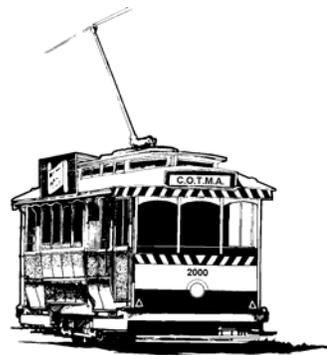


**Proceedings of
the Fifteenth Conference
of
Australasian
Tramway Museums**

25th Anniversary Conference

Ballarat, Victoria

17-23 November 2000



Proceedings of the Fifteenth Conference of Australasian Tramway Museums

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*Conference delegates assembled around Ballarat Horse Tram No. 1 at the
Ballarat Tramway Museum Depot, Saturday, 18th November, 2000*

Foreword

Since we last assembled two years ago, that time in Christchurch, the Council of Tramway Museums of Australasia has continued on with many pressing issues to keep our museum movement active and developing.

Quite soon after returning to Australia, the Ballarat Tramway Museum formed its conference Organising Committee, and the work in bringing this conference together took the full two years. Meetings were constantly held. Ideas were tossed about, and field survey missions to accommodation venues, social outings and session venues were undertaken. The support from the Deputy Chairman, Bill Kingsley, and Executive Officer, Craig Tooke, at these meetings was appreciated and quite an amount of ideas from group discussion in these forums was adopted.

A comprehensive program was developed to allow for our usual workshop discussion sessions and to also allow delegates to visit many of the attractions in the Ballarat area. We also had to allow for proper recognition of this being the 25th anniversary conference and the fact that it was being held in the place where COTMA had its beginnings.

Our program commenced on Friday, 17th November in great style, with departure of most delegates from Spencer Street Station, Melbourne, by a well-appointed steam train supplied by our supporters, West Coast Railway. The magnificent R-class locomotive and train, including buffet car, set the pace and adrenalin rate for the next five days. Arrival at Ballarat saw the delegates check in at the Mid City Motel and dinner partaken of at the adjacent Peter Lalor Hotel. The opening function was held at the Mid City Motel.

Saturday was devoted to session workshops and a visit to the Tramway Museum for a familiarisation. The evening was enjoyed at the Central Highlands Railway both at Daylesford and Bullarto.

Sunday morning saw further session workshops and an afternoon departure to Sovereign Hill Historical Park. The spectacular sound and light show 'Blood on the Southern Cross' gave a fine finish to the day.

Monday morning allowed for the final of a long and varied list of session workshops and the free afternoon was well-appreciated to see the fine city of Ballarat. The evening was spent at a Museum member's house and property at Bungaree, with the evening meal at the Bungaree Football Club rooms, where a slide show and computer visual presentation of the Ballarat tramway system was shown.

The conference general meeting was held on Tuesday morning, and after lunch a bus tour of the former tram routes was enjoyed. This part of the program has been successfully conducted on many recent conferences. The afternoon allowed for a visit to the Melbourne Tramcar Preservation Association museum at Haddon, some 10 kilometres from Ballarat.

Presentations and thanks were lauded at the dinner that evening, but more was on offer the next day.

The delegates departed Ballarat on Thursday, 23rd November for a tour to Bendigo, calling at the historic town of Clunes, then for a fabulous steam train ride on the Victorian Goldfields Railway at Maldon. Departure from Maldon took the delegates towards Bendigo and their respective tramway hosts for the round trip that followed back to Melbourne, via Bendigo and Bylands.

Many individuals contributed to the conference and we thank Peter Winspur, Gavin Young, Simon Green, Warren Doubleday, Ron White, Bruce Worthington, Sam Boon, Alastair Reither, John Shaw, Greg Rodgers and no doubt others whom we can't directly recall.

Our tram depot workers and tram crews gave wonderful support in the running of the trams and the enjoyment it provided to the delegates.

Organisations with close links to ours contributed, some of these being the Central Highlands Railway, Victorian Goldfields Railway, Sovereign Hill Historical Park and West Coast Railway.

We thank members of government, the Hon. Michael Ronaldson (Member for Ballarat) and Karen Overington (Member for Ballarat West in the Victorian Parliament) and His Worship the Mayor of Ballarat, Councillor John Barnes, for their attendance at the conference and their interest in our museum at all times.

The Organising Committee consisted of: Carolyn Dean, Richard Gilbert and John Phillips.

This committee was assisted at times by Bill Kingsley, Craig Tooke, Andrew Cox, Stephen Butler, Bruce Worthington, Ron White, the board members, and various individual members of the Ballarat Tramway Museum.

Conference Organising Committee of the Ballarat Tramway Museum

Carolyn Dean, Richard Gilbert and John Phillips.

Participating Societies/Organisations – Abbreviations

Australian Electric Transport Museum	AETM
Archer Park Station & Steam Tram Museum	APSSTM
Ballarat Tramway Museum	BTM
Brisbane Tramway Museum Society	BTMS
Central Deborah Bendigo	CDB
Christchurch Tramway	CT
Council of Tramway Museums of Australasia	COTMA
Hobart City Council	HCC
Launceston Tramway Museum	LTM
Limestone Coast Railway	LCR
Melbourne Tramcar Preservation Association	MTPA
Omnibus Society	OS
Perth Electric Tramway Society Inc	PETS
South Pacific Electric Railway Cooperative Society (Sydney Tramway Museum)	SPER (STM)
Stanley Plantzos Insurance	SPI
Tasmanian Transport Museum Society	TTMS
Tramway Historical Society, Christchurch	THS
Tramway Museum Society (Crich, England) (National Tramway Museum)	NTM (Crich)
The Tramway Museum Society of Victoria	TMSV
Valley Heights Steam Tramway	VHST
Victor Harbor Horse-Drawn Tramway	VHHDT
Wellington Tramway Museum	WTM
Western Springs Tramway	WST

List of Participants

David Annan	Western Springs Tramway
Phillip Archer	Launceston Tramway Museum
Rod Atkins	Tramway Museum Society of Victoria
Hugh Ballantyne	Ballarat Tramway Museum
Kim Bayly	Victor Harbor Horse-Drawn Tramway
Peter Beale	Wellington Tramway Museum
Dennis Bell	Victor Harbor Horse-Drawn Tramway
Trevor Bettany	Wellington Tramway Museum
Noel Blackmore	Perth Electric Tramway Society
Winifred Blackmore	Perth Electric Tramway Society
Tim Borchers	Central Deborah Bendigo

Alan Bradley	Ballarat Tramway Museum
Henry Brittain	Wellington Tramway Museum
Stephen Butler	Ballarat Tramway Museum
Donald Campbell	Sydney Tramway Museum
Howard Clark	Sydney Tramway Museum
Tony Cody	Sydney Tramway Museum
Les Coghill	Sydney Tramway Museum
Tony Colman	Hobart City Council
Robert Cowing	Sydney Tramway Museum
Andrew Cox	Ballarat Tramway Museum
Andrea Cox	Ballarat Tramway Museum
David Critchley	Sydney Tramway Museum
Larry Day	Tramway Historical Society
Carolyn Dean	Ballarat Tramway Museum
Trevor Dennhardt	Perth Electric Tramway Society
Noel Donaldson	Wellington Tramway Museum
Ngairé Donaldson	Wellington Tramway Museum
Warren Doubleday	Ballarat Tramway Museum
David Frodsham	Tramway Museum Society Crich England
Bruce Gamble	Western Springs Tramway
Robin Gamble	Western Springs Tramway
Richard Gilbert	Ballarat Tramway Museum
Martin Grant	Perth Electric Tramway Society
Richard Gray	Wellington Tramway Museum
Pauline Gray	Wellington Tramway Museum
Roger Greenwood	Hobart City Council
Darlene Haigh	Hobart City Council
Dave Harre	Western Springs Tramway
Peter Hyde	Brisbane Tramway Museum Society
Chris Jacobs	Sydney Tramway Museum
Peter Kahn	Sydney Tramway Museum
Stuart Keenan	Ballarat Tramway Museum
Keith Kings	Tramway Museum Society of Victoria
Bill Kingsley	Ballarat Tramway Museum
Peter Letheby	Australian Electric Transport Museum
Cameron Lill	Tramway Historical Society
David Lloyd	Stanley G Plantzos Insurance Brokers P/L
David McCormack	Perth Electric Tramway Society
Christine McCormack	Perth Electric Tramway Society
Murray McKay	Western Springs Tramway
Margaret McKay	Western Springs Tramway
Robert Merchant	Sydney Tramway Museum
Len Millar	Ballarat Tramway Museum
Morris Moller	Wellington Tramway Museum
Jill Moorhead	Central Deborah Bendigo

Geoffrey Morrison	Perth Electric Tramway Society
Lewis Nyman (Fr)	Ballarat Tramway Museum
Dennis O'Hoy	Central Deborah Bendigo
Barry Ollerenshaw	Wellington Tramway Museum
Leyon Parker	Hobart City Council
Scott Parker	Perth Electric Tramway Society
Robert Paroissien	Ballarat Tramway Museum
Pat Paroissien	Ballarat Tramway Museum
Robert Pearce	Perth Electric Tramway Society
Bryce Pender	Wellington Tramway Museum
John Pennack	Australian Electric Transport Museum
John Phillips	Ballarat Tramway Museum
John Radcliffe	Australian Electric Transport Museum
Alastair Reither	Ballarat Tramway Museum
Lindsay Richardson	Perth Electric Tramway Society
Robin Richardson	Perth Electric Tramway Society
Gregory Robinson	Limestone Coast Railway
Greg Rodgers	Ballarat Tramway Museum
Janette Rosenthal	Sydney Tramway Museum
William Scott	Ballarat Tramway Museum
Colin Seymour	Australian Electric Transport Museum
Ian Seymour	Australian Electric Transport Museum
John Shanks	Tramway Historical Society
John Shaw	Perth Electric Tramway Society
Dennis Sheehan	Archer Park Station & Steam Tram Museum
Mavis Sheehan	Archer Park Station & Steam Tram Museum
Grant Sigvart	Stanley G Plantzos Insurance Brokers P/L
Peter Stock	Valley Heights Steam Tramway
Robyn Stock	Valley Heights Steam Tramway
Keith Stodden	Ballarat Tramway Museum
Kevin Taig	Ballarat Tramway Museum
Max Taylor	Tramway Historical Society
James Thompson	Central Deborah Bendigo
Craig Tooke	Melbourne Tramcar Preservation Association
Jason Tutauha	Tramway Historical Society
David Verrier	Tasmanian Transport Museum Society
Gus Weir	Wellington Tramway Museum
Win Weir	Wellington Tramway Museum
Ron White	Australian Electric Transport Museum
David Williams	Australian Electric Transport Museum
Beth Williams	Australian Electric Transport Museum
Peter Winspur	Ballarat Tramway Museum
John Withers	Melbourne Tramcar Preservation Association
Bruce Worthington	Sydney Tramway Museum

Program of Activities

Friday, 17th November

3pm Steam train journey from Spencer Street Station to Ballarat

Dinner at Peter Lalor Hotel

8pm Official opening function at Mid City Motel

Saturday, 18th November

9am-12.30pm Workshop sessions

1.30pm Buses to Tram Museum and official group photo

5pm Buses to Daylesford and evening at Central Highlands Tourist Railway and Bullarto Hall

Sunday, 19th November

8.30am-12pm Workshop sessions

1pm Buses to Sovereign Hill Historical Park for full day visit

Afternoon free to walk through park, evening sound and light show 'Blood on the Southern Cross'

Monday, 20th November

9am-12.45pm Workshop sessions at the Robert Clarke Centre, Botanic Gardens, Ballarat

Afternoon free

5pm Buses departed for Museum property at Bungaree and evening meal and slide show at clubrooms of the Bungaree Football Club

Tuesday, 21st November

9.15am COTMA general meeting

2pm Buses departed for tour over former tram routes

7pm Official COTMA dinner – guest speaker: Bruce Gamble, Museum of Transport and Technology, Auckland

Presentation of COTMA Achievement Awards

Wednesday, 22nd November

9.30am Free day at Tramway Museum

3pm Buses departed for Melbourne Tramcar Preservation Association, Haddon

7pm Dinner at Mid City Motel, presentations and expressions of thanks to hosts

Post Conference Program: Tour 1**Thursday, 23rd November**

8.45am Buses departed Ballarat for Maldon for a ride and lunch on the Victorian Goldfields Railway. Buses continued to Bendigo for a visit to the tramway at Bendigo and overnight stay

