have to offer their students, in addition to guiding them through everything else Bendigo has to offer schools.

We introduced a BHA e-newsletter which is sent out to all our members, but is also available for anyone to sign-up to on our website.

In April 2018, we implemented a price increase for the first time in four years. We will review prices again in 2020.

### **VISITOR SERVICES AND BOOKINGS**

The Visitor Services and Bookings team have continued to deliver outstanding service to our customers both before they arrive and when they are here.

It is pleasing to see the high level of team work between Bookings, Visitor Services, the Mine Unit, the Tram Traffic team and the Joss House. Without this collaborative approach, we would not be able to deliver the high quality experiences that we do.

During the year, customer-facing staff did a few familiarisation tours including the Blues Tram, Joss House and PepperGreen Farm.

We also did a review of the booking system and developed a wishlist of upgrades to be implemented during the 18/19 financial year. These upgrades will improve the look and feel as well as deliver efficiencies and improved usability.



## RETAIL

Retail continues to provide challenges with flat sales across all our sites continuing to be the status quo. Food and beverage is doing well at the mine and we are exploring how we can increase our food offering as well as seeking consultant advice on how we can improve the layout and use of space at the mine shop which is starting to struggle on really busy days.

## MARKETING COMMUNICATIONS AND ADVERTISING

When planning a holiday, where do you start? If your answer isn't "Google", then you're probably in the minority. It is with this in mind, that we have invested a lot more time in improving our online presence across multiple online platforms.

New visitors to our websites ranged between 8-20% this year, while our Facebook pages grew by about 12%, and Trip Advisor reviews increased by 15%. We also turned our focus to Instagram and are steadily growing our followers on the Mine and Tramways pages.

To support these platforms we have started doing Google Adword campaigns and regularly boost Facebook posts which drives visitation to our websites.

A key to success online is having plenty of promotional videos and imagery available to catch people's attention. We created a Chandon Tram timelapse to show off our work on repurposing a tram into a pop-up bar; advertised the upgrading of our track with a timelapse of the Nolan Street curve replacement; created new 15 second videos to promote all the mine tours, as well as a combined mine ad for television.

We also continued to grab opportunities to feature on travel and other TV programs including: the Today Show; Caravan and Motorhome with Fred Wright; SBS's "Where are you really from?" and ABC National Radio online. It is pleasing to see the Joss House getting some much-deserved attention in the lead up to the 150<sup>th</sup> anniversary in 2021.

## PRODUCT DEVELOPMENT

There is never a shortage of ideas when it comes to how we can develop our products, but sadly, there is almost always a shortage of the financial means to do it! We made a number of attempts to get funding/ sponsorship for some of these products

during the year, but were not successful. Having said that, we continued to work towards adding new products or upgraded experiences and are hoping to launch the Panning Shed function space soon which was trialled last year for the BHA AGM. We also introduced a new Short Ride ticket for the tramways and did a trial to explore making the Depot a two-way stop.

## PROJECTS AND EVENTS

A major event for the year, was the Bendigo Heritage Unwrapped event which we organised as part of the Australian Heritage Festival in May. In addition to including activities at all our sites, we invited other Bendigo attractions to participate and the response was very positive. We will be looking to grow this event in 2019.

Other events which took place were:

- Our continued participation in the Bendigo Writers Festival with Sam the Story Tram and The Good Taste Tram;
- Tram No. 7 launch;
- The Lantern Festival;
- Gold panning at Dahlia and Arts Festival and Easter Festival, as well as the trams' participation in the Easter Torchlight Procession;
- The relaunch of our Nine Levels of Darkness tour after a year out of action due to the water pump upgrades;
- And let's not forget Santa Tram which continues to grow in popularity each year.

**Below: Nick Anthony from Masons of Bendigo prepares a feast aboard The Good Taste Tram.**





## HUMAN RESOURCES



**Faye Gair,  
Human  
Resources  
Manager  
and Executive  
Assistant  
to the CEO**

It has been a privilege to serve BHA and support the CEO, managers and staff as the Human Resources Manager this past year.

### EMPLOYEES

One of the biggest projects during the year was the new Enterprise Agreement, known as the Bendigo Heritage Attractions Enterprise Agreement 2017. It was a long process which commenced during the previous financial year for the initial drafting of a new agreement to replace the expiring one. We then navigated through to the negotiation stages and finally the approval stage through the Fair Work Commission, which took much longer than anticipated. We were pleased with the level of employee engagement and the number who participated in the negotiations, resulting in the majority of employees being directly represented by a nominated representative. The new agreement came into effect in April 2018.

A restructure at the Tramways saw the Tramways separated into two distinct operations with new management positions. The new Tramway Operations Manager role was created to look after the tourism, fleet and network operations. The new Workshop

Manager role retains existing duties relating to the workshop and incorporates the function of the former Projects Manager role. These changes have helped to not only facilitate the growth being experienced with external contracts, particularly from Yarra Trams, but also providing a more dedicated focus on tour operations. Along with this restructure has been the employment of nine additional trade staff on both the Coachbuilding and Restoration, and Engineering teams.

The Employee Assistance Program (EAP) was introduced during May 2017 and it has now run for a full 12 months. We are pleased that a number of people accessed the program confidentially to receive assistance during the year. While we are a not-for-profit organisation, it is still important that we find ways to provide support and benefits for our employees and the EAP is one of the key ways we are able to do this and we believe it is a worthwhile investment in our employees.

BHA is fortunate to have staff in all



areas of the business who take pride in what they do, and do an excellent job, whether it is working behind the scenes in the tram workshop, mine maintenance and administration, or one of the roles that interacts directly with our visitors.

We ended the year with 68 employees: 6 Executive Office; 1 Joss House; 15 Central Deborah Gold Mine; 35 Tramways and 11 Visitor Services. There were 10 resignations, made up of employees retiring, moving town or pursuing other opportunities.

## VOLUNTEERS

The Volunteer Program has continued to grow under the leadership of Darcy Van Dillen. At the end of the year we had 65 Volunteers, 15 of whom commenced during the year. Between them and employees who also contributed, there were just over 16,000 volunteer hours given to the organisation this year. The volunteers are a great asset to Bendigo Heritage Attractions and they contribute to our success in a significant way.

Darcy has been particularly successful in recruiting several new tram conductors and the hard to fill positions at the Joss House Temple and Archives teams. In addition, there are some areas that have their full quota of volunteers at the moment.

## OCCUPATIONAL HEALTH AND SAFETY

Another area that falls under the HR banner is OHS. It is an area that we pay close attention to and take seriously. Our Compliance Coordinator, Ian Johnson, has done a sterling job throughout the year staying up to date with changes to regulations and keeping an eye on safety requirements at BHA, assisting managers to identify risk and implement strategies to address any risks to ensure we have a safe place to come to work. Our Safety Committee meets every couple of months to provide oversight and guidance.

During the year a Gap Analysis was conducted for the Mine Unit and while the Mine is compliant to a high standard, there were some administrative improvements identified that have been addressed or are in process and a new internal audit process was set up. Several employees across the organisation have been trained to conduct internal audits and they will be utilised to conduct audits in areas they do not work

in, principally at the mine and tramways, both of which operate in a highly regulated environment.

In closing, I would like to thank Peter Abbott (CEO) for his support and encouragement during the year, along with the other managers. Human Resources management is a complex field with many and varied pitfalls, so the patience, cooperation and understanding of each of you has helped us navigate through some interesting times.

**Below:**  
**Volunteer Michael**  
**Lowther at the**  
**launch of the Dja**  
**Dja Wurrung Tram.**





## FINANCE



**Tennille Leamon,**  
Chief Financial  
Officer, Company  
Secretary

Despite a robust performance of the tourism operations, BHA ended the year in deficit mainly due to Yarra Tram contract delays.

As can be seen on the balance sheet net assets are positive but have reduced on last year's figure, which is reflective of the operational loss for the year. The cash position is positive, however, there is continuing pressure on current assets/liabilities requiring careful budgetting.