Friday, 24th November

9am Bus departed for Tramway Museum Society of Victoria museum site at Bylands. Lunch at Kilmore, then museum inspection and rides. Bus then departed for Melbourne and conclusion of Post Conference Tour 1

Post Conference Program: Tour 2**Monday, 27th November**

9am Bus departed Spencer Street Station for a five-day tour of western Victoria and eastern South Australia. Places of interest visited were Geelong, Great Ocean Road, Crowes narrow gauge railway terminus, Loch Ard Gorge and overnight stay at Warrnambool

Tuesday, 28th November

Bus tour of Warrnambool, Port Fairy and Portland. Overnight at Portland. Of particular interest to our group was the construction of the Portland Cable Tramway project

Wednesday, 29th November

Bus to Mount Gambier, calling at the border village of Nelson for a luncheon cruise on the Glenelg River. Visit to a winery on the outskirts of Mount Gambier and a visit to sights around that city. Overnight at Mount Gambier

Thursday, 30th November

A ride was taken with the Limestone Coast Railway in their Red Hen Railcar from Mount Gambier to Penola and on to Coonawarra. From here a visit to a local winery and then to Penola for lunch and a visit to the Mary McKillop Museum. Our bus then took the delegates over the border to Casterton and to Halls Gap overnight

Friday, 1st December

Bus departed Halls Gap for Melbourne, allowing lunch at Ararat and a further visit to the Ballarat Tramway Museum. Tour terminated at Spencer Street Station after setting down some delegates at Tullamarine Airport

Details of Conference Sessions

Saturday 18th November

- 9.00am John Radcliffe, AETM, Immediate Past Chairman COTMA
Observations in Calcutta (slide presentation)
An international introduction to our Workshops.
- 9.45am Ron White, Vice President AETM
Disabled Access (an introduced discussion)
A problem or an opportunity?
- 11.00am Robert Paroissien, BTM, Partner KL Paroissien & Associates, Auditor to
COTMA
Goods and Services Tax (and other financial burdens)
Discussing our way through taxation
- 11.00am Matthew Haymes, Business Development Manager Haymes Paint
Heritage Paint
A colourful workshop from a locally-based company
- 11.45am Craig Tooke, MTPA, Executive Officer COTMA
Tramway Infrastructure – Are We Preserving the Technology?
This will lead into Mike Ryan’s workshop on Monday

Sunday 19th November

- 8.30am David Lloyd, General Manager and Grant Sigvart, SA Manager of Stanley
Plantzos Insurance
Insurance for Tramway Museums (an introduced discussion)
Defining our insurance needs and providing opportunity
- 9.15am Graeme Breydon, Chairman Emerald Tourist Railway Board
Financing the Operating Museum – What’s Changed?
Looking back at Lon Wymond’s paper of 25 years ago
- 10.30am Bill Kingsley, BTM, Inaugural COTMA Executive Officer
COTMA – The Beginning
How did COTMA really start – a hitherto untold story
- and John Radcliffe, Inaugural COTMA Chairman
COTMA – To the Present
The development of COTMA over the last 25 years
- 11.15am Lindsay Richardson, PETS, current COTMA Chairman
COTMA – The Future
A discussion to define our new and evolving directions

Monday 20th November

- 9.00am Warren Doubleday, BTM Museum Services Manager
Imaging Databases and the Web
A super technical presentation about super technology
- 9.45am Tricia Brett, Manager, Safety and Technical Services Branch, Department of Infrastructure (Vic)
Accreditation
Words of wisdom from the most relevant presenter. Your chance to ask those hard questions
- 11.15am Mike Ryan and Andrew Neal, Department of Infrastructure (Vic)
The Tram and Tram-Related Heritage Study – Victoria
A great opportunity for heritage preservation
- 12.00am Kim Bayly and Dennis Bell
Introducing the Victor Harbor Horse-Drawn Tramway
Closing our sessions by meeting our newest COTMA applicant museum

Opening function

Friday, 17th November, 2000

The majority of the delegates and partners joined at Spencer Street Station, Melbourne, for the specially chartered steam train which departed at 3pm for Ballarat. Our supporters at the West Coast Railway made up a good quality train, including a buffet car in which our Museum members staffed the counter. The delegates, especially those from places of 3'6" gauge travel, were impressed at the roar of the R-class locomotive and the speed at which we travelled. It could be said that those from New South Wales still take convincing there is something around that can challenge the 38 class, but the 'R' put on a good show.

After checking in at the Mid City Motel and the clamour to catch up with friends, most people adjourned to the appropriately named Peter Lalor Hotel for a rowdy and friendly dinner function.

Around 8pm delegates and other guests gathered at the Mid City Motel for the opening function of this 25th conference of the Tramway Museums of Australasia. Ballarat Tramway Museum President, Richard Gilbert, welcomed all present and made a short speech on the enthusiasm this conference had made within the museum and the impact and interest it had in Ballarat. Richard then introduced the Chairman of the Council of Tramway Museums of Australasia, Lindsay Richardson.

Lindsay made a speech concerning the pleasure it is to have a celebration of the 25th year of COTMA and the appropriateness of this conference being in Ballarat. Lindsay called on the Hon. Michael Ronaldson, Member for Ballarat in the Australian Parliament, and also himself a Ballarat Tramway Museum member, to offer some words.

Michael Ronaldson offered the welcome to Ballarat and expressed sincere words at the importance of Ballarat and its standing in Australian history and making reference to such a gathering as this celebrating its 25th year in this, its founding location. Michael expressed his views of the part the tramways played in the history and development of Ballarat and told of his personal memories of riding on the trams. He then warmly welcomed the delegates and partners, and with great jocularly and banter usually occasioned to "the floor of the house" he related the words of one of our gathering who had said, "It will be a great conference as long as there is plenty of tucker and good drink." Well said!

Lindsay Richardson then called on Karen Overington, Member for Ballarat West in the Victorian Parliament to speak to us. Karen spoke glowingly of the Museum, which is in her electorate, and the time she has been in Parliament and her visit to the tram depot, and subsequent visits of us to her office. She also spoke of her early years in Ballarat and fond memories of travelling on the trams.

Lindsay then called on His Worship, The Mayor of Ballarat, Councillor John Barnes. His Worship welcomed us to Ballarat and spoke of the importance of the many museums and volunteer groups in preserving Ballarat history. He enthralled the group whilst relating his student past in which he and other tertiary students, undertaking a prank, hijacked a tram bound from Mount Pleasant one evening. After a couple of trips up and down the line, they left the tram and some 'cold cans' for the not-too-distressed tram driver.

All this friendly and quite localised rhetoric left our delegates and all the others in good humor and understanding of the Australian spirit and set the stage for a successful conference.

Observations in Calcutta

An International Introduction to our Workshops

(Maps contained in Appendix B)

Presenter: John Radcliffe, AETM, Immediate Past Chairman COTMA

Session Chair: John Shaw

Session Secretary: Keith Stodden

The arrival from the Calcutta Airport at 1am from Australia can be something of a culture shock. Calcutta is teeming with life, much of it on this occasion surrounding the numerous multistory wood and hessian temples erected for the celebration of Divali. Others were sleeping on the sidewalk, taxi-drivers were napping in their black and yellow Hindustan Ambassadors (aka 1954 Morris Oxford). The professionals at the airport were still alert for any commercial opportunities.

These observations were drawn as part of an expedition in November 1999 organised by Andrew Scott, Director of the UK National Railway Museum, York, and booked electronically through Trans Indus Travel, Northumberland House, 11 The Pavement, Popes Lane, Ealing London W5 4NG; tel +44 181 566 2729, fax +44 181 840 5327, e-mail trans.indus@dial.pipex.com. This company, which is highly recommended, arranged transfers at all points.

The trip included seeing the Calcutta tramways, described later, followed by an overnight train trip on the Indian railways' 5'6" gauge to New Jalpaiguri. It arrived there late, so a hire car ride ensued to catch up with the now world heritage-listed but rarely connecting narrow gauge Darjeeling train, which had left on time at 9 am. Catching up with this train, despite the narrow roads, is not unduly difficult as the service of 3-4 steam-hauled carriages, running perhaps three times each day, rises from the Indus Plains to a height of 7400 feet at Ghum, then descends slightly to Darjeeling, taking eight hours for the 60-mile trip. The operation employs 1400 people (the dry economists' school of transport management had not arrived there in 1999). Subsequently a further train trip from New Jalpaiguri took us to New Delhi for the International Association of Transport Museums Conference, hosted by the Indian National Railway Museum, which had its 1854 locomotive *Fairy Queen* in steam for the occasion.

In Calcutta, we booked into the Fairlawn Hotel, 13/A Sudder Street, Calcutta 700 016, phone +91 33-245 1510 or 33-245 8766 or 33-245 8767, Fax 33-244 1835. This was an experience in itself, being run in the style of the Raj by the same venerable European family since before Indian independence, though for how much longer could be arguable.

The Calcutta Corporation established a horse tramway from Sealdah to Strand Road via Dalhousie Square and the Customs House on 24 February 1873, but ultimately it failed as a loss-making operation. Subsequently, the Calcutta Tramways Company reintroduced horse tramways from November 1 1880, between Sealdah and the Customs House, before being

formally incorporated in England on December 22 1880. It unsuccessfully tried steam traction, then ran its first electric trams from March 27 1902. In 1951, the Government of West Bengal passed the *Calcutta Tramways Act* conferring on itself the right to purchase the company on January 1 1972 or at any time thereafter upon giving two years' notice. This served to discourage the company from further investment. In 1967, with the property greatly deteriorated, the West Bengal Government passed the *Calcutta Tramways Company (Taking Over of Management) Act*, permitting the government to operate the tramways. The CTC's Board and senior staff were thus relieved of their operational functions. In 1976, a further Act was passed transferring ownership of the tramways to the West Bengal Government (the original company continued to exist in receivership, awaiting compensation). Subsequently, the government passed another Act establishing the Calcutta Tramways Company (1978) Ltd., with shares held by the Government. Today, the CTC logo still appears on the trams, and also on a small proportion of local buses.

In 1985, the World Bank funded the Calcutta Urban Transport Project to improve and stabilise the system. A total of 105 cars were to be renovated, a further 60 given new bodies and trucks with old electrical equipment. Seventy-five new cars were to be built by Burns Standard, albeit to the old bogie articulated patterns, with heavy corten steel bodies weighing up to 31 tons. Seating capacity is 29 in first class, 34 in second class and 115 standing. Simple conventional series/parallel control systems were used. Workshops and depots were modernised, track, overhead, power distribution and communication systems strengthened, and some new sub-stations built. A track extension of 3.75km for new services – the first since 1943 – was laid from Maniktala to Bidhannagar in the median strip of Kazi Nazrul Islam Avenue, a project which involved the successful reestablishment elsewhere of 89 of the 90 trees which had to be removed from the reservation. On 31 December 1986, a further 6km extension from Behala to Joka was opened. At this time, the system has 438 cars with 300 in daily service, and a staff of 10 000. However, work had started on a heavy, Indian broad gauge underground metro from Dum Dum, north of the city, to Tolleygunge in the south, replacing the direct tram service via Ashutosh Mukherjee Road to Hazra Junction, and later its short working to the Birla Planetarium, though the latter terminal loop was still in position in 1999. In 1989, it was announced the system would close. This was reversed with the Kuwait oil war in 1990, then reconfirmed in 1992. In 1989, the peak requirement was 318 cars, with 19 articulated single-truck coupled cars still in use, but these were all withdrawn by 1993. Services over the Howrah Bridge and along Strand Road were terminated. By 1994, the number of trams in daily use had declined from 250 to 140. However, *Tramways and Urban Transit* advised in November 2000 that 169 of the 319 fleet of cars are in daily traffic.

The single-ended articulated cars are generally clean and tidy within, being fitted with fans to circulate the air. They are, however, appallingly dented outside. Motormen driving some of the older refurbished cars have windows, but most, including in all the newer cars, are protected by 'weldmesh' grilles. Cars have seating for two class, with sections of seats reserved for ladies. The newer cars have equal-wheeled trucks, with 710mm wheels front and rear. Only the front bogie is powered, having two 60hp motors. The unmotored bogies under the central articulation have 560mm wheels. Some rebuilt cars are maximum traction, the trucks apparently being remnants obtained from long closed British systems. Hornway wear in axleboxes can be impressive, with few axleboxes standing anywhere near the vertical.

A significant proportion of the suburban track is in reservation. Trackwork in the city streets is largely grooved or check-railed. Much is highly distorted. Though laid with tie rods, it is seemingly kept to gauge by the passing wheelsets. Broken joints are legion. In many cases, small inserts have been installed where a joint has been broken and worn, with the result that there are now two broken joints close together. In some cases where one rail has subsided markedly against the other, a triangular section of rail has been welded on the surface of the lower rail to let the trams down ‘gently’. In other cases, this convenience is not provided. The Sealdah flyover of relatively recent construction between Howrah Junction and Entally Junction, having been built with very soft rail, is now appallingly corrugated.

The main terminus in the centre of Calcutta, at Esplanade, consists of a series of loops, some concentric. While now somewhat reduced with parts out of use, in its original formation it was a veritable tramway clover leaf. The equivalent of Queens Square in Sydney or Victoria Square in Adelaide, it is now virtually unsealed. Exhausting air keeps a fine cloud of dust suspended in the vicinity. It is presumably a quagmire in the monsoon. One half of a defunct articulated body has been tastefully located there for the convenience of crews who are presumably allowed meal breaks.

One’s impression is of a city completely choked by vehicles physically jostling for space, whether cars, trucks, buses or trams. Most are well scraped from this jostling. Accidents are frequent. The horn is the principal signalling device. Lights at night seem quite optional on the motor traffic, often because the fittings are no longer there. Forcing one’s way through physically, moving other vehicles in the process, is not unusual. If there is space on the opposite carriageway, it is used without fear. Buses pass trams on either side on double track centre-of-the-road lines. In crowded streets in the centre of the city, getting above second notch in the trams would be rare. Two-stroke ‘tuk-tuks’ (auto-rickshaws) weave in and out at half the price of a ride in an Ambassador, seemingly valuing human life at half the price as well.

It was, however, the bi-directional tramway traffic which quite took one’s breath away in the streets with one-way motor traffic. After an evening ride, we disembarked at Entally Junction with a view to seeking a tram back to Esplanade via Lenin Sarani. Plenty were emerging from the outbound kerbside track in the street, but none appeared going the other way. In due course we noted it was a one-way street. We noticed overhead on the other side of the street near the kerb. No track was visible in the dusk and we assumed it had been lifted, so we proceeded to walk back to Esplanade against the traffic flow. Ten minutes later, we were truly amazed to find a tram on the other side of the road, running on rails sunk below the pavement, beating a difficult path against unwilling motorists and bus drivers travelling in the opposite direction. Before long, we came to Subodh Square, where in indescribable chaos a policeman was facilitating the entry and exit of trams to the north on Nirmal Chunder Street and to the South on Rafi Ahmed Kidwai Road. Our experience was completed the following day when we found a double track centre-of-the-road unsegregated line running with short but slow headways in the one-way southbound traffic of Rabindra Sarani.

Unfortunately all the workshops were closed due to Duwali during our visit, and it was not possible to visit them.

It is evident that the staff of the Calcutta Tramways Company continue to operate a major conventional tramway system under some of the greatest difficulties imaginable. The robustness of electric tramways in their simplest form is well demonstrated. Calcutta and its tramways are an experience not to be missed if the opportunity arises.

Additional Notes from the Session Secretary

John explained how at an international conference he had met someone who knew the Calcutta system and urged him to see it, promising to help with the arrangements.

En-route via New Delhi, John made a side trip on the ‘toy train’ to Darjeeling in the Himalayas. His slides showed features of the train, which runs for 60 miles three times a day, with six staff (including two to sand the tracks!) and uses Edmonson tickets!

In Calcutta, it was Juwali time (like Christmas) and traffic conditions were more overcrowded than usual. John’s slides and transparencies reinforced that impression.

He outlined the routes passing the Maidan and Queen Victoria memorial building en-route to the main termini at the Esplanade and BBD Bagh, or Dalhousie Square.

Following a World Bank grant in 1985, new trams were introduced (600 and 700 numbers) with EE equipment. All the trams are single-ended, requiring balloon loops. Some maximum traction bogies are in use, the only cars with motors in each bogie. Trolley poles are standard. Colour schemes are mixed. Destination signs are largely missing, so boards are used instead.

The tram bodies are inevitably scraped, banged and bashed due to the traffic conditions (John spoke of two-directional trams running in a one-directional street!)

Of the 300 trams on roster, some 160 are in daily service.

The system dates from 1879, with horse-trams, followed by steam, with electric trams running from 1902. Calcutta was the capital of India until 1923. After further changes, the system is now owned by the Calcutta Tramway Company 1978 Ltd, but in fact the Government runs it now, a case of privatisation in reverse.

Chair John Shaw then called for questions.

Discussion

Richard Gilbert (BTM) asked about the power supply.

Answer: Substations had been upgraded with the 1985 World Bank money, but overall the situation was like the proverbial ‘curate’s egg’.

Greg Robinson (Limestone Railway) asked if colour schemes indicate the routes trams took?

Answer: This was not so. The fleet consisted of L-class and Sundari (Hindi for beautiful) trams. Coupled cars ran until 1993.

Murray McKay (Western Springs Tramway) asked about the equal wheel cars.

Answer: Their motors are on one bogie only.

Don Campbell (Sydney Tramway Museum) asked about staffing.

Answer: Trams have a motorman, first-class conductor and second-class conductor. Fares are very cheap (75 paise – 100 to one rupee). Many conductors are graduates and all are literate in English, Hindi and a third language.

Bob Pearce (PETS) asked about the overhead.

Answer: It is conventional with steel poles (there is overhead without tracks and tracks with overhead).

John Withers (MTPA) asked about grades.

Answer: There were none. It is all flat running.

Bill Kingsley (BTM) queried the track construction on the Darjeeling line, especially the spacing of the sleepers (the rail would be 60lb or perhaps 40lb). This is of interest to the Portland group.

Lindsay Richardson (PETS) asked about loadings and odours on the trams.

Answer: Loadings were heavy and, yes, there was some smell of curry mixed with dust; nothing to worry about in the warm and dry season.

Chair John Shaw thanked Dr Radcliffe for his well-prepared session.

Disabled Access

A Problem or an Opportunity?

Presenter: John White, AETM

Session Chair: John Shaw

Session Secretary: David Williams

Introductory Remarks

The time is fast approaching when we will be legally required to provide access for disabled people of many kinds to our museums and vehicles.

Some of us have already gone part of the way in meeting these requirements, but we still have a long way to go.

There is a great variety of disability, and also degrees of disability. Probably the first thing we think of is wheelchairs. However we would all be aware that many generally mobile people have difficulty climbing into our trams. So while wheelchair access is probably the most likely thing exercising our minds in this regard, there are many people likely to benefit from some ramp or platform arrangement. However, there are also deaf, blind and intellectually disabled people who may visit our sites and we need to provide for them. A lot of this may simply be the way we react on a person-to-person basis, but there may also be infrastructural ways we can make their visit more comfortable and rewarding.

This session seeks to explore briefly the range and degree of disability, how far we should try to accommodate them and then look in detail at providing efficient, easily used and cost-effective access for the mobility-impaired.

Who are the Disabled?

More people than we might expect:

There are varieties of disability and there are degrees of disability. These can be exhibited in hearing, sight, mobility and intellectual capacity. One that often escapes attention is the 'able but older' visitor, who may struggle to board a tram but chooses not to ask for help.

How Do We Deal With Them?

No matter the variety or degree, the common thread is that disabled visitors wish to be treated normally. Therefore it is important

- To respect the need for independence;
- To respect their residual abilities and their desire to use them.

It naturally follows that

- It is important to talk with the obviously disabled and/or their carers about what level of assistance is needed;
- Museum staff must be alert to offer assistance to the less obvious ‘able but older’ who struggle as a consequence of their desire for independence, but may be putting themselves at risk in doing so.

Where Do We Deal With Them?

Museums reported most effort goes into dealing with the mobility-impaired riding the heritage vehicles. These are predominantly the ageing with slow unassisted walking, walking sticks, walking frames and wheelchairs. However, museums have to consider access issues in car parks, grounds, displays, toilets and tea rooms.

What Has Been/Is Being Done?

Most museums are working on, or thinking about, access issues, especially for the mobility-impaired. These include

- Platforms and ramps;
- Planks or sheeting to span the gap between a platform and foot or floor boards;
- Some are thinking about lifts (TMSV was thinking about a portable lift);
- Increasing the number and reducing the size of steps (the second step up into an old tram is often the more difficult).

Notable Efforts Reported

- Crich did a ‘whole of museum’ study which resulted in steps into shops changed to ramps and pathways across tracks being relaid
- Crich has developed an ‘access tram’ that has a hydraulic lift, extra-wide doors and space for four wheelchairs
- Crich has developed a guidebook in braille;
- Ballarat is developing a website which converts text to audio;
- Brisbane received plaudits all round from the general public after remodelling the toilets for disabled access;
- Bendigo uses a demountable aluminium flooring for wheelchair access at the mine and brick kerbing at foot board height.

Room for Thinking

SPER reported a drop-off in elderly visitors because of access difficulties

Crich reported an increase in patronage following its access improvements

Take a lesson from airlines: if it is at all possible, persons in wheelchairs or gophers are transferred to other chairs built to fit through tight spaces and are then transferred into regular seating

Some trams are better suited for mobility-impaired people than others and those better suited should be favoured at special events. However:

- There can be PR problems with using designated trams for disabled access because of their suitability in mixed running with unsuitable ones. Visitors don't like waiting around for the 'right' tram and families can get offside as a consequence;
- How easy is it to get a disabled person off a tram in an emergency?
- Do any trams carry stretchers, which may be a way of getting mobility-impaired off quickly?
- Kerb heights are sometimes built to running board levels, but this has not always been successful and there is some danger of slipping between the two;
- In Sacramento, the front door next to the motorman is supposed to align with a ramp in the safety zone, but it often has the effect of blocking an entrance. Also, some trams have drop-down steps, but most people seem to struggle on regardless of these facilities;
- In Portland, trams have a low floor tram coupled with a high floor tram. Some have a push-button slide from the floor to the pavement, but this can also create a trip point. The lesson to be learned is that care has to be exercised so that solving one problem doesn't create another;
- There must be disabled access at both ends of a journey;
- Care should be exercised in carrying prams and wheelchairs to avoid damaging coach work.

Goods and Services Tax (And Other Financial Burdens)

Discussing Our Way Through Taxation

Presenter: Robert Paroissien, BTM, Partner K.L. Paroissien & Associates, Auditor to COTMA

Session Chair: Peter Hyde

Session Secretary: Martin Grant

GST Advice

GST is payable on 'taxable supplies'. There are five requirements for there to be a taxable supply:

1. There must be supply;
2. The supply must be made for consideration;
3. The supply must be made in carrying on an enterprise;
4. The supply must be connected with Australia;
5. The supplier must be registered or required to be registered for GST purposes.

Supply

A supply is any form of supply and includes:

- Supply of goods and/or services;
- Provision of advice or information;
- A grant, assignment or surrender of real property;
- A creation, grant, transfer, assignment or surrender of any right;
- A financial supply;
- Entry into or release from an obligation to do anything, to refrain from an act or to tolerate an act or situation.

Consideration

Consideration will be one of the following:

- Payment of money;
- An act (supply me with an asset and I will paint your house);
- Includes forbearance (give me an asset and I will not commence legal proceedings against you for breach of contract).

All of the above can be voluntary or involuntary; it is still consideration.

Enterprise

As long as the enterprise includes an activity or series of activities done ‘in the form of’ a business or ‘in the form of’ an adventure or concern in the nature of trade. The term ‘in the form of’ is important as this makes sure businesslike activities, even if they are regarded as ‘not for profit’, will be included as an enterprise. All tramway museums within Australia will therefore be included. But of course, if the total turnover is less than \$100,000 per annum it is not mandatory to register for GST.

Do You Register for GST?

- All museums in Australia should register for an ABN;
- Whether you register for GST or not will depend on many things, but the most important consideration will be expenses incurred from outside contractors who will be charging GST on their invoices;
- Each museum will need to do their own checks on income and expenses to see if there is an advantage to register for GST.