### POINTS TO NOTE

- Admissions increased by 5% with the Joss House growing by a healthy 16%. There was an increase in prices mid-April.
- Food and beverage sales grew by 24% driven by the sales of hot food at the Mine.
- Merchandise sales reduced by 5.3% on the prior year. We have allocated funds to investigate and plan a revamped retail offering.
- Contract revenue reduced by 34% due to delays with the Yarra Trams contract.
- Other revenue was down 24.02% due to less parts sales and a change to the DELWP mine dewatering contract.
- Direct labour and HR expenses increased by 15% and 7.6%. We have hired additional staff members in the Tram area and have begun works on future Yarra Trams.
- Marketing reduced spend by 31% mainly due to cash-flow issues late 2017.
- Finance expenses increased 13% due to seeking legal advice for workshop contracts and advice around road laws.
- Utilities increased 19% due to an unanticipated increase in electricity prices.
- Repairs and Maintenance increased 9.5% even though contract revenue decreased, an indication that investment is needed in our assets. The process is being reviewed so that we can maximise effectiveness of our spend in future years.

Thanks to the staff and volunteers, as well as the audit committee, for their hard work throughout the year.



# ACKNOWLEDGEMENTS

**Patrons:** The Hon. Linda Dessau, AC Governor of Victoria; The Hon. Tim Fischer AC  
**Auditors:** AFS Chartered Accountants  
**Bankers:** Bendigo and Adelaide Bank  
**Solicitors:** Beck Legal

**Bendigo Heritage Attractions is grateful for the continued support of the following individuals and organisations:**

- ABC Radio Bendigo
- Access Australia
- Jacinta Allan MP
- Association of Tourist Railways (VIC)
- Bendigo Blues and Roots Festival
- Bendigo Historical Society
- Bendigo Senior Secondary College
- Bendigo Tourism
- Bendigo Toyworld
- Bendigo Visitor Centre
- Bendigo Volunteer Resource Centre
- Lisa Chesters MP
- City of Greater Bendigo
- Howard Clark OAM
- COTMA
- Dja Dja Wurrung Clans Aboriginal Corporation
- Gold FM
- Kirkland Lake Gold (Fosterville Gold Mine)
- Norm Grady, Consultant Electrical Engineer
- Maree Edwards MP
- Heritage Victoria
- Howard Clark OAM
- La Trobe University
- Mandalay Resources
- Museums Australia, Victoria
- Brad Murnane, Tourist and Heritage Railways - PTV
- National Trust (VIC)
- North Central Catchment Management Authority
- PepperGreen Farm
- Powercor
- Public Transport Victoria
- Regional Development Victoria
- Bob Styles, RJ Styles & Associates
- Tony Smith
- Sydney Tramway Museum
- Russell Trevaskis, Consultant Rail Engineer
- Victorian Tourism Industry Council
- Yarra Trams
- VicTrack (CEO Campbell A Rose AM; James O'Brien; Andy Santana; Colin Campbell)
- Visit Victoria
- VicRoads (Stuart Hooper)
- WIN Network

## 2018 EMPLOYEE YEARS OF SERVICE

### 25 years:

- Karl Penrose – commenced 14 January 1993

### 15 years:

- Faye Gair – commenced 6 February 2003

### 10 years:

- Maree O'Brien – commenced 3 October 2007
- Les Woodfield – commenced 31 October 2007
- Georg Hein – commenced 6 March 2008
- Tynille Thurlow – commenced 19 May 2008
- John McNamara – commenced 27 May 2008

### 5 years:

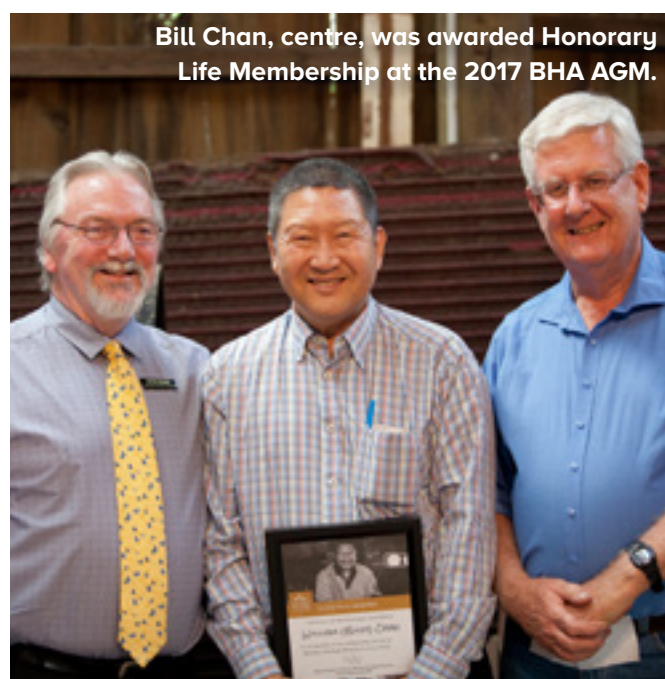
- Anthony Rooke - commence 23 Jan 2013

## LIFE MEMBERS

Robert Aulsebrook	Dennis O'Hoy, OAM
Barry Callaway	Myra Potter
Earl Ewers	Walter Straede
Andrew Hall	Phyllis Toy
Graham Jordon	Les Twining
James Lerk	Colin Withington
Gordon McKern OAM	

## HONORARY LIFE MEMBERS

Dennis Bell	Michael McGowan
Julie Cain	Jill Moorhead
Lloyd Cameron	Dennis O'Hoy, OAM
Bill Chan	John Penhall
Stephen Kirkpatrick	Myra Potter
James Lerk	David Wright
Michael Lowther	





## Our Staff

### **BENDIGO HERITAGE OFFICE**

#### **Chief Executive Officer**

Peter Abbott: B. Business,  
Grad Cert Tourism Mgmt

#### **Executive Assistant to the CEO and Human Resources Manager**

Faye Gair: Dip Mgmt/HR

#### **Chief Financial Officer**

Tennille Leamon: B. Comm, CPA

#### **Finance Officers**

Marika Power: Dip. Tourism/Hospitality Mgmt  
Bianca Broom

#### **Marketing and Product Development Manager**

Evonne Oxenham: B. Journalism

#### **Marketing Officer**

Tynille Thurlow: B. Marketing

#### **Retail Officer**

Belinda McEniry

#### **Bookings Officer**

Kathie Knight

#### **Visitor Services Team Leader and Volunteer Coordinator**

Darcy Van Dillen

#### **Visitor Services Officers**

Bill Allen  
Catherine Aylett  
Jacqueline Bathgate  
Wendy Botheras  
Zoe Boyd  
Bianca Broom  
Denis Fitzgerald  
Fiona Liebert  
Belinda McEniry  
Luke Morris  
Tamasyn O'Mara

### **BENDIGO JOSS HOUSE TEMPLE Supervisor**

Darren Wright

### **BENDIGO TRAMWAYS Workshop Manager**

Luke Jenkins: Dip. Mgmt

#### **Operations Manager**

Luke Treble: B. Exercise Science  
and Human Movement

People listed in *italics* have been made Honorary Members of The Bendigo Trust for 2018/19 in recognition of 100 or more hours of voluntary service this past year. Thank you to our Honorary Members and all of our volunteers.