Advantages

- Any excess GST paid to suppliers over the amount received from customers will be refunded by the Australian Government to the museum;
- The financial records of the museum must be kept up-to-date.

Disadvantages

- Must complete a quarterly Business Activity Statement;
- Will therefore increase the workload of the Treasurer.

XYZ Tram Museum Incorporated
Income & Expenditure Account for Year Ended 30th June, 2001

	Not Registered	Registered	GST
Income			
Members' subscriptions	2200	2000	200
Donations received – general	60	60	-
– museum	9000	9000	-
Sales of souvenirs	3300	3000	300
Fares	18700	17000	1700
Advertising	660	600	60
Government grants received	2000	2000	-
Interest received	750	750	-
	36670	34410	2260
Less Expenditures			
Advertising	1100	1000	100
Bank charges & duties	250	250	-
Depreciation	6800	6800	-
Electricity	1540	1400	140
General expenses	660	600	60
Insurance	3300	3000	300
Motor vehicle expenses	110	100	10
Printing and stationery	715	650	65
Purchase of souvenirs	2860	2600	260
Repairs and maintenance	13200	12000	1200
Subscriptions	407	370	37
Telephone and postage	2266	2060	206
	33208	30830	2378
Surplus for Year	\$3462	\$3580	(\$118)

Heritage Paint

A Colourful Workshop from a Locally-Based Company

Presenter: Matthew Haymes, Business Development Manager, Haymes Paint

Session Chair: Richard Gilbert

Session Secretary: Bob Pearce

Haymes Paint

In the late 1890's, Thomas Jefferson Haymes, who is my great grandfather, started a hardware store, and in that hardware store he sold all the traditional hardware products. He also had a little area out the back where he made his own paints, and I believe most hardware stores around the world at that point operated the same way, where you got your pigments, you got your raw materials, you got your solvents. You bring it out the back and you had the little bits of machinery and you did most of it by hand, and made your paint that way. His business sort of grew I guess, and he got into radio and other things.

His son, Henry Haymes, who was my dad's dad, he had a passion for paint and started Haymes Paint in 1935. I don't know a great deal about Henry Haymes, my father's father; he died when my dad was 12, so very young. We do know that he did a lot of study and a lot of learning in England, during the pre-war period, I think it was, and then after the war. He was involved in the war and got quite sick, came back and passed away very young, which was sad.

I guess that 1950, mid 50's to 1970 period is a bit of a black hole in the company's history because it (the company) went to the brothers of Henry Haymes, who I guess plodded along and virtually sent the business bankrupt unfortunately during that period. I guess they just didn't have paint running through their veins, which is something that in hindsight they have said as well.

My father David got involved in the early 1970's, after spending time in the shoe manufacturing industry, I guess for the next 15 years or so, and I remember as a young bloke it was pretty tough, and our banks have changed. The ANZ was pretty good to our survival in that period.

David was involved in the 1970's and really fought pretty hard to keep the company afloat. He would have loved to have been here today. This is his baby; he has very few passions other than red wine – probably Ballarat number one, paint number two, Heritage number three. Family is a distant fourth. He is a very, very passionate man.

Some of you may have seen his television commercials which run, and they describe the passion that the bloke has got for the product and the city.

Going through time a little bit further, Heritage paints were launched – relaunched I guess they were, in the mid 1980's. In 1989 we built a new technologically advanced factory up in Wendouree, which is [motions] that side of Ballarat. Which really, I guess, put us in stead for the next century. As we had run out of room where we were.

In the early 1990's we launched the ad campaign with David on television, not getting into the history of how that came about though.

In '95 we launched a colour system, which doesn't sound that important – a colour system, colour cards – but it was really eight years in the making, and still to this day the biggest single investment that we have made. Because up until that time we had ridden on the back of the big guys, Dulux, Wattle and others by providing paints that were aligned to their colours and their tinting systems, so we didn't make any of that R&D really up until mid-1995. So we made the executive decision – well, David made the decision back in the late 80's – to build a new factory and to develop our own colours, which Heritage is a major part of.

In 1999, we launched a product called the computer paint, which I guess for the next generation is the way to sell colours of paint – via the Internet. Effectively, you buy a CD Rom for \$30 and put it in the computer and you can paint your house all of our 113 colours, print it out, and it will give you a 90-95% view of what your house will look like, on the inside or the outside with the various colour choices. You can then just click on a button, which takes you to the Internet, which says “how big is your room?” and you can order your paint. It should be there the next day. Now that is the theory; it's not working yet, but it is pretty close.

To give you a bit of background on Heritage, as I say it was sort of relaunched in the 1980's and we made Heritage paints. Henry Haymes and Thomas Jefferson Haymes had made paints by that traditional method and you were pretty restricted as to the colours you could get early in the century, as you were really using pigments straight out of the ground. What they would allow you to do was your deep Brunswick Browns and your rich reds, your vanillas and your creams – all your pretty basic sorts of colours.

Ballarat is a very old town, as you are well aware, and all the houses in Ballarat were painted in those old traditional types of colours back at the turn of the century.

In the 1980's it was pretty interesting and I have only heard the story really from talking to people in the company. How it all eventuated was a lot of younger couples could afford to buy all these really cheap terrace houses and older Victorian and Federation style houses, and they were interested in restoring them to their former glory, and as a lot of people now do as well.

David said, “Yeah, we made all that; we have still got all the formulas” that are 80 years old, of how you make all the traditional Heritage colours. So we started throwing a few batches together and they came literally out of the factory floor. It was, “Oh, that's not quite right, and it's not quite rich enough”, and from that a range of Heritage colours just developed. As I say, David is a very passionate man and is heavily involved in the community, and with his contacts I guess more people were asking, “How can I get my hands on these colours?” So that was the Heritage range; that's where it was reborn from. And at the same time it was happening in other parts of Australia with other manufacturers as well. I guess what happened at that point was we had a critical decision to make. We could either make it the traditional way or we could do it with new manufacturing techniques. And probably for economic reasons we made it the old way because we had all the equipment. We had the old bore mills and the old ceramic bowls, so you just chuck everything in and you turn on the bore mill, let it run for three or four days, and your paint would come out at the end of it. Whereas the new techniques were very fast, using

glass beads, and you could whip a batch up in a couple of hours. By doing it the old way, by using bore mills, it would just gain you that richness and unique texture of the product, versus the new way of doing it with tinting. You go into a paint store, you get a can of paint for a base, they put it under a tint machine. Ours are all factory-packaged and factory-made colours; whether they are salmon pink or Indian red, the colours were made in the can and shipped from the factory at that point. So it was a bit of luck, I think; no massive marketing strategies, it just happened.

I guess David then just saw an opportunity to establish us as a fair dinkum manufacturer of paint and paint products. We had been strong in the country areas for a while, but cracking the Melbourne market was pretty difficult, because it was all price, price, price, and if you went in with a price that you wanted to pay for it you were going to be seen as just another paint brand. So getting Heritage up and running, packaging it and doing the appropriate merchandise with it, it allowed us to go into Melbourne in a small way and create a point of difference. The first place David visited was Myer in Melbourne and he went in there and sold it to the bloke who buys paint in Myer. We were in there for two and a half years and we sold one litre. It didn't matter because that opened us up to going to paint specialists and paint stores throughout Melbourne and saying, "Oh, our paint is in Myer" and it worked.

Effectively what happened in those early days was we had – not really the early days, but in the 80's – we had about 12 or 13 distributors who took on our Heritage products and we advertised through Home Beautiful. Just basically we had very plush dining rooms and Heritage-style dining rooms and beautiful old tables and candelabras and just with a little "Haymes, makers of fine quality paints". It created a demand. We also got involved with the National Trust of Victoria, not as an official sponsor at that stage but just as a preferred supplier. And I'm sure there is a commonality among the National Trust members who are interested in bringing things back to their original glory, and they went out there looking for these products. At the same time we started getting normal wall paint into a few stores and people thought, "Hey, this stuff is pretty good too". All of a sudden we had these distribution outlets forming in Melbourne where Heritage was becoming the flagship, if you like (but only representing at its absolute peak 7½% of our total sales, as it was a very specific market for people who were willing to pay a premium price), and by a number of stores who carried a large amount of stock in their store to be able to service that market. Heritage in hindsight was one of the most critical things that we did to establish firm and strong distribution channels in Victoria.

At the same time we had sponsorship, like here with the Haymes Heritage Miners, the basketball team for three years. That was a fantastic involvement; they got national exposure. Then the price tag went up obviously and we couldn't afford it, but it was a terrific opportunity for us. When Heritage became involved with the National Trust, initially as a preferred supplier because the conservationist architects (down in Melbourne in particular, and in Geelong) recognised Haymes Heritage paints as the real thing for restoring. From that my father was having a conversation over the fence at the beach with the chairman of the Trust back in the late 80's. They thought, "We should put something officially together where we recognise it (the paint) and because I love restoring houses," said David, and since 1990 we have been the official restoration paint of the National Trust of Australia, in Victoria, South Australia and Queensland. All the other states are locked into contracts with other manufacturers. This was

another key point to our distribution in metropolitan Melbourne in particular, as people hadn't heard of Haymes Paint, because at this stage we weren't on TV. People would walk into the paint store and say, "I would like a can of low sheen acrylic to paint my bedroom walls" and the bloke would say, "Have you heard of Haymes?" and they would say, "No I haven't". "It's 100% Australian owned, it's made in Ballarat for about 100 years". And they would say, "Oh, that's good" and then they would say that it is the official restoration paint of Victoria, and that sold the can of paint every time. So our involvement with the Trust is basically David wanting to help out with restoring old properties that has been an integral part of our marketing plan as well. I put it down to David being a pretty high moral sort of bloke, and I guess he is community involved, and his wish to just do things for the right reasons does pay dividends, so I think it has been a pretty good lesson for me growing up.

Where are we today? Well, I don't actually work for Haymes Paint. I haven't been in the company for 18 months, but I can't get away from it. I love it. I'm on a five-year sabbatical and have just finished with the local newspaper, and I now work for a personnel company. Haymes employs 100 families in total throughout Australia. We have distribution pretty much throughout Australia. We have some holes, Sydney metropolitan market being the biggest one, which is a shame, the city with the biggest population, but pretty much we have covered most of Australia.

We only sell our paint through paint specialists; it comes back to David not wanting to deal with the purchasing officer of a big hardware group like Bunnings, where it was all down to the final cent. He basically said he wanted to deal with people who own their own business, just like me, who have the bank manager on their back and have to worry about the people working with them, and have a commonality with the way they run their business. We are number one in paint specialists in Australia; in Victoria we are the number two brand, behind Dulux, in brand recognition and sales. The paint specialist market is a diminishing market, and I guess with the evolution of Bunnings and BBC (they are really these big mass merchants that flog off products pretty cheaply), paint specialists are struggling, there is no doubt about it. So our tactic has been to get involved in paint specialist groups, namely a group called Paint Right, which is exceptionally strong in Victoria and is growing throughout Australia. We have 78 members now, which isn't bad. And there is also Paint Place, which is very strong in Queensland and New South Wales. They are our preferred suppliers, but really our business partners. We try to say, "Well, how can we look at your businesses and try to improve the cost efficiencies of doing it and taking a lot of the traditional costs of manufacture and retail out of doing business?" In other words, we develop a product that they are asking for and instead of us going out there and flogging it to them, they are basically buying it because they are involved in the development process. So a lot of the business cultures are changing. We are undergoing changes that I guess any business has during its life cycle. The manager, David, is now approaching 60; I'm out of the business for five years, plus my sister just had her first baby, and my brother was working for SOCOG, my brother-in-law is managing director of the business, we have people who have been there 40-50-55 years that are now retiring from the business. There are a lot of changes happening and I won't say it's all a bed of roses because it's not, with the Australian economy and the Australian dollar (which I have written down a whole bunch of weaknesses). But for all of those things, I think if you have the right structure and culture within your business, you can survive it. Because we are relationship manufacturers, we are not trying to flog a can of paint to

anyone, we are doing everything I guess in conjunction with our customers and our clients, we will survive; we will be here for hopefully a fifth generation and a sixth generation, and hopefully a seventh generation.

Which interestingly enough someone said to me this week, “Oh, you’re third generation. Must be a real concern. Statistics show that a third generation breaks the business.” I said, “No, I’m fourth”. And that is convenient, because if you look at it from 1935 onwards, we have incorporated Thomas Jefferson Haymes. So the business is looking strong for the future. Heritage still plays an important role. Heritage still makes up 7% of our total sales.