**Team Leader – Coachbuilding and Restoration**

Shaun Naughton

**Team Leader – Engineering and Network Assets**

Geoff Houlden

**Team Leader – Tram Services**

*Daniel Rutherford:*

Dip. Travel and Tourism

**Leading Hand – Maintenance and Network**

Andy Rowe

**Engineer**

Richard Clarke

**Depot and Workshop Staff**

Ben Andrews

Charles Bovalino

Julie Cain

*Anthony Cliff*

Ray Cooper

Ben Cumming

Don Elliott

Jeremy Fry

Dennis Garsed

Allyn Gillies

Stephen Kirkpatrick

*Michael Lowther*

Maree O'Brien

Greg Orde

Andrew Packer

Peter Parsons

Wayne Paynter

Rebecca Phillips

Scott Richardson

*John Ritchie*

*Don Roach*

Anthony Rooke

Klinton Ryall

Damien Steel

Paul Summersgill

Wayne Taylor

Graeme Thomas

David Thorn

Ross Turton

*Leon Waddington*

Les Woodfield

Donovan Webb

Leslie Woodfield

**CENTRAL DEBORAH GOLD MINE****Manager**

Karl Penrose: Dip. Mgmt

**Compliance Projects and Tour Guide Coordinator**

Ian Johnson

**Mining Advisor**

Ken Bice

**Mine Maintenance and Tour Staff**

Bill Allen

Joseph Abela

Zoe Boyd

Deanne Cameron

Ray Cooper

Nathan Dole

Peter Dumont

Jeremy Fry

Georg Hein

Darryl Hopgood

John McNamara

Joshua Morrell

Tamasyn O'Mara

Zach Pentreath

Amanda Roberts

John Turner

*Leon Waddington*

**VOLUNTEERS**

Don Bellamy

*Russell Birch*

*Robert Blainey*

Terry Boardman

Geoff Brown

Lesley Burston

*Bill Chan*

Peter Clark

*Stan Cue*

Martin Davey

*Mikelle Dingwall*

David Eaton

Owen Fagan

*Noel Fenton*

*Brenda Fielding*

*Jason Fitzgerald*

Max Gaynor

Rod Gill

Joseph Gould

Norm Grady

John Gray

Robert Greenwood

John Griffiths

*Martin Grogan*

*Sandra Hall*

*Patrick Hannen*

*Ian Hardie*

Jonathan Harp

Brett Hey

*Val Hogan*

*Andrew Howlett*

*Peter Kilpatrick*

*Sue Kimpton*

Thomas Ladson

*Justin Le Guen*

*Bryan Lewis*

Paul Mayer

Simon McEwan

*Michael McGowan*

*Marianne Midelburg*

Len Miller

David Morcombe

Karon Morcombe

Robbie Newell

*Jan Northrope*

*Ian O'Brien*

*Michael O'Brien*

Dennis O'Hoy

*Anthony Perrett*

*Jennifer Peters*

James Proctor

Don Roach

*Dianne Robinson*

David Robinson

*Gregory Robinson*

*Lloyd Roulston*

Kevin Singh

*Frank Steele*

*Drew Stroet*

*Robyn Stroet*

*Ian Stimpson*

Russell Trevaskis

*Dean Weeks*

John Whiting

*Des Woodward*

*Shirley Xanthos*

Angela Zheng

**THE BENDIGO TRUST FOUNDATION BOARD**

Lloyd Cameron

Margot Falconer

Wayne Gregson

Anne Henshall

Helen Yorston

# THE BOARD OF DIRECTORS



## **WAYNE GREGSON**

Director/Chairman (Current term expires 2020). Board member since 2010. Wayne has spent most of his working life as a journalist, in print, TV and radio newsrooms. Wayne was elected to the City of Greater Bendigo in 2004 and was the Council's nominee on The Bendigo Trust board from 2004-2008.

Wayne worked as an electorate officer in the State Government until retiring in June 2016. Wayne is a graduate of the Australian Institute of Company Directors and has a Cert IV in marketing. Wayne is a past president and present Board member of Rotary Club of Bendigo Sandhurst.



## **MICHAEL MCGOWAN**

Director (Current term expires 2019). Board member since 2007. Qualifications: Dip General Studies, Dip Ed, Cert IV Workplace Trainer and Assessor. Cert of Competency Tram Driver. Volunteer Conductor, Driver, Traffic Officer, Driver Examiner, Roster/Timetabling Clerk, Website Author and Tramways Consultant to

Bendigo Tramways since 1972. Former Teacher, Leading Teacher – Dept of Education & Training 28 years, retired 2006. Two years industrial experience including Bendigo Tramways (Operations Manager), Miller Carpets and Melbourne & Metropolitan Tramways Board.



## **MAKENNA BRYON**

Director (Current term expires 2019). Board member since 2016. Makenna has formally studied Communications, News Media and Management. Makenna has 20 years' experience in the Marketing and Communications industry with a career as varied as television reporting through to advertising copywriting and international

product management. Makenna brings a particular focus towards increasing Bendigo Heritage Attractions' tourist recognition and experience of all that Bendigo Heritage Attractions has to offer.



## **CRAIG NIEMANN**

Director (Council Nominee). Craig has been CEO at Greater Bendigo City Council since 2007. He has 29 years experience in Local Government including roles at the former Borough of Eaglehawk and the Shire of Loddon. He served as CEO at the Shire of Loddon from 1997-2005. He has been a Committee Member of the Loddon Mallee

Regional Development Australia Group since 2009. He served as Board Member of the North Central Regional Goldfields Library for 10 years and Board Member of the Inglewood and District Health Service for over 13 years.



## **CR JULIE HOSKIN**

Director (Council Nominee). Board member since 2016. Cr Julie Hoskin has worked in a number of sectors including Local Government, hospitality, corporate security/ major events and as an advocate for residents' rights. As a first time Councillor, Julie is looking forward to positive and meaningful engagement

with the community to facilitate best outcomes at a Council level for and on behalf of residents. Julie is particularly interested in focusing on the needs of rural communities.



## **LISA RUFFELL**

Director (Current term expires 2018) Lisa is the Access Australia Business Development Manager in Bendigo. She was a Councillor with the City of Greater Bendigo from 2008-2016 and served as Mayor in 2012/2013. Lisa was awarded the 2000 Australian Federation of Business and Professional Women Incorporated (BPW)

Bendigo Business Woman of the Year and was a finalist in the 2000 BPW Victorian Business Woman of the Year Awards. Lisa was instrumental in organising five 'Women Showing the Way' forums.





### **CLIVE WALKER**

Director/Chairman – Finance and Audit Committee (Current term expires 2018). Board member since 2003. Qualifications: Fellow, CPA Australia (FCPA), Diploma of Business Studies (Accounting). Clive has over 40 years of experience in corporate accounting and finance, including 30 years service in Senior finance roles at Bendigo Bank,

retiring in 2013. Clive is a member of community-based committees, a former Councillor and has provided years of service to the CPA Australia Bendigo Branch. Clive gives back to the community by serving on two local boards.



### **HELEN YORSTON**

Director/Board Secretary (Current term expires 2020). Board member since 2005. Manager of the Bendigo Volunteer Resource Centre, Treasurer of the Victorian Volunteer Resource Centres' Network, Chair of the Mt Alexander Volunteer Network, Secretary of Interchange Loddon Mallee Inc, Life Member and

Committee Member of Bendigo Easter Fair Inc., Secretary of Royal Victorian Association of Honorary Justices – Bendigo Branch, Trustee for Bendigo Community Theatre & Arts Inc., (Apollo Theatre).



### **DAVID WRIGHT**

Director (Current term expires 2020). Board member since 1996. (Council Nominee 1996-2007). Qualifications: Diploma of Commerce, Certified Practising Accountant (CPA), Municipal Clerk. David is now retired and holds a number of voluntary positions in community groups within our community. Prior to his retirement David spent 50 years in Local Government.

David holds a number of life memberships granted by community groups including The Bendigo Trust. David's personal interests lie in the arts and classical music, having helped establish The Capital Theatre in Bendigo.



### **PETER ABBOTT**

(Ex-Officio) Chief Executive Officer since September 2016. Peter previously managed the Tourism Services Unit at Warrnambool City Council which included Flagstaff Hill Maritime Village, Middle Island Maremma Project, Surfside Holiday Parks and Warrnambool Visitor Services. Peter has also worked as a Regional Tourism Manager in South Australia, AVIS

Car rentals and Melbourne Exhibition and Convention Centre. Peter is on the board of Museums Australia (VIC) and is a strong supporter of volunteer groups and museums as a way to engage the local community.





# FINANCIAL REPORT

**THE BENDIGO TRUST**  
**ABN: 39 005 014 175**

**Financial Statements**  
**for the year ended 30 June 2018**

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# DIRECTOR'S REPORT

Your Directors present their report of The Bendigo Trust for the financial year ended 30 June 2018.

## DIRECTORS

The names of each person who has been a Director during the year and to the date of this report are:

Mrs Makenna Bryon	Mrs Lisa Ruffell
Mr Wayne Gregson	Mr Clive Walker
Cr Julie Hoskin	Mr David Wright
Mr Michael McGowan	Mrs Helen Yorston
Mr Craig Niemann	

Directors have been in office since the start of the financial year to the date of this report unless otherwise stated.

## PRINCIPAL ACTIVITIES

The principal activities of the company during the financial year were tourist operations, development and maintenance of heritage assets, restoration of heritage trams and education.

## OPERATING RESULT

The net result of The Bendigo Trust is:

30 June 2018	30 June 2017
\$	\$
(201,520)	(105,348)

## SIGNIFICANT CHANGES

In the opinion of the Directors there were no significant changes in the state of affairs of the company that occurred during the financial year under review.

## AFTER BALANCE DATE EVENTS

No matters or circumstances have arisen since the end of the financial year which significantly affect or may significantly affect the operations of the company, or the results of those operations.

## DIRECTORS' BENEFITS

Since the end of the previous financial year no Director of the company has received or become entitled to receive a benefit other than:

- a benefit included in the aggregate amount of emoluments received or due and receivable by Directors shown in the accounts; and
- a fixed salary as a full-time employee of the company or of a related corporation, by reason of a contract made by the company or a related company corporation with the Director, or with a firm of which they are a member, or with a company in which they have a substantial financial interest.

## INDEMNIFICATION AND INSURANCE OF DIRECTORS AND OFFICERS

The Bendigo Trust has not, during or since the financial year, in respect of any person who is or has been an officer or auditor of the company indemnified or made any relevant agreement for indemnifying against a liability incurred as an officer or auditor, including costs and expenses in successfully defending legal proceedings.

Disclosure of the nature of the liability and the amount of the premium is prohibited by the confidentiality clause of the contract of insurance. The company has not provided any insurance for an auditor of the company.

## PROCEEDINGS ON BEHALF OF THE COMPANY

No person has applied for Leave of Court to bring proceedings on behalf of the company or intervene in any proceedings to which the company is a party for the purpose of taking responsibility on behalf of the company for all or any part of those proceedings.

The company was not a party to any such proceedings during the year.

## MEETINGS OF DIRECTORS


During the financial year, 11 meetings of Directors were held. Attendances by each Director were as follows:

Name	Eligible to attend	Attended
Mrs Makenna Bryon	11	9
Mr Wayne Gregson	11	10
Cr Julie Hoskin	11	8
Mr Michael McGowan	11	11
Mr Craig Niemann	11	10
Mrs Lisa Ruffell	11	6
Mr Clive Walker	11	9
Mr David Wright	11	8
Mrs Helen Yorston	11	6

## AUDITOR'S INDEPENDENCE DECLARATION

The lead auditor's independence declaration for the year ended 30 June 2018 has been received and can be found on page 35 of the financial reports.

The Directors' report is signed in accordance with a resolution of the board of directors.



**Wayne Gregson**  
**Chairman**



**Clive Walker**  
**Director**

***Dated this 24<sup>th</sup> day of September 2018***



# AUDITOR'S DECLARATION



## Lead auditor's independence declaration under section 60.40 of the *Australian Charities and Not for Profits Commission Act 2012* to the directors of The Bendigo Trust

I declare that to the best of my knowledge and belief, during the financial year ended 30 June 2018 there has been no contraventions of:

- the auditor independence requirements of the *Australian Charities and Not for Profits Commission Act 2012* in relation to the audit
- any applicable code of professional conduct in relation to the audit.

**Andrew Frewin Stewart**  
61 Bull Street, Bendigo Vic 3550  
Dated this 24<sup>th</sup> day of September 2018

**Adrian Downing**  
Lead Auditor

# FINANCIAL STATEMENTS

The Bendigo Trust - ABN 39 005 014 175

## STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME YEAR ENDED 30 JUNE 2018

	Note	2018 \$	2017 \$
<b>Revenue</b>			
Revenue	2	4,132,640	5,042,878
<b>Expenses</b>			
Employee expenses	3	(2,247,212)	(2,531,714)
Cost of sales and services	3	(589,025)	(754,476)
Projects	3	(347,528)	(647,310)
Other expenses	3	(1,097,357)	(1,157,540)
Depreciation	3	(53,038)	(57,186)
<b>Deficit before income tax</b>		<b>(201,520)</b>	<b>(105,348)</b>
Income tax expense		-	-
<b>Deficit attributable to members of the entity</b>		<b>(201,520)</b>	<b>(105,348)</b>
Other comprehensive income		-	-
<b>Total comprehensive income attributable to members of the entity</b>		<b>(201,520)</b>	<b>(105,348)</b>

## STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE 2018

	Note	2018 \$	2017 \$
<b>Current Assets</b>			
Cash and cash equivalents	4	407,967	317,764
Trade and other receivables	5	484,657	488,896
Inventory	6	403,119	97,899
<b>Total Current Assets</b>		<b>1,295,743</b>	<b>904,559</b>
<b>Non-Current Assets</b>			
Property, plant and equipment	7	883,358	703,279
<b>Total Non-Current Assets</b>		<b>883,358</b>	<b>703,279</b>
<b>TOTAL ASSETS</b>		<b>2,179,101</b>	<b>1,607,838</b>
<b>Current Liabilities</b>			
Trade and other payables	8	1,255,055	557,090
Provisions	9	327,325	252,254
Borrowings	10	8,642	8,642
<b>Total Current Liabilities</b>		<b>1,591,022</b>	<b>817,986</b>
<b>Non-Current Liabilities</b>			
Provisions	9	27,077	21,045
Borrowings	10	68,419	74,704
<b>Total Non-Current Liabilities</b>		<b>95,496</b>	<b>95,749</b>
<b>TOTAL LIABILITIES</b>		<b>1,686,518</b>	<b>913,735</b>
<b>Net Assets</b>		<b>492,583</b>	<b>694,103</b>
<b>Equity</b>			
Retained earnings		392,583	594,103
The Bendigo Trust Foundation reserve		100,000	100,000
<b>TOTAL EQUITY</b>		<b>492,583</b>	<b>694,103</b>

The above statements should be read in conjunction with the accompanying notes.



# FINANCIAL STATEMENTS

The Bendigo Trust - ABN 39 005 014 175

## STATEMENT OF CHANGES IN EQUITY YEAR ENDED 30 JUNE 2018

Notes	Retained Earnings \$	Bendigo Trust Foundation Reserve \$	Total Equity \$
<b>Balance at 1 July 2016</b>	699,451	100,000	799,451
<b>Comprehensive income:</b>			
Loss for the year	(105,348)	-	(105,348)
Other comprehensive income for the year	-	-	-
<b>Total comprehensive income attributable to members of the entity for the year</b>	(105,348)	-	(105,348)
<b>Balance at 1 July 2017</b>	<b>594,103</b>	<b>100,000</b>	<b>694,103</b>
<b>Comprehensive income:</b>			
Loss for the year	(201,520)	-	(201,520)
<b>Total comprehensive income attributable to members of the entity for the year</b>	(201,520)	-	(201,520)
<b>Balance at 30 June 2018</b>	<b>392,583</b>	<b>100,000</b>	<b>492,583</b>

## STATEMENT OF CASH FLOWS YEAR ENDED 30 JUNE 2018

Note	2018 \$	2017 \$
<b>Cash flows from operating activities</b>		
Commonwealth, State and Local Government grants	995,714	1,393,850
Receipts from customers	3,838,435	3,770,255
Receipts from donations	695	3,924
Payments to suppliers and employees	(4,503,936)	(4,922,561)
Interest paid	(1,303)	(1,474)
<b>Net cash provided by operating activities</b>	<b>329,605</b>	<b>243,994</b>
<b>Cash flows from investing activities</b>		
Payments for property, plant and equipment	(233,117)	(34,825)
<b>Net cash used in investing activities</b>	<b>(233,117)</b>	<b>(34,825)</b>
<b>Cash flows from financing activities</b>		
Repayment of loans	(6,285)	(79,801)
<b>Net cash used in financing activities</b>	<b>(6,285)</b>	<b>(79,801)</b>
<b>Net increase in cash held</b>	<b>90,203</b>	<b>129,368</b>
Cash and cash equivalents at the beginning of the financial year	317,764	188,396
<b>Cash and cash equivalents at the end of the financial year</b>	<b>407,967</b>	<b>317,764</b>

The above statements should be read in conjunction with the accompanying notes.