We are launching into New Zealand next year, I am told, which is an exciting prospect for our company, because I was over there two years ago doing some research and there are so many commonalities between our two countries, it is remarkable, and heritage and restoration is just another one of those commonalities.

We have a great team of people, which is going to be key to our survival. Just a little story: we had one bloke, Tom Blanky, who lived in Ballarat all his life. He is really the link between Henry Haymes, David Haymes, and now myself, because he has been through all of the generations. He has been with the company 50-odd years. He retired last year, and he was gone two weeks. He came back in one morning, and David said, “What are you doing here, Tommy?” He was in from the country and said, “Oh, I have to travel in to get my payments every day, might as well come back to work for a few hours”. And he does. Comes in every morning at 8 o’clock, loads the trucks, delivers some paint, makes a bit of paint. Goes home at 10.30 and makes his wife breakfast. So with a culture like that and your people, you can’t help but to survive and stay buoyant for the future. So we are very, very fortunate. Another advantage of being small – and when I say small, we are number four in Australia – but the big three, which are Dulux, Wattle and Bristol Taubmans have brought everyone else. Dulux owns Berger, Cabbotts, Intergrain, and the list goes on. Wattle owns Solver, and a whole bunch of other smaller companies, and Bristol Taubmans are now South African-owned. So Haymes has been the only 100% Australian family-owned business and someone I guess small businesses can relate to. We are really their only option and they are really our only option. And we co-exist really, really well and we have wonderful plans for the future, not traditional plans. But it is hard work, don’t get me wrong. It’s probably harder to get everyone to agree to strategies for the future, and when you have got 100 minds of 100 small businesspeople all dotted around the country all trying to get direction, that is a pretty tough process. But after three years of having Paint Right, our distribution arm, up and running, we are making some massive headway, and we will strengthen that distribution arm for the future.

Pretty much that’s as much as I can tell you about Haymes Paint. My involvement has only been brief in the history of the company, but I will definitely be back there in three years. If there are any questions about our business, Heritage in particular, I am more than happy to answer them. As far as the makeup of products, I spent six months on the manufacturing floor so I am not that good with it, but I have a bit of an idea.

Thank you for the opportunity for talking to you and I look forward to answering any of your questions.

Discussion

Question: Due to the technology these days, I see that you are trying to get out of preparing paint – you know, with putting the undercoat on and the gloss and all this. How much research goes into something like this so that the product is just as good as the old method of four coats and getting it all right? Something I was worried about.

Answer: “You have reason to be worried too. I only base it on Neil, who is our technical bloke, who has been with the company for 43 years and he has gone through enormous changes within the industry during that time. It all comes back to marketing from the big companies. The marketers see an opportunity to flog off more product and they will do things to cut corners. And Neil was saying that we won’t put a product out until we get it okay, which is all a bunch of hoo-ha. There are definitely advances and there are products such as Taubmans 3 in 1 where you don’t have to do your primer and your three preparations. They are not as good, but they are a huge jump from where we have been. The traditional methods are the best, but that has been the case for 100 years too. It’s economics, I guess, in many respects, as people aren’t willing to pay as much for a product, whether it be a car or a can of paint; the quality does drop off. I think that is where we have a bit of luxury in comparison to the big blokes, where 30 or 40 cents a litre to us doesn’t really matter as we are only producing smaller amounts, whereas to Dulux, who produce billions of litres a year, it’s a heap of money. We try to keep our raw materials at the premium end of the market, when we search the world to get them, where the bigger companies do have to start cutting corners slightly to get the costs down. To answer your question, a lot of it is marketing, and there are exceptions to it, but traditional methods are still the best methods. We haven’t been proved wrong from what worked 30 years ago and we do all the testing from Queensland to pretty harsh conditions in Ballarat.

Warren Doubleday (BTM) commented on the technology of these days, the advances in paint production. New types of paint are allowing for price, however quality is not as high as hand-made paints. The main problem is marketing.

John Radcliffe (AETM) commented on the varnish of wooden trams. Technological progress – UV resistant, prepared product to suit company and type of finish and surface.

Bruce Gamble (MOTAT) commented on the database of colours, etc. Use of new paints over lead-based products.

Bob Pearce (PETS) commented on producing product from samples.

Richard Gilbert (BTM) commented on interact via the web – www.haymespaint.com.au.

Tramway Infrastructure – Are We Preserving the Technology?

Presenter: Craig Tooke, MTPA, Executive Officer COTMA

Session Chair: Richard Gilbert

Session Secretary: Bruce Gamble

Additional Notes from the Session Secretary

Craig's paper advanced the view that maintenance of our tramway museum infrastructure (tramcar mechanical and electrical systems, electrical supply and distribution and permanent way, etc) is as important as other conservation aspects. He highlighted problems in keeping our museum tramways going: ageing technology, declining skill base as the membership ages, difficulty in finding industrial capability for maintenance, repair and replacement.

What are we doing to maintain records of our infrastructure for the future? Do we know what is installed? How it works? How to fix it when it fails? Where the expertise is?

Craig pursued the idea that not only do we need to maintain records, but also develop good collections of industrial textbooks, our links to professional engineering groups and schemes for encouraging and training younger members. Is the passing-on of technical knowledge a priority in our museums?

This work need not be dull and boring, but vital and interesting.

Discussion

Richard Gilbert (BTM) commented that the ICS (International Correspondence School) series of texts are a valuable resource.

Craig noted that the information in these is referred to not only by *museum* tramways.

David Frodsham (TMS/Crich) commented that maintenance of this sort of information is a key job for Crich's librarian. It is used by the workshop staff and international researchers. There is possibly a central role for COTMA here.

(Your scribe found the Crich archive a welcome and *unique* source of manufacturer's drawings for the c.1937 EMB L5 lightweight trucks purchased by the Auckland system for six of its Streamliners).

Craig asked what people felt about a register of patterns and drawings.

Alan Bradley (BTM) noted that he has a list of patterns of the former SEC. It was clarified that these are in fact a list of component *drawings* (not patterns) now held in the Public Records Office.

John Radcliffe (AETM) recounted his inquiry to Crich regarding the Brill portable vestibule cars. Rosie Thacker (Crich librarian) was able to put John in contact with Deborah Brill in the USA, who is the current family historian and a mine of information concerning the Brill company and its products.

David Frodsham can be contacted concerning the means of obtaining information from Crich, the London Transport Museum and the National Rail Museum, York, all of whom maintain liaison regarding their collections.

Warren Doubleday (BTM) questioned if we are working enough with younger members. How do we upskill non-technical people in hands-on understanding and solution of day-to-day problems? He gave an example of how hands-on workshops could be used to demonstrate fault-finding in controllers. A further example of simple techniques to be taught was using a magnetic compass to determine the correct connections when sorting out the field-coil connections in a motor. He also referred to a good paper produced by the Seashore Trolley Museum (USA) a few years back on maintaining motors (Craig Tooke holds a copy). Warren noted that people like him with a technical background were beginning to suffer from ‘chassis rust’ and needed to pass their responsibilities on.

Insurance for Tramway Museums

Defining our Insurance Needs and Providing Opportunity

Presenter: David Lloyd, General Manager & Grant Sigvart, S.A. Manager of Stanley Plantzos Insurance

Session Chair: Barry Ollerenshaw

Session Secretary: Larry Day

Notes taken at this session were not retained, hence no record can be printed.

Financing the Railway/Tramway Operating Museum – What’s Changed?

Looking Back at Lon Wymond’s Paper of 25 Years Ago (contained in Appendix A)

Presenter: Graeme Breydon, Chairman, Emerald Tourist Railway Board

Session Chair: Barry Ollerenshaw

Session Secretary: Keith Kings

Introduction

Twenty-five years ago, the first tramway museum’s conference opened with a paper (see Appendix A) from my Puffing Billy colleague Lon Wymond. I felt that for this jubilee conference it would be appropriate to re-visit his paper and consider its ongoing relevance. His key points are summarised in normal font below with my additional observations shown in italics.

Lon considered the financial development of community museum-type projects to be broadly similar. He divided the railway/tramway museum projects into two groups:

- a) Those aiming to preserve an existing line, both the physical assets and atmosphere, nostalgia, scenery, etc (for example, Puffing Billy, Ballarat Tramway);
- b) Those who seek to establish operation of a museum collection in a demonstration setting (for example, TMSV and many others).

At the time, new heritage transport operations and folk museums were still springing up in Australia but, with a few notable exceptions (eg Portland cable tramway in Victoria) the rate of formation has tapered off. However, governments are now pouring money into re-development of their own major cultural institutions such as (in Victoria) ScienceWorks and the associated Planetarium at Spotswood, the Immigration Museum and Museum of Helenic Antiquities in Flinders Street, the new Melbourne Museum and Immersion Cinema (and adjacent Imax Theatre) in Carlton and the forthcoming Art Gallery re-development (St Kilda Road and Federation Square) and Cinemedia facility (also at Federation Square).

The Inevitable Need for Capital Injection

Each group, Lon suggested, had differing financial priorities. In the first case much could be done with voluntary effort and scrounging even without significant initial finance. The second group was often faced with huge financial needs early on to purchase and move exhibits, acquire a site, etc. However, he suggested that whilst both might start with minimum capital they would, sooner or later, both need a significant capital injection. To think otherwise would be living in a fool’s paradise.

I would take this further and suggest all such entities need periodic capital injections. Even if the initial funding is generous, over time there is a need to address changes in visitor expectations (eg interactive displays, higher standard toilets), access requirements (eg for mobility-impaired visitors) and health and safety standards (eg rail accreditation requirements).

If sufficient finance is not forthcoming there will be a downward spiral of tatty appearance, service breakdowns and possibly even accidents. It may be relatively easy to gain occupancy of a significant running line or to construct one using employment scheme labour and second-hand materials but sooner or later a bridge or vehicle will require heavy repairs or those \$25 notes under the track (also known as sleepers) will rot away and need replacement. Even static museums are faced with rusting roofing iron and weathering of timber-clad walls in relatively short timeframes.

Consider the funding history, visitor number trends, organisational changes and presentation of the following Victorian transport and outdoor museums:

- *Yarra Valley vintage railway (Healesville) – Commenced with large-scale federal funding but not enough to establish proper railway operations and now struggling to operate trolley services on a reduced length of track;*
- *Old Gippsdown (Moe) – A one-off lease of part of the site for a McDonald's deferred a collapse but to visit today requires only a gold-coin donation to enter a trash and treasure market conducted in the grounds;*
- *Swan Hill Pioneer Settlement – The state government wound up the statutory authority and handed the whole enterprise back to the local council;*
- *Coal Creek (Korumburra) – Has dabbled with a couple of attempts to add a railway for life and movement but where the whole operation has closed down several times and offers to lease out the whole complex have resulted in few serious responses;*
- *Mornington Railway Preservation Society – Until forced out of the 'nest' at HMAS Cerberus faced an uncertain future but has now undergone a remarkable rebirth.*

Lon's greatest concern wasn't the early phases of (a) development and (b) initial operation (a proving period) but the phase of (c) continuing operations where funding of capital requirements becomes an issue. For a limited period capital requirements might be met from operating profit but 'saving up' for the next big expenditure item can be painfully slow.

He dismissed commercial loan funds fairly briefly as generally being unavailable to most groups because of problems in offering adequate security.

His discussion overlooked private funding beyond the membership donations and raffles level but at Puffing Billy private charitable trusts have become a significant funding source over the past decade.

As our membership ages, bequests are also assuming greater significance.

Government Funding

His core concern was “the vexed question of Government grants”. He felt that, at Puffing Billy, “the very success of our operation is counting against us when the dollars are being handed out. What is not fully appreciated ... is that success doesn’t necessarily mean big profits. Hence we feel somewhat aggrieved when we see money being handed out ... to all sorts of embryo[sic] tourist attractions [when] none has come our way to help what is widely acknowledged as a major tourist/recreation attraction”. *I would have to add that the “they’re successful so don’t need help” attitude also seems to apply to some private philanthropic groups too.*

Some of Lon’s key points on government funding still largely hold true, including:

- Keep quiet until you are in a position to ask for – and spend – a reasonable sum;
- Indicate what, if any, the ongoing requirement for capital is going to be over a 5-10 year period;
- A relatively few dollars spent in preparing an attractive and well-documented submission could be the key to success; *[Look how Robert Green’s impressive ‘Hawthorn Depot’ booklet resurfaced nearly 20 years later! Desktop publishing software has lowered costs in this area but makes it harder for your submission to stand out from the crowd!]*
- Be honest in your claims and proposals – your proposals will be subject to verification and you may be asked to substantiate the claims you make;
- Be cautious in any lobbying you embark on – it could backfire very easily and in any case is often regarded with disfavour.