# NOTES TO THE FINANCIAL STATEMENTS

## NOTE 1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The financial statements cover The Bendigo Trust as an individual entity, incorporated and domiciled in Australia. The Bendigo Trust is a company limited by guarantee.

### Basis of Preparation

The Bendigo Trust applies Australian Accounting Standards – Reduced Disclosure Requirements as set out in AASB 1053: Application of Tiers of Australian Accounting Standards and AASB 2010-2: Amendments to Australian Accounting Standards arising from Reduced Disclosure Requirements.

The financial statements are general purpose financial statements that have been prepared in accordance with Australian Accounting Standards – Reduced Disclosure Requirements of the Australian Accounting Standards Board (AASB) and the Australian Charities and Not-for-profits Commission Act 2012. The company is a not-for-profit entity for financial reporting purposes under Australian Accounting Standards.

Australian Accounting Standards set out accounting policies that the AASB has concluded would result in financial statements containing relevant and reliable information about transactions, events and conditions. Material accounting policies adopted in the preparation of these financial statements are presented below and have been consistently applied unless stated otherwise.

The financial statements, except for the cash flow information, have been prepared on an accruals basis and are based on historical costs, modified, where applicable, by the measurement at fair value of selected non-current assets, financial assets and financial liabilities. The amounts presented in the financial statements have been rounded to the nearest dollar.

The financial statements were authorised for issue on 24 September 2018 by the directors of the company.

### (a) Revenue

**Grant revenue:** Non-reciprocal grant revenue is recognised in profit or loss when the company obtains control of the grant and it is probable that the economic benefits gained from the grant will flow to the company and the amount of the grant can be measured reliably.

If conditions are attached to the grant which must be satisfied before it is eligible to receive the contribution, the recognition of the grant as revenue will be deferred until those conditions are satisfied.

When grant revenue is received whereby the company incurs an obligation to deliver economic value directly back to the contributor, this is considered a reciprocal transaction and the grant revenue is recognised in the statement of financial position as a liability until the service has been delivered to the contributor; otherwise the grant is recognised as income on receipt.

The Bendigo Trust receives non-reciprocal contributions of assets from the government and other parties for zero or a nominal value. These assets are recognised at fair value on the date of acquisition in the statement of financial position, with a corresponding amount of income recognised in the statement of profit or loss and other comprehensive income.

**Contract revenue:** Revenue from construction contracting services is recognised using the percentage complete method. Stage of completion is measured by reference to actual costs incurred to date. Where the project result can be reliably estimated, contract revenue and expenses are recognised in the statement of profit or loss as earned and incurred. Where the project result cannot be reliably estimated, profits are deferred and the difference between consideration received and expenses is carried forward as either a contract receivable or contract payable. Once the contract result can be reliably estimated, the profit earned to that point is recognised immediately.

**Donations and bequests:** Donations and bequests are recognised as revenue when received.

**Interest:** Interest revenue is recognised using the effective interest method, which for floating rate financial assets is the rate inherent in the instrument.

**Admissions:** Revenue from admissions or functions is recognised upon the delivery of the service to the customer.

All revenue is stated net of the amount of goods and services tax.

### (b) Income tax

No provision for income tax has been raised as the company is exempt from income tax under Division 50 of the Income Tax Assessment Act 1997.

### (c) Cash and Cash Equivalents

Cash and cash equivalents include cash on hand, deposits held at call with banks and other short-term highly liquid investments with original maturities of three months or less.

### (d) Trade and Other Receivables

Trade and other receivables includes amounts due from customers for services performed in the ordinary course of business. Receivables expected to be collected within 12 months of the end of the reporting period are classified as current assets. All other receivables are classified as non-current assets.

Trade and other receivables are initially recognised at fair value and subsequently measured at amortised cost using the effective interest method, less any provision for impairment. Refer to Note 1(h) for further discussion on the determination of impairment losses.

### (e) Inventory

Inventories are measured at the lower of cost and current replacement cost.

### (f) Property, Plant and Equipment

Each class of property, plant and equipment is carried at cost as indicated less, where applicable, any accumulated depreciation and impairment losses.

**Property:** Freehold land and buildings are shown at cost value, less subsequent depreciation for buildings. Land and buildings are not separately identified.

**Plant and Equipment:** Plant and equipment are measured on the cost basis and are therefore carried at cost less accumulated depreciation and any accumulated impairment losses. In the event the carrying amount of plant and equipment is greater than its estimated recoverable amount, the carrying amount is written down immediately to its estimated recoverable amount and impairment losses are recognised either in profit or loss or as a revaluation decrease if the impairment losses relate to a revalued asset. A formal assessment of recoverable amount is made when impairment indicators are present (refer to Note 1(h) for details of impairment).

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the company and the cost of the item can be measured reliably. All other repairs and maintenance are recognised as expenses in the profit or loss in the financial period in which they are incurred.

Plant and equipment that have been contributed at no cost, or for nominal cost, are valued and recognised at the fair value of the asset at the date it is acquired.

**Depreciation:** The depreciable amount of all fixed assets is



depreciated on a straight line basis over the asset's useful life to the company commencing from the time the asset is available for use. Leasehold improvements are depreciated over the shorter of either the unexpired period of the lease or the estimated useful lives of the improvements.

The depreciation rates used for each class of depreciable assets are:

<b>Class of fixed asset</b>	<b>Depreciation rate</b>
Tramways Infrastructure	2.5%
Rolling Stock	20%
Plant and Equipment	10% - 33.3%

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at the end of each reporting period.

Gains and losses on disposals are determined by comparing proceeds with the carrying amount. These gains or losses are included in the income statement. When revalued assets are sold, amounts included in the revaluation reserve relating to that asset are transferred to retained earnings.

## **(g) Financial Instruments**

**Initial Recognition and Measurement:** Financial assets and financial liabilities are recognised when the company becomes a party to the contractual provisions of the instrument. For financial assets, this is equivalent to the date that the company commits itself to either purchase or sell the asset (i.e. trade date accounting is adopted). Financial instruments are initially measured at fair value plus transaction costs except where the instrument is classified 'at fair value through profit or loss' in which case transaction costs are expensed to profit or loss immediately.

Finance instruments are subsequently measured at either fair value, amortised cost using the effective interest rate method or cost. Where available, quoted prices in an active market are used to determine fair value. In other circumstances, valuation techniques are adopted.

Amortised cost is calculated as:

- (i) the amount at which the financial asset or financial liability is measured at initial recognition
- (ii) less principal repayments
- (iii) plus or minus the cumulative amortisation of the difference, if any, between the amount initially recognised and the maturity amount calculated using the effective interest method; and
- (iv) less any reduction for impairment.

The effective interest method is used to allocate interest income or interest expense over the relevant period and is equivalent to the rate that exactly discounts estimated future cash payments or receipts (including fees, transaction costs and other premiums or discounts) through the expected life (or when this cannot be reliably predicted, the contractual term) of the financial instrument to the net carrying amount of the financial asset or financial liability. Revisions to expected future net cash flows will necessitate an adjustment to the carrying value with a consequential recognition of an income or expense in profit or loss.

Fair value is determined based on current bid prices for all quoted investments. Valuation techniques are applied to determine the fair value for all unlisted securities, including recent arm's length transactions, reference to similar instruments and option pricing models.

### **(i) Financial assets at fair value through profit or loss**

Financial assets are classified at 'fair value through profit or loss' when they are either held for trading for the purpose of short term profit taking, derivatives not held for hedging purposes, or when they are designated as such to avoid an accounting mismatch or to enable performance evaluation where a group of financial assets is managed by key management personnel on a fair value basis in accordance with a documented risk management or investment strategy. Such assets are subsequently measured at fair value with changes in carrying value being included in profit or loss.

**(ii) Loans and receivables:** Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market and are subsequently measured at amortised cost. Gains or losses are recognised in profit or loss through the amortisation process and when the financial asset is derecognised.

**(iii) Financial liabilities:** Non-derivative financial liabilities (excluding financial guarantees) are subsequently measured at amortised cost. Gains or losses are recognised in profit or loss through the amortisation process and when the financial liability is derecognised.

## **(h) Impairment of Assets**

At the end of each reporting period, the company assesses whether there is objective evidence that a financial asset has been impaired. A financial asset (or a group of financial assets) is deemed to be impaired if, and only if, there is objective evidence of impairment as a result of one or more events (a "loss event") having occurred, which has an impact on the estimated future cash flows of the financial asset(s).

In the case of financial assets carried at amortised cost, loss events may include: indications that the debtors (or a group of debtors) are experiencing significant financial difficulty, default or delinquency in interest or principal payments; indications that they will enter bankruptcy or other financial reorganisation; and changes in arrears or economic conditions that correlate with defaults.

For financial assets carried at amortised cost (including loans and receivables), a separate allowance account is used to reduce the carrying amount of financial assets impaired by credit losses. After having taken all possible measures of recovery, if management establishes that the carrying amount cannot be recovered by any means, at that point the written-off amounts are charged to the allowance account, or the carrying amount of impaired financial assets is reduced directly if no impairment amount was previously recognised in the allowance account.

When the terms of financial assets that would otherwise have been past due or impaired have been renegotiated, the company recognises the impairment for such financial assets by taking into account the original terms as if the terms have not been renegotiated so that the loss events that have occurred are duly considered.

**Derecognition:** Financial assets are derecognised where the contractual rights to receipt of cash flows expire or the asset is transferred to another party whereby the company no longer has any significant continuing involvement in the risks and benefits associated with the asset. Financial liabilities are derecognised where the related obligations are either discharged, cancelled or expire. The difference between the carrying value of the financial liability extinguished or transferred to another party and the fair value of consideration paid, including the transfer of non-cash assets or liabilities assumed, is recognised in profit or loss.

## **(i) Employee Benefits**

Provision is made for the company's liability for employee benefits arising from services rendered by employees to the end of the reporting period. Employee benefits that are expected to be settled within one year have been measured at the amounts expected to be paid when the liability is settled. Employee benefits payable later than one year have been measured at the present value of the estimated future cash outflows to be made for those benefits. In determining the liability, consideration is given to employee wage increases and the probability that the employee may not satisfy vesting requirements. Those cash flows are discounted using market yields on national government bonds with terms to maturity that match the expected timing of cash flows.

## **(j) Trade and Other Payables**

Trade and other payables represent the liabilities for goods

and services received by the company that remain unpaid at the end of the reporting period. The balance is recognised as a current liability with the amounts normally paid within 30 days of recognition of the liability.

#### **(k) Provisions**

Provisions are recognised when the company has a legal or constructive obligation, as a result of past events, for which it is probable that an outflow of economic benefits will result and that outflow can be reliably measured. Provisions recognised represent the best estimate of the amounts required to settle the obligation at the end of the reporting period.

#### **(l) Goods and Services Tax (GST)**

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Tax Office (ATO).

Revenue earned for admissions is exempt from GST under subparagraph 38-250(2)(b)(ii) of the *Goods and Services Act 1999* which relates to the treatment of GST by organisations in the cultural and performing art sector.

Receivables and payables are stated inclusive of the amount of GST in receivable or payable. The net amount of GST recoverable from, or payable to, the ATO is included with other receivables or payables in the statement of financial position.

Cash flows are presented in the cash flow statement on a gross basis. The GST component of cash flows arising from investing and financing activities which are recoverable from, or payable to, the ATO are presented as operating cash flows included in receipts from customers or payments to suppliers.

#### **(m) Comparative Figures**

Comparative figures have been adjusted to conform to changes in presentation for the current financial year where required by accounting standards or as a result of changes in accounting policy.

#### **(n) Critical Accounting Estimates and Judgements**

The Directors evaluate estimates and judgements incorporated into the financial statements based on historical knowledge and best available current information. Estimates assume a reasonable expectation of future events and are based on current trends and economic data, obtained both externally and within the company.

#### **(o) Economic Dependence**

The Bendigo Trust is dependent on the City of Greater Bendigo for grant funding used to operate the business. At the date of this report, the Board of Directors has no reason to believe the Council will not continue to support The Bendigo Trust.

#### **(p) Fair Value of Assets and Liabilities**

The company measures some of its assets and liabilities at fair value either on a recurring or non-recurring basis, depending on the requirements of the applicable Accounting Standards.

"Fair value" is the price the company would sell an asset or would have to pay to transfer a liability in an orderly (i.e. unforced) transaction between independent, knowledgeable and willing market participants at the measurement date.

As fair value is a market-based measure, the closest equivalent observable market pricing information is used to determine fair value. Adjustments to market values may be made having regard to the characteristics of the specific asset or liability. The fair values of assets and liabilities that are not traded in an active market are determined using one or more

valuation techniques. These valuation techniques maximise, to the extent possible, the use of observable market data.

To the extent possible, market information is extracted from the principal market for the asset or liability (i.e. market with the greatest volume and level of activity for the asset or liability). In the absence of such a market, market information is extracted from the most advantageous market available to the company at the end of the reporting period (i.e. the market that maximises the receipts from the sale of the asset and minimises the payments made to transfer the liability, after taking into account transaction costs and transport costs).

For non-financial assets, the fair value measurement also takes into account a market participant's ability to use the asset in its highest and best use or to sell it to another market participant that would use the asset in its highest and best use.

The fair value of liabilities and the company's own equity instrument (if any) may be valued, where there is no observable market price in relation to the transfer of such financial instrument, by reference to observable market information where such instruments are held as assets. Where this information is not available, other valuation techniques are adopted and where significant, are detailed in the respective note to the financial statements.

#### **(q) New Accounting Standards for Application in Future Periods**

	Effective for annual reporting periods beginning on or after	Expected to be initially applied in the financial year ending
AASB 9: Financial Instruments	01-01-18	30-06-19
AASB 15: Revenue from Contracts with Customers	01-01-19	30-06-20
AASB 16: Leases	01-01-19	30-06-20
AASB 1058: Income for Not for Profit Entities	01-01-19	30-06-20

These Standards are not expected to materially impact The Bendigo Trust.

#### **(r) Going Concern**

The financial report has been prepared on the going concern basis, which contemplates continuity of normal business activities and realisation of assets and settlement of liabilities in the ordinary course of business.

The Bendigo Trust have made a loss of \$201,520 for the year ended 30 June 2018 and have a net working capital deficiency of \$295,279. Significant in explaining the net working capital deficiency is the work being performed as part of the Yarra Trams contract. At 30 June 2018 \$741,537 is held in prepaid income, and \$323,857 is held as construction in progress. This revenue and expenditure will be released as works on the trams progress and phases are completed.

The Bendigo Trust had positive operating cash flows of \$329,605 and has not been unable to pay debts as and when they fall due. The Bendigo Trust has entered into a contract with Yarra Trams to refurbish six heritage trams, and have budgeted for a profit in 2018/19 which seeks to improve the Trust's net working capital challenges. The Directors believe the application of the going concern basis is appropriate.