Lon wrote in an era when government funding programs were less structured. Today I’d have to put at the top of the list the need to understand and address the objectives of the funding scheme (whether from government or the private sector).

At Puffing Billy we have a long pre-costed ‘wishlist’ of projects from which we pick the item which best fits the potential funding source. Our internally-generated funds are reserved firstly for ultra-high-priority works for which we cannot find an external source (eg many OH&S-related works) and then to meet any ‘matching contribution’ required to secure external funding for priority one and two works. We hope to progress to a stage where wishlist items are not only pre-costed but pre-designed so that we don’t get caught out with cost blow-outs.

The Treasurer and Budgetary Process

As an accountant, and treasurer of one of the two bodies involved in the Puffing Billy enterprise, I commend Lon’s words on handling and control of finance to all of you. Even with a full-time accounting staff I’d have to agree that the treasurer is often the busiest executive member and, without proper support, can sometimes be the lone voice against some proposal which the organisation may not be able to afford but which has great emotional appeal.

Your President or Chairman has a particular responsibility for supporting the treasurer (and secretary) and for educating the broader member/volunteer electorate that his or her unseen

work is at least as important (and arguably more so) than that of someone who works (or plays) on-site.

Local Government – Handle with Care

The Puffing Billy view on local government continues to be that it is better to preserve your independence as long as you possibly can. We continue to be faced with frequent changes in council policy impacting on Puffing Billy as councillors change over time.

That said, we put an enormous effort into maintaining close relationships with both our local councils and into educating councillors and officers about our activities. We are quick to organise a formal inspection visit within a few months of elections as a demonstration of our professionalism and to remove any misconceptions they may have about us (and there are usually many!)

Concluding Remarks

Who could argue, even today, with Lon's summing up?

- It is of utmost importance that you keep your financial house in order. You must be able to demonstrate that any request for assistance has not resulted from your inability to manage your project properly;
- It is necessary to show that your project is financially viable – governments won't back a loser – and that you are not seeking an operating subsidy.

What else can we add?

- *Funding requests cannot just focus on what you want. They must be framed in terms of what the funding body is trying to achieve. Only when your project and their objectives match will you have a chance of success.*

Discussion

John Radcliffe (AETM) – How has the management of projects and grants changed over the years?

Answer – The conditions of how money is spent and how projects are managed have been tightened.

Bob Pearce (PETS) – What about the conditions of use of money and labour under the Work for the Dole scheme?

Answer – It is a matter of insurance cover. 'Active' work is not allowed but 'passive' work is permitted. The Puffing Billy Preservation Society has recently had this problem and is exploring the position.

Lewis Nyman (BTM) – The supervision of community service order workers was sometimes a problem.

Answer – Some people become good workers and there are ways of getting around administrative and supervisory problems.

Bruce Gamble (WST) – New Zealand had led the world in desocialising government functions. Would Australia follow suit?

Answer – The opinion of the past Kennett government in Victoria was that ‘Governments should steer, not row’. This situation will possibly change now that there is a new government in that state.

Bill Kingsley (BTM) – Spoke on the problems of cost and size. How big should a museum be? Was there a limit to expansion?

Answer – A museum should not ‘bite off too much’. It is hard to stand still and some form of ‘expansion’ should continue, but it must be in a viable form and a sound move. Opportunities must be seized, but must not be too big to be safely handled by the society concerned. It must be thoroughly investigated/costed/analysed before being commenced.

COTMA – The Beginning

How Did COTMA Really Start? A Hitherto Untold Story

Presenter: Bill Kingsley, BTM, Inaugural COTMA Executive Officer

Session Chair: Colin Seymour

Session Secretary: Peter Kahn

and

COTMA – To the Present

The Development of COTMA Over the Last 25 Years

Presenter: John Radcliffe, Inaugural COTMA Chairman

Session Chair: Colin Seymour

Session Secretary: Peter Kahn

COTMA – The Beginning

It is both a humble privilege and a great joy to stand before you this morning and to gaze upon this sea of smiling, friendly faces. You are the vital, living endorsement of actions that I took 25 years ago in response to an inner vision. It was a vision that demanded attention, a vision that came twofold – a compelling need and a very relevant opportunity – and led to my convening of our first conference in 1975. That vision has never dimmed.

But how did it all really happen? From whence did the vision develop? There follows an intriguing story that has never been told in full before nor recorded.

In the closing years of the vast and exciting Sydney tramway system I was an occasional visitor to that fair city for the fundamental purpose of riding the trams. I enjoyed the curvaceous route to North Bondi via Bellevue Hill before its truncation. I treated as my own the ride to Watsons Bay – through Kings Cross, around Rose Bay, fantastic harbour views from what we know today as Heartbreak Hill, waiting for the Up tram to come off the single track at the Lighthouse, and that magnificent descent through The Glen into Watsons Bay. A favourite tour was to catch the ferry from Circular Quay to Neutral Bay, interchange into the waiting K-class, grind up the hill to Military Road, and return to Sydney on a corridor tram over that great bridge in the sky and through the tunnel to Wynyard.

But then, someone stole my trams from Sydney. No longer did trams glide through the city streets. No longer did they wait for me at a beachside terminus. No longer did the conductor scramble along the footboard of the toastrack. The formation in The Glen became the scene of ghostly memories. Sydney had totally and irretrievably lost a great asset. Or so I thought.

In January 1967 I was enjoying a camping holiday to Sydney in Jenny, the first of my four VW minibuses (yes, it was red and white). One fateful day as I drove towards Sutherland from the south along the Princes Highway something nostalgically familiar moved in the trees to my right. It couldn't be; were they not all scrapped? But it was indeed a real Sydney tram. I turned right from the Highway. Pure joy. I had discovered the South Pacific Electric Railway. I arrived as a total stranger. The staff were friendly. I was made to feel very welcome in a relaxed atmosphere surrounded by real, live Sydney trams. Thank you, SPER. The foundations for COTMA were laid that day in the Royal National Park.

I returned again in January 1973, this time by train.

It must have been those visits to SPER's Royal National Park site that encouraged me to become active with the Ballarat Tramway Preservation Society later that same January in 1973 (plus a need for some hands-on experience at trackwork). There, at Ballarat, of a weekend and in our gumboots, we would wallow in the mud at our South Gardens site, three woolly jumpers on in winter, building a tramway. On Saturday night we would sleep in the trams in the depot (with none of the comforts enjoyed by PETS at Whiteman Park). The evening was often spent with an old-time slide show, usually trams, trams, and more trams.

One such evening, one of our wandering participants showed slides of his recent visit to Adelaide and of magnificent Glenelg trams back in their original colour scheme. For me, two dimensions were not enough; I had to go to Adelaide. That is when a most extraordinary and incredible sequence of events started to fall into place.

My normal travel agent could not book me into my usual Grosvenor (all the en-suite rooms were taken) but recommended a little historic hotel called The Earl of Zetland (note the Sydney tram terminus and the close spelling to Zealand) at the corner of Gawler Place and Flinders Street, which I accepted happily due to its proximity to the Victoria Square tram terminus.

So, in May 1973, I Overlanded to Adelaide and took up residence at The Earl. Arriving Saturday morning I decided to pay my first ever visit to St Kilda and the AETM the following day (Sunday). How will I get there? No public transport. I'll order a taxi. So Sunday morning I trode down the stairs to await my taxi. As I passed through the foyer I could not but notice a fine young man in clean working clothes waiting near the reception desk. He was also aware of me and there was a strange sense of friendship between two strangers as we said hello and I walked past.

Taxi to St Kilda. The taxi driver actually knew where it was! Wandering around the site for awhile, I was befriended by AETMers Iain Jamieson and Greg King, who adopted me for the day when I told them that I was from BTPS. As they showed me around there appeared from the depths of the shed that same fine young man who had been at The Earl that morning. I was introduced to Ron Jenkins.

Soon it all made sense. Incredibly, Iain was the son of the owner of The Earl of Zetland, the Jamieson family lived on the premises, Iain and Ron were both AETM members, and Ron and his car were Iain's means of transport to/from St Kilda that day.

Early in the afternoon a car with Victorian registration plates pulled in. Mr and Mrs Maurie Hall of Ballarat had arrived with young son Andrew. Recognising me, the former deposited the latter in my tender care and sallied off for more relevant pursuits.

As Ron, Iain and Greg showed Andrew and I the route of the new track to St Kilda Beach, it became very obvious that we were sharing not only a new friendship but a dedication to tramway preservation that transcended museum and state boundaries. The first bricks in COTMA's stage were being placed on that foundation from SPER. Ron had two extra passengers back to The Earl that evening.

Well, Iain had all these beautiful tram slides stored at The Earl of Zetland. More bricks for COTMA's stage were set in place in a little room at The Earl over several evenings of the ensuing week as Iain and I enjoyed our own old-fashioned slide shows. Unfortunately, The Earl of Zetland is no more, for a relevant part of COTMA's prehistory has since been demolished.

Duly I returned to Ballarat. During the months that followed I became very aware of the frequent visits to Ballarat by members of other tramway museums. Often they were not satisfied just to be spectators and would grab a spade or a pick, lend a hand lifting rails, and always join us for coffee and chatter around the table. Well do I remember the same Ron Jenkins bogged to the ankles digging a trench around our depot. At the same time, we BTPS members were also making frequent forays, particularly to Bendigo and interstate. It was most evident that we all shared the same zeal, the same joys, the same problems, the same hopes.

The message was coming home to me loud and clear. If we were all informally responding to a need to get to know each other and to extend our friendships, why not do something formal about it?

The answer was for a conference to share ideas, problems and solutions, and to get to know each other even better.

Anzac Day 1975 created a long weekend. Here was the opportunity.

I was a member of the BTPS Board at that time and early 1975 put to the Board that BTPS should host such a conference in Ballarat over that Anzac Day long weekend. It was a big ask. Financially it involved a considerable investment from a young volunteer community, a financial gamble. To its everlasting credit, the Board accepted the proposition (warmly but with some hesitancy) and gave to me the honour to form a committee and convene a conference.

Supporting me in that committee were Geoff Cargeeg (as a most dedicated co-organiser), Allan Harnwell (to control the finances) and Clyde Croft (as BTPS Secretary). We co-opted Bill Jessup, Richard Gilbert and Barry McCandlish to help. We decided to call the event CATM – Conference of Australian Tramway Museums. We invited all our known fellow museums to come.

I well remember the reprimand from down south along the lines of typical mainlanders forgetting about their island counterparts. Sorry, Hobart. We (the committee) did not know about you. We quickly sought forgiveness and invited the TTMS along. Somehow the news

carried across the Tasman. The Kiwis wanted to be part of it too. They also were welcomed and their intending participation added even more vitality to our task. How relevant! It was the Anzac weekend, and as we remembered the sharing between Australians and New Zealanders in time of war, we were coming together again to share in a quite different pursuit.

Since it was the State Electricity Commission of Victoria that abandoned its Ballarat tramways, would its social club allow us to use its Electra Hall? No worries. Since HA Davis Motor Service replaced the tramways, could they supply us some buses? No worries. Geoff organised for the oldest buses in the fleet and so started a tradition that seems to remain to this day. The Convenor's VW microbus (now Esmeralda, the second of its line) was also commandeered, creating yet another local tradition.

Accommodation! Panic! It was to be Anzac weekend. Ballarat was host to a huge variety of social and sporting events and numbers of returned servicemen and women coming home for remembrance. Every motel was booked out. Well, every motel in the guide book. The Arch Motel was still under construction when we booked the whole motel. Not enough rooms? No worries. The use of lots of 'low boys' nearly doubled the accommodation, a real crowded house! Some overflow was to enjoy the nights and the trains at Bungaree House. The stage on which COTMA could be built was ready.