## NOTE 2: REVENUE

	2018 \$	2017 \$
<b>Revenue from operating activities:</b>		
- admissions revenue	1,363,917	1,298,740
- food and beverage sales	97,661	78,981
- merchandise sales	267,733	282,872
- contract works	1,095,353	1,660,731
	2,824,664	3,321,324
<b>Revenue from Government grants and other grants:</b>		
- City of Greater Bendigo	600,000	610,000
- Department of Environment, Land, Water and Planning	178,036	212,738
	778,036	822,738
<b>Other revenue:</b>		
- lease, hire and rental income	23,017	34,538
- memberships	5,475	3,135
- interest received	1,707	1,472
- insurance recovery	6,010	6,168
- tram advertising and hire	25,075	6,700
- sale of trams	20,000	15,840
- other donations	695	3,924
- scrap metal sales	1,200	18,734
- other income	51,047	24,456
	134,226	114,966
<b>Revenue from Government grants and other grants for projects:</b>		
- recurring grants and contributions (Local Government - projects)	326,870	322,055
- non-recurring grants and contributions (State Government - projects)	68,844	461,795
	395,714	783,850
<b>Total revenue and other income</b>	<b>4,132,640</b>	<b>5,042,878</b>

## NOTE 3: LOSS FOR THE YEAR

	2018 \$	2017 \$
<b>(a) Expenses</b>		
<b>Employment expenses</b>		
- wages	1,979,872	2,282,187
- superannuation	217,665	214,938
- workcover	49,675	34,589
	2,247,212	2,531,714
<b>Cost of sales and services</b>		
- discounts given & commissions paid	68,110	69,601
- food and beverages	60,110	60,144
- merchandise	140,393	133,764
- materials, supplies and services	320,412	490,967
	589,025	754,476
<b>Projects</b>		
- materials, supplies and services	347,528	647,310
<b>Other expenses</b>		
- human resources	47,036	50,054
- marketing	104,525	151,757
- finance	13,908	12,255
- corporate expenses	42,645	51,146
- rates and utilities	242,561	203,096
- repairs and maintenance	326,566	448,048
- Tram expenses	151,198	44,802
- OH&S expenses	1,236	10,262
- other operating expenses	143,466	170,075
	1,073,141	1,141,495
<b>Specific expenses</b>		
- interest	1,303	1,474
- depreciation	53,038	57,186
- legal fees	9,608	3,852
- audit fees	13,305	10,719
	77,254	73,231

#### NOTE 4: CASH AND CASH EQUIVALENTS

	2018 \$	2017 \$
<b>Current</b>		
Cash on hand	13,812	13,608
Cash at bank	185,848	176,555
Cash at bank - reserves	100,646	21,148
Cash at bank - restricted	107,661	106,453
Total cash and equivalents	407,967	317,764

#### NOTE 6: INVENTORY

	2018 \$	2017 \$
<b>Current</b>		
Inventory held at cost	79,262	97,899
Construction in progress	323,857	-
Total inventory	403,119	97,899

#### NOTE 5: TRADE AND OTHER RECEIVABLES

	2018 \$	2017 \$
<b>Current</b>		
Trade receivables	469,901	463,896
Other debtors	14,756	25,000
Total Trade and Other Receivables	484,657	488,896

##### *Credit risk - trade and other receivables*

The company does not have material credit risk exposure to a single receivable and credit risk is minimised through the use of work contracts and purchase order commitments.

The following table details the company's trade receivables and other debtors exposed to credit risk (prior to collateral and other credit enhancements) with ageing analysis and impairment provided for thereon. Amounts are considered as "past due" when the debt has not been settled within the terms and conditions agreed between the company and the customer or counterparty to the transaction. Receivables that are past due are assessed for impairment by ascertaining solvency of the debtors and are provided for where there are specific circumstances indicating that the debt may not be fully repaid to the company.

The balances of receivables that remain within initial trade terms (as detailed in the table below) are considered to be of high credit quality.

#### NOTE 7: PROPERTY, PLANT AND EQUIPMENT

	2018 \$	2017 \$
<b>Tramways Infrastructure</b>		
At cost	648,140	648,140
Less accumulated depreciation	(214,239)	(212,889)
	433,901	435,251
<b>Tramways Rolling Stock</b>		
At cost	1,230,555	1,027,192
Less accumulated depreciation	(1,002,949)	(989,408)
	227,606	37,784
<b>Plant and Equipment</b>		
At cost	697,223	671,208
Less accumulated depreciation	(475,372)	(440,964)
	221,851	230,244
Total property, plant and equipment	883,358	703,279

#### NOTE 5: TRADE AND OTHER RECEIVABLES (Continued)

	Gross Amount \$	Past Due and Impaired \$	Past Due but not Impaired (Days Overdue)				Within Trade Terms \$
	\$	\$	< 30 \$	31-60 \$	61-90 \$	> 90 \$	\$
<b>2018</b>							
Trade receivables	469,901	-	-	88,122	392	5,052	376,335
<b>Total</b>	<b>469,901</b>	<b>-</b>	<b>-</b>	<b>88,122</b>	<b>392</b>	<b>5,052</b>	<b>376,335</b>



## NOTE 7: PROPERTY, PLANT AND EQUIPMENT (Continued)

Movements in the carrying amounts:

	Tramways Infrastructure \$	Tramways Rolling Stock \$	Plant & Equipment \$	Total \$
<b>2017</b>				
Balance at 1 July 2016	459,556	39,185	140,479	<b>639,220</b>
Additions	-	-	120,967	<b>120,967</b>
Less disposals	-	-	-	-
Less depreciation expense	(24,305)	(1,401)	(31,202)	<b>(56,908)</b>
<b>2018</b>				
Balance at start of year	435,251	37,784	230,244	<b>703,279</b>
Additions	16,206	190,896	26,015	<b>233,117</b>
Less disposals	-	-	-	-
Less depreciation expense	(17,556)	(1,074)	(34,408)	<b>(53,038)</b>
Carrying amount at June 18	433,901	227,606	221,851	<b>883,358</b>

## NOTE 8: TRADE AND OTHER PAYABLES

	2018 \$	2017 \$
<i>Current</i>		
Trade creditors	235,416	323,511
Prepaid income	741,537	187
Payable to the Australian Tax Office	17,788	32,021
Employee entitlements	178,228	145,990
Other	82,086	55,381
Total trade and Other Payables	1,255,055	557,090

(i) Financial liabilities classified as trade and other payables

Less Payable to Australian Tax Office	(17,788)	(32,021)
Total financial liabilities classified as trade and other payables	1,237,267	525,069

## NOTE 9: PROVISIONS

	2018 \$	2017 \$
<i>Current</i>		
Provision for annual leave	138,080	96,581
Provision for time in lieu	3,667	949
Provision for long service leave	185,578	154,724
	327,325	252,254
<i>Non-current</i>		
Provision for long service leave	27,077	21,045
Total provisions	354,402	273,299

### Provision for Employee Benefits

Provision for employee benefits represents amounts accrued for annual leave, time in lieu and long service leave.

The current portion for this provision includes the total amount accrued for annual leave entitlements, time in lieu and the amounts accrued for long service leave entitlements that have vested due to employees having completed the required period of service. Based on past experience, the company

does not expect the full amount of annual leave or long service leave balances classified as current liabilities to be settled within the next 12 months. However, these amounts must be classified as current liabilities since the company does not have an unconditional right to defer the settlement of these amounts in the event employees wish to use their leave entitlement.

The non-current portion for this provision includes amounts accrued for long service leave entitlements that have not yet vested in relation to those employees who have not yet completed the required period of service.

In calculating the present value of future cash flows in respect of long service leave, the probability of long service leave being taken is based upon historical data. The measurement and recognition criteria for employee benefits have been discussed in Note 1 (i).

## NOTE 10: BORROWINGS

	2018 \$	2017 \$
<i>Current</i>		
Loan - Bendigo Community Foundation	8,642	8,642
	8,642	8,642
<i>Non-current</i>		
Loan - Bendigo Community Foundation	68,419	74,704
Total Borrowings	77,061	83,346

## NOTE 11: CASHFLOW INFORMATION

Reconciliation of deficit to net cash provided by operating activities.

	2018 \$	2017 \$
Deficit	(201,520)	(105,348)
Non cash items:		
- Depreciation	53,038	57,186
Changes in assets and liabilities:		
- Increase in receivables	4,239	125,151
- decrease in inventory	(305,220)	(10,920)
- increase in payables	697,965	178,378
- increase/(decrease) in provisions	81,103	(453)
Net cashflows provided by operating activities	329,605	243,994

## NOTE 12: KEY MANAGEMENT PERSONNEL

Any person(s) having authority and responsibility for planning, directing and controlling the activities of the company, directly or indirectly, including any director (whether executive or otherwise) is considered key management personnel.