Lon Wymond, Chairman of Puffing Billy Preservation Society, was our first guest speaker. David Rawlings from SPER presented a case for "the formation of an Association of Australasian tramway museums". A tall young man also from SPER offered "Trolley Wire" as the voice of such an association and has been our editor throughout our 25 years. Please applaud Bob Merchant. Graeme Breydon (then TMSV) and Dr John Radcliffe (of AETM) were also speakers and are again speakers at this conference 25 years later, although both in different roles.

But that first conference was mainly of workshops, 24 workshops, up to five parallel at a time. We discussed matters of management, finance, engineering, trams. We shared, we gave, we learnt.

What had really happened was that BTPS had reached out to all its fellow museums in Australia and New Zealand. We had created an extended friendship. We had taken a major step forward. We had found that to be part of an Australasian-wide movement enlarged the compass of enjoyment of our dedicated hobby far beyond the limitations of our own individual museums. We were all so much better for our sharing. We now all were one, in a huge and rewarding way. This remains the basis of COTMA to this day.

On the last day of the conference, on Sunday April 27th, 1975, the presidents and chairpersons of all the museums present called their own special workshop. I was not there, but I well remember our late Bill Jessup of BTPS emerging from that workshop to tell me that they were officially forming a "Council of Tramway Museums of Australasia", that Dr John Radcliffe would be the inaugural Chairman; would I be his Executive Officer? Yes.

COTMA had been built upon the stage. The vision was complete.

It is for John to take up the story from here.

Thank you, one and all, for your continued, essential and wonderful support of your COTMA.

Additional Notes from the Session Secretary

The Beginning

The idea really started with the AETM and SPER.

Bill Kingsley asked why Colin Seymour's hair is now grey.

He said he was glad to see smiling faces.

Reviewing to 25 years ago, he went back further to the last days of the Sydney tramway system, mentioning among others the Watsons Bay and Neutral Bay lines and across the Bridge. Then, in 1961, no more trams.

Coming to Sydney in 1967, he was approaching Sutherland from the south when he saw a Sydney tram – the Sydney Tramway Museum. Here he found a welcoming feeling of friendship.

In 1973 he visited Sydney again, then became active at the Ballarat Tramway Museum, spending weekends in Ballarat with night slideshows.

Bill then visited the St Kilda museum of the AETM and, after witnessing the friendly setting of St Kilda, felt something missing in his mind. In January 1975 Bill was back again at SPER and felt the need for something to link the museums.

The BTMS afforded the organising of a conference of tramway museums. Originally intended for mainland museums, Tasmania was then included (TTMS) then also New Zealand.

Ballarat reached out and COTMA was formed at the final session of the conference.

To the Present

John Radcliffe spoke supported by electronic slides.

He quoted from the first conference proceedings the principal purpose “was to bring together the office bearers of the various tramway museums in Australia so that we can learn from the expertise which each might have, or have developed over the years.”

John referred to a list of conferences and participants and the gradual increase in member museums – now 16 at this conference, with 108 participants.

What we have talked about over the years:

- Accounting matters;
- Advertising;

- Mechanical – air systems;
- Internet;
- Disaster management;
- Planning;
- Safety;
- Security.

Success and Benefits

- Networking – equipment, visits;
- International recognition – eg TMS Crich;
- Confidence to tackle major restoration projects.

There have been specific successes and also failures, such as no means of knowing what's happening in museums.

Looking to the Future

Many of our museum visitors no longer remember the trams in service.

However, volunteers are now offering their services to museums. There is now a need for succession planning. This leads to issues such as specialised manufacture of parts, social, technical, environmental etc. This has been experienced by the TMS at Crich.

What we cannot do is look inwards.

Discussion

Bob Pearce (PETS) – to both speakers: What did Bill Kingsley see as his idea?

Answer (Bill Kingsley) – Questions being asked – how, etc. Technical sharing – didn't know what to achieve – probing.

(John Radcliffe): It was competitive among museum groups in Victoria Relationships – reflecting of what each was trying to do. All have strengths and weaknesses. Combining capabilities.

John Shaw (PETS) – As we are getting older, he barely knew the early years in Perth. Is there any chance of recording for posterity the formation of COTMA:

Answer (Bill Kingsley) – His presentation was based on his slides and the article in the proceedings. He never saw it as a challenge; he just wanted to do it.

(John Radcliffe): What is the market? Is it for us or more general? He referred to the book *Trolley to the Park*. The question is, what are we trying to achieve?

COTMA – The Future

A Discussion to Define our New and Evolving Directions

Presenter: Lindsay Richardson, PETS, current COTMA Chairman

Session Chair: Colin Seymour

Session Secretary: Peter Stock

Notes from the Session Secretary

Lindsay commenced this session with the quote, “Look to the past to find the future”. He referred to a remark that in early days PETS was thought to not be able to establish itself, but this was “spur under the saddle to attain better things”.

Looking back, all groups are still in existence, with the exception of one that failed. Member organisations comprise 80% traditional museum operations and 20% commercial museums.

Lindsay expressed a note of caution – preserve the past? preserve the future (eg Melbourne Z)? COTMA as an organising body handles tramcar distribution and spare parts. It has been held back in this since 1990.

He referred to the stored trams at Newport with the general observation and comment that the Victorian Government has to listen to all community views, and that includes “paddling through” minority non-tram museum bodies.

COTMA also provides to member museums:

- Bi-annual conferences;
- Tour organising;
- Fraternity to enjoy each other’s company.

Mr Richardson then went on to invite questions from the assembled member organisations. The request was for new ideas for the COTMA operations in the future. (However, Mr Richardson did indicate his disappointment that there was, in recent times, no – or at best vague – member feedback).

Discussion

Anthony Smith (MTP) – COTMA needs to structure an active section re the W2 situation and needs more up-front push regarding this situation. It should have more input into the situation. COTMA should consider part-time consultants to further claims. Anthony observed that the present situation is a disgrace and needs working through, but with no reflection on COTMA. He referred to blueprints at Preston Workshop. He also referred to the loss of parts and other items at Spotswood. Anthony observed that COTMA should be there first before items are lost.

Bill Kingsley (BTM) – Bill replied to blueprints having been seen, but no action as yet.

Rod Atkins (TSMV) – Rod replied at length about details of contracts with Mike Ryan (Department of Infrastructure, Transport Heritage). He reminded the meeting that Mr Ryan was to speak at the conference the next day (Monday). Rod commented that the heritage review of Victorian groups (and the minorities) are with the Minister. He explained Newport’s background and the submission by a COTMA member regarding this. He commented that COTMA is talking to the right people but was worried that it is not in anyone’s interest to “rock the boat or go to the media”, it being viewed at this time as a no/no option. Rod requested more follow-up notes to member museums regarding developments.

Graham Breydon (PBPS) – Graham said that government is aware of this disposal and spoke of studies relating to the matters. What assets they have and how to responsibly try to do something properly with the issue.

John Radcliffe (AETM) – John said that in the early days the National Trust was not interested. Andrew Neil has been through all this before and was able to negotiate participation in heritage issues.

Tim Borchers (CDB) – Tim spoke of having needed to “rock the boat” in the past and had made submissions through COTMA also. He talked about separate submissions dealing with each car at Newport. An industry body as commercial operations with Australian Standards is needed. Tim enquired whether COTMA has, and should need, a business plan to take member groups into the future.

Bruce Gamble (MOTAT) – Bruce spoke of human resourcing of museums relating to age, and encouraging people. He also talked about succession within COTMA as, with no disrespect, the same faces are on the Board. (Mr Gamble posed these comments as questions for the member groups to give thought).

Lindsay Richardson summed up the questions and comments:

- In general terms COTMA is meeting expectations;
- These issues need to be put for endorsement at the general meeting and need to be further developed.

Imaging Databases and the Web

A Super Technical Presentation About Super Technology

Presenter: Warren Doubleday, Museum Services Manager, BTM

Session Chair: David Verrier

Session Secretary: John Shanks

Discussion

Bob Pearce (PETS) – Having deteriorating slides, do you put them through some correcting process before scanning for archive collection?

Answer – We would discuss it with the Board and play with the image if it were found necessary, capture and record a portion of a photo on high resolution.

John Radcliffe (AETM) – Asked about the life of these images and the back-up systems in place.

Answer – He keeps a back-up copy. If the jpg system goes out of fashion you will need to transfer to a new system. It would be important to keep on top of this.

David Frodsham (Crich) said that THS have looked at this digital data and it should transfer without loss.

Craig Tooke (MTPA) – Are there any plans for deteriorating slides.

Answer – They would keep a digital copy in an archival situation and try to retain the original slide.

Bruce Gamble (MOTAT) – Does he need to beware of the temptation to change and ‘improve’ the colour of an original slide?

Answer – He doesn’t do this. If he adjusted an image for a presentation, he would record that ‘this is adjusted information’.

Morris Moller (WTM) – What is the cost of doing this?

Answer – BTM has invested some A\$7,000 in this equipment. It would cost about A\$7,000 upwards for this system.

John Phillips (BTM) – What about the obsolescence of this equipment? What is going to happen in the future and what is the expected life of the equipment?

Answer – Technology is expected to keep moving forward. State libraries have considered this problem and reformat the images to a newer mode or storage system. Make sure you move images along technically and transfer it before the equipment dies!

Accreditation

The Safety & Technical Services Branch's Approach to Audits

Presenter: Tricia Brett, Department of Transport Victoria, Safety & Technical Services Branch

Session Chair: David Verrier

Session Secretary: David Critchley

Notes from the Session Secretary

Tricia's Background

- Emigrated from Bristol, UK, to Melbourne.
- Began as a conductress at Essendon tram depot.
- Promoted to driver, then depot starter and inspector.
- Accepted a job in Fleet Operations, then moved to Maintenance Liaison in the Engineering division at Jolimont Railway Workshops.
- Became an OH&S advisor and following university study began working in Risk Management in the Safety & Technical Services Branch at the Department of Transport.

History of Accreditation

Accreditation became mandatory in January 1999 and there are approximately 70 rail companies accredited to date. The main accreditation standards are the AS4292 and/or VRSA guidelines.

The Audit Process

All accredited operators must have a compliance audit annually. Usually the same person will undertake the audit to ensure similar standards, although audit checks are also undertaken by a third party.

There is normally two weeks' notice given before an audit is undertaken. A telephone call is made to arrange date, time and venue and this is followed up by written confirmation, including the scope of the audit.

The auditors will use a checklist and take notes. Non-compliant points will be highlighted and discussed.

It is important that *all* are aware of policies and procedures. Auditors may ask anyone questions regarding policies and procedures and this is an area where many companies 'come unstuck'.

During the audit, the reviewers will ask to see systems, documents and records such as:

- Rail Safety Management System.
- Follow-up progress on previous concerns and issues.

- Changes to management structure and responsibilities.
- Internal review process.

Ongoing internal reviews are very important. They pick up on any problems long before an official audit is made. Thus problems can be rectified sooner and you will avoid further dramas with the official audit.

Risk management is important when the public is involved. Museums have the responsibility to carry passengers safely.

Training and re-training is critical to the safe operation of railways and tramways, especially where volunteers are not performing tasks on a daily basis.

After the Audit

The auditor will arrange a meeting to discuss the audit with you. They will explain any areas of concern including:

- Non-compliance – where you have no policies in place to cover a particular operation.
- Non-conformance – where you have a policy but it is not being undertaken or followed correctly.
- Observations – areas where the audit can see ‘room for improvement’.

A future audit will be scheduled and a written audit report will be supplied.

Material Change

Accreditation can be bestowed on companies that are operators of rail equipment or managers of rail equipment, or both. Over time a company may change their business operation (for example, from manager to operator, or vice versa). Many times businesses will not report on any fundamental changes to the business. This is called a ‘material change’ and not reporting material changes is actually breaking the accreditation contract.

Material changes can include:

- Operation and driving of trams.
- Extensions of activities including new track extensions.
- Control of movement of trams.
- Changes to design, construction, maintenance of equipment and infrastructure.
- Changes to safety-related policies and procedures.

The Future

Following the safety investigation into the Ararat collision, a number of changes to the audit review are being implemented. These include:

- Whole of systems analysis, where the entire aspect of operations will be examined from the audit process to the interaction and communication of linked and related systems and processes.
- Spot audits to check on compliance with accreditation, where specific policies and procedures will be targeted instead of a general overall view.
- Follow-up on non-conformances will occur.
- Follow-up on accident/incident reports will be undertaken.

Discussion

Bill Kingsley (BTM) – What if a driver should become a victim of a road rage incident? Should it be reported?