Key management personnel compensation, including short term benefits, post employment benefits and other long term benefits, were in the range of \$100,000 to \$150,000 for the year.

### Other Related Parties

Other related parties include close family members of key management personnel, and entities that are controlled or jointly controlled by those key management personnel individually or collectively with their close family members.

### City of Greater Bendigo

	2018 \$	2017 \$
Receipts - grant funding, sponsorships	973,450	932,391
Payments - rates, insurance, loan repayments	(25,462)	(81,480)
	<u>947,988</u>	<u>850,911</u>

## NOTE 13: CAPITAL AND LEASING COMMITMENTS

### (a) Finance Lease Commitments

	2018 \$	2017 \$
Payable:		
- no later than 12 months	8,642	8,642
- between 12 months and 5 years	34,568	34,568
- greater than 5 years	33,851	40,136
Total minimum lease payment	<u>77,061</u>	<u>83,346</u>

As at 30 June 2018 Bendigo Trust was committed to a non-cancellable finance lease with The Community Foundation for Bendigo & Central Victoria Ltd for the lease of solar panels. This contract expires on 1 January 2027 with Bendigo Trust taking ownership of the solar panels at the end of this contract.

### (b) Operating Lease Commitments

No operating lease commitments contracted for.

### (c) Capital Expenditure Commitments

	2018 \$	2017 \$
Payable:		
- no later than 12 months	-	100,000
- between 12 months and 5 years	-	-
- greater than 5 years	-	-
	<u>-</u>	<u>100,000</u>

## NOTE 14: CONTINGENT LIABILITIES AND CONTINGENT ASSETS

The company's directors are not aware of any contingent liabilities or assets as at the date of signing this financial report.

## NOTE 15: EVENTS AFTER THE REPORTING PERIOD

The directors are not aware of any other significant events since the end of the reporting period.

## NOTE 16: FINANCIAL RISK MANAGEMENT

The company's financial instruments consist mainly of deposits with banks, local money market instruments, short term investments, accounts receivable and payable, and leases.

The carrying amounts for each category of financial instruments, measured in accordance with AASB 139 as detailed in the accounting policies to these financial statements, are as follows:

	Note	2018 \$	2017 \$
<b>Financial assets</b>			
Cash and cash equivalents	4	407,967	317,764
Loans and receivables	5	484,657	488,896
<b>Total financial assets</b>		<u>892,624</u>	<u>806,660</u>
<b>Financial liabilities</b>			
Financial liabilities at amortised cost:			
- trade and other payables	8	1,237,267	525,069
- borrowings	10	77,061	83,346
<b>Total financial liabilities</b>		<u>1,314,328</u>	<u>608,415</u>

## NOTE 17: RESERVES

The Bendigo Trust Foundation Reserve was established to grow the corpus to underpin The Bendigo Trust's long term viability.

## NOTE 18: REGISTERED OFFICE/PRINCIPAL PLACE OF BUSINESS

### Registered Office

The Bendigo Trust  
76 Violet Street,  
Bendigo 3550

### Principal Place of Business

The Bendigo Trust  
76 Violet Street,  
Bendigo 3550

## NOTE 19: MEMBERS' GUARANTEE

The company is incorporated under the Australian Charities and Not-for-profit Commission Act 2012 and is a company limited by guarantee. If the company is wound up, the constitution states that each member is required to contribute a maximum of \$20 each towards meeting any outstanding obligations of the company. At 30 June 2018 the number of members was 78 (2017: 61).



# DIRECTOR'S DECLARATION

**THE BENDIGO TRUST**  
**ABN 39 005 014 175**  
**DIRECTORS' DECLARATION**  
**FOR THE YEAR ENDED 30 JUNE 2018**

In accordance with a resolution of the Directors of The Bendigo Trust the Directors of the entity declare that:

1. The financial statements and notes, as set out on pages 34 to 44, are in accordance with the *Australian Charities and Not-for-profits Commission Act 2012* and:
  - a. comply with Australian Accounting Standards - Reduced Disclosure Requirements; and
  - b. give a true and fair view of the company's financial position as at 30 June 2018 and of its performance for the year ended on that date.
2. In the Directors' opinion there are reasonable grounds to believe that the company will be able to pay its debts as and when they become due and payable.



**Wayne Gregson**  
**Chairman**  
**The Bendigo Trust**



**Clive Walker**  
**Director**  
**The Bendigo Trust**

Dated this 24<sup>th</sup> day of September 2018

# INDEPENDANT AUDITOR'S REPORT



## Independent auditor's report to the members of The Bendigo Trust

### Report on the audit of the financial statements

#### Our opinion

In our opinion, the financial report of The Bendigo Trust is in accordance with the *Australian Charities and Not-for-profits Commission Act 2012*, including:

- i. giving a true and fair view of the company's financial position as at 30 June 2018 and of its performance for the year ended on that date; and
- ii. complying with Australian Accounting Standards - Reduced Disclosure Requirements and the *Australian Charities and Not-for-profits Commission Regulations 2013*.

#### What we have audited

The Bendigo Trust's (the company) financial report comprises the:

- ✓ Statement of financial position as at 30 June 2018
- ✓ Statement of profit or loss and other comprehensive income for the year then ended
- ✓ Statement of changes in equity for the year then ended
- ✓ Statement of cash flows for the year then ended
- ✓ Notes comprising a summary of significant accounting policies and other explanatory notes
- ✓ The directors' declaration of the entity.

#### Basis for opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Report section of our report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

#### Material uncertainty related to going concern

Without modifying our opinion, we draw attention to Note 1 in the financial report, which indicates that the company incurred a net loss of \$201,520 during the year ended 30 June 2018 and, as of that date, the company's current liabilities exceeded its current assets by \$295,279. These conditions, along with other matters as set forth in Note 1, indicate the existence of a material uncertainty that may cast significant doubt as to the company's ability to continue as a going concern and therefore, the company may be unable to realise its assets and discharge its liabilities in the normal course of business.

#### Other information

The company may prepare an annual report that may include the financial statements, directors' report and declaration and our audit report (the financial report). The annual report may also include "other information" on the entity's operations and financial results and financial position as set out in the financial report, typically in a Chairman's report and reports covering governance and other matters.

The directors are responsible for the other information. An annual report has not been made available to us as of the date of this auditor's report.

Our opinion on the financial report does not cover the other information and accordingly we will not express any form of assurance conclusion thereon.

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Our responsibility is to read the other information identified above when it becomes available and, in doing so, consider whether the other information is materially inconsistent with the financial report or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

If we identify that a material inconsistency appears to exist when we read the annual report (or become aware that the other information appears to be materially misstated), we will discuss the matter with the directors and where we believe that a material misstatement of the other information exists, we will request management to correct the other information.

### **Independence**

In conducting our audit, we have complied with the independence requirements of the *Australian Charities and Not-for-profits Commission Act 2012*.

### **Directors' responsibility for the financial report**

The directors of the company are responsible for the preparation of the financial report that gives a true and fair view in accordance with Australian Accounting Standards - Reduced Disclosure Requirements and the *Australian Charities and Not-for-profits Commission Act 2012* and for such internal control as the directors determine 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 directors are responsible for assessing the company'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 directors either intend to liquidate the company or cease operations, or have no realistic alternative but to do so.

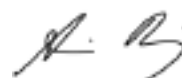
### **Auditor's responsibility for the audit of the financial report**

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatement can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

A further description of our responsibilities for the audit of the financial report is located at the Auditing and Assurance Standards Board website at: <http://www.auasb.gov.au/home.aspx>. This description forms part of our auditor's report.



**Andrew Frewin Stewart**  
61 Bull Street, Bendigo, 3550  
Dated this 24th day of September 2018



**Adrian Downing**  
Lead Auditor