Answer – Road rage training is not currently undertaken and does not need reporting under current Victorian accreditation.

Greg Robinson (Limestone Coast Railway) – Limestone Coast Railway had an incident of road rage involving a truck driver. The driver subsequently made an official report to the authorities and this was followed up at the Railway's next safety review. The Railway now has a file for 'non-official' incidents that can be accessed easily if questions are asked.

Answer – Contractors must also be made aware of your safety policies and standards, because while they are in your environment you have responsibility for their safety.

Bob Pearce (PETS) – At what point or degree will accreditation be cancelled?

Answer – The operator will be issued with a 'show cause' letter. Follow-up meeting, reports, spot checks and audits may be undertaken. If no improvements are made by the operator, accreditation will be cancelled. Three accreditations have been cancelled to date.

David Harre (Tram for Wanganui, Inc) – A large government structure has been created to oversee rail safety accreditation. Is there any system in place to manage the 'effectiveness' of this structure? What companies are involved with regards to keeping the historical accuracy of tramcar restoration compared to current safety practices?

Answer – Whole systems analysis is response to looking at the audit process. Auditors are also audited and reviewed at regular intervals. Audit reports can be reviewed by a third party or an auditor's superior. Auditors are generally sympathetic and understanding of heritage issues. The slower speed of heritage trams and the safety awareness of drivers and conductors are a benefit to safety on heritage tramways. The auditor will compromise if they are satisfied that safety will not be compromised.

John Radcliffe (AETM) – How does each state interact and recognise each other's work? Are you moving to any standardisation?

Answer – IGA agreements are in place between each of the states. Combined audits are done on operations involving interstate operations. We are currently not moving to any standardisation.

Colin Seymour (AETM) – Under the RSA (SA) AS4292, we have to supply an annual safety report of incidents and safety initiatives. Is this a requirement in Victoria?

Answer – No, this is not in this state at the moment.

Bruce Gamble (MOTAT) – Commented on the notification of incidents and accidents. MOTAT, he explained, keeps a non-notifiable incident report which helps with safety management.

David Frodsham (NTM Crich, UK) – Emphasises the need to monitor internal trends including near-misses in order to manage safety.

Tim Borchers (Bendigo) was then invited by Tricia to explain Bendigo's experiences with accreditation.

Chair David Verrier then proposed a vote of thanks to Tricia, which was carried with acclamation.

The Tram & Tram-Related Heritage Study – Victoria

A Great Opportunity for Heritage Preservation

Presenters: Mike Ryan & Andrew Neal, Department of Infrastructure (Vic)

Session Chair: Henry Brittain

Session Secretary: Rod Atkins

Notes from the Session Secretary

Accreditation

Background:

Method: Stakeholder involvement
Significance of Melbourne trams
Management

Stakeholder involvement

Stakeholders: Data gathering – early 2000
Initial review – late 2000
Review draft plan – 2001

Significance of Melbourne's trams

Significance of trams – an evolving entity

Significance of trams – social and cultural

Significance of trams – technology

Overview of heritage assets

Management plan:

- The challenge;
- Operate;
- Exhibit – possible directions;
- Supporting requirements

Discussion

Colin Seymour (AETM) – Will Melbourne's tram operation at Hawthorn and Preston be separate?

Answer – No. One operator and management.

Bill Kingsley (BTM) – The future operation of heritage trams for tours in Melbourne seems to be becoming more difficult with the pending removal of track connections between Yarra Trams and Swanston Trams own systems in several locations.

Answer – They are unaware of such plans and works.

Craig Tooke (MTPA) – Craig confirmed that this work was indeed set down to happen in the very near future.

John Radcliffe (AETM) – Would Melbourne's W-class trams be sold off to interstate and overseas interests as well as Victorian interests?

Answer – Yes. They are looking beyond Victoria, especially if the preservation of the tram is as a Melbourne tram.

Trevor Dennhardt (PETS) – What is Moomba?

Answer – Melbourne's autumn festival, where old trams are being used again in the procession.

Colin Seymour (AETM) – What is the plan for disposal of surplus trams and equipment?

Answer – (a) Victoria museums in COTMA; (b) Other COTMA museums with Victorian trams; and (c) Other COTMA museums.

Introducing the Victor Harbor Horse-Drawn Tramway

Closing our Sessions by Meeting our Newest COTMA Applicant

Presenters: Kim Bayley & Dennis Bell, VHHDT

Session Chair: Henry Brittain

Session Secretary: Bryce Pender

The History of the Horse Tram

By the middle of last century, an extensive system of paddlesteamers and barges travelled the Murray, Murrumbidgee and Darling River System carrying goods upstream to towns and settlements and returning with produce of wool and grains. This was before the railways penetrated this part of the country, so the river traffic played an important role in opening the inland of Australia.

The only outlet for the produce was at the mouth of the Murray River at Goolwa, South Australia – and from there by ship to European and American ports.

The sandbar at the Murray mouth prevented the navigation of ships into the port at Goolwa, so a railway was decided upon to connect Goolwa to a seaport. Port Elliot and Goolwa became joined by a seven-mile (12km) 5'3" railway opened in May 1854; using horsepower and a variety of flatcars, box wagons and passenger cars, it became the first public railway in Australia.

Port Elliot soon proved an unsuitable port and a more sheltered port in the lee of Granite Island was chosen at Port Victor. A jetty was built at Port Victor along the natural reef, then a "dog leg" out into the dropped water to service the large overseas clippers of the day. This was the mid 1860's, and the railway line was extended from Port Elliot to Port Victor and on the jetty. A large goods shed was constructed using ballast from England.

At this ideal port, the jetty quickly became inadequate to handle the increased shipping, so it was extended to Granite Island and further working jetties were built out from the north shore of the island. By 1875, the rail line was extended along the causeway to the island and along the north shore to service the two new jetties.

Victor Harbor (old Port Victor) has always been a popular tourist spot and it was decided to place a horse tram to run from the mainland across the causeway then along the north shore to the kiosk at the far end of the island. By December of 1894 this service started using tram number seven that was formerly used on the Goolwa-Strathalbyn-Victor Harbor line.

By 1910 another tram was added. Number 25 from the Adelaide Horse Tramway was converted from 4'8½" (1435mm) to 5'3" (1600mm). This tram ran until 1929, while number seven operated until 1931 when two trams, number five and number six, were brought down from the recently-closed Moonta Horse Tramway.

These two trams, operated by the Honeyman family, continued in service until 1954 when the causeway decking was renewed – it was decided not to replace the rusting rails and ageing trams. Number five operated a short service from the Island kiosk to the start of the causeway on the Island for the '54/'55 summer. It then sat neglected on the Island for a number of years where it deteriorated to such a dangerous state that in about 1959-60 it was tipped into the sea.

Number six went to Auburn in the mid-north of the state to be on display outside the BP garage. It was bought and shipped to America in 1971 and restored as a single deck and is now on display in the Johnsonville Museum, Connecticut.

Over the 'in between' years, a motor train was used until the horse trams were reinstated in June 1986. The four new trams are steel-constructed and timber-clad, presented in much the style of the former trams. The roller bearings permit an ease of draught for the horses. Each tram carries about 50 passengers and the service operates year-round.

Additional Notes from the Session Secretary

Dennis Bell reminded everybody that he had many blissful years at Bendigo, but had recently moved to Victor Harbor in South Australia. But He could not be separated completely from trams as he had found a form of the flanged wheel in the Victor Harbor Horse Drawn Tramway.

The Tramway originally commenced in 1894 and ran until 1954. After being tractorised, it was relaunched in 1986 as part of the South Australian state's 150th anniversary of settlement jubilee. It has four trams and 11 horses for motive power.

The ride is from the mainland of Victor Harbor to the Screw Pile pier on Granite Island, a distance of 1.3km, with 630m on the causeway.

Dennis showed a number of slides of the operation and activities, including the 2.5km journey for motive power to take up service and the 5'3" gauge track on the causeway with rubber matting used to provide a decent surface for the horses to walk on and protect the causeway. Also shown were slides of traction motor changes (which are changed every 7-8 weeks) and the new terminus under development.

Other notings include the fact that the horses are regularly walked through the sea on the way to and from the stables.

The tram weighs 4¾ tonnes tare and 8½ tonnes laden with roller bearings carrying approximately 50 people.

Kim Bayley then presented a video and slides on the origins of the horse tramway in the area which was 32 miles long and ran from Strathalbyn, Goolwa, Port Elliot and Victor Harbor. The original railway was entirely horse-worked with 29 horses, 31 passenger cars and 104 freight wagons.

Kim went on to speak about many issues about Victor Harbor, including the speed, which is approximately 10kph, giving a journey time over the causeway of 12 minutes. But a new horse

or fast xxx could take as little as five minutes. The tramway costs about \$300,000 a year to run but earns approximately \$340,000 in income. Kim also mentioned that the optimum number range of horses was around eight, with training starting in the stables getting used to the staff and then slowly into street traffic towing a cart, followed by a cautious introduction to tramway operations. Discussion then turned to track, with only one point having a movable blade, this being the access to a siding at the mainland terminus. The other points at the passing loop being set up to the left track in both directions. Comment was also made that most incidents have occurred at the mainland terminus due to the horses being creatures of habit and the variability that occurs here. It was also noted that it is very important to train the animals to be handled and to discipline them when necessary.

Kim then offered for sale books and videos of Victor Harbor which can also be obtained from:

City Council Victor Harbor
PO Box 11
Victor Harbor SA 5211

Discussion

Hugh Ballantyne (Ballarat) – Regarding the level of horse intelligence.

Answer – Dennis said that mostly they were more intelligent than humans. He recounted the story of how Chester, a now-retired horse, during a night run to the island stopped to prevent running over a penguin crossing the track to its nest in the nearby bank and how the driver was unaware of its presence. He also recounted how the horse is aware of the tram's position in relation to itself.

Dahlene Haigh (Hobart City Council) – Asked about the horse's working life.

Answer – Denis replied that the average is 15 years, with the youngest being five and the oldest 20.

Murray McKay (MOTAT) – Regarding brakes, how does the tram stop in particular emergencies?

Answer – Dennis explained that the main braking system was old screw thread handbrakes with an emergency air brake application. The air system is charged from the depot every morning.

Lewis Nyman (BTM) – Were the tram replicas new or originals that have been restored?

Answer – Dennis replied that all were new in 1986 but done in original style, with minor improvements.

Warren Doubleday (BTM) – How many trips a day does each horse do?

Answer – Dennis answered saying that each horse does about eight then is rested, and with all horses most do one day on then a couple off.

Leon Parker (Hobart City Council) – Was the tramway council-owned or a trust?

Answer – Kim responded that it was council-owned and despite offers to change it or take it over, the council has no interest in this happening.

Chairman's Report

It is with pleasure that I present this report for the period following on from the previous conference meeting held in Christchurch, New Zealand, on 2 June 1998.

Membership

There has been no addition to or loss of membership in the period from the last conference and our membership numbers stand at 16 plus two affiliates.

Office Bearers

There was only one change to the executive structure at the Christchurch Conference General Meeting when Richard Gilbert did not seek re-election as Executive Officer. Craig Tooke accepted nomination for this role and was duly elected.

Those continuing in office were as follows:

Chairman – Lindsay Richardson
Deputy Chairman – Bill Kingsley
Assistant Executive Officer – John Lambert
Treasurer – Carolyn Dean
Australian Executive Member – Howard Clark
New Zealand Executive Member – David Hinman
Immediate Past Chairman – John Radcliffe
Honorary Auditor – Robert Paroissien

Since the Christchurch Conference, John Lambert, our Assistant Executive Officer, resigned and Rod Atkins was appointed in his place.

The Operations Group in Victoria, under the chairmanship of Bill Kingsley, continues to function very effectively and has met on four occasions since the last conference. Other members of this group are Craig Tooke, Richard Gilbert, Carolyn Dean, John Phillips, Rod Atkins and Tim Borchers. I extend appreciation on behalf of the COTMA membership to this group of people who give freely of their time for our collective benefit.

Meetings

The 1999 and 2000 Annual General Meetings were held at the ARHS rooms, Windsor, Victoria, on 19 June and 17 June of those years. Two executive meetings were also held respectively on those dates.

Policy Issues

Following the full privatisation of the Melbourne tramway system and its splitting into two parts and operating as Swanston Trams and Yarra Trams, the Kennett state government was defeated

towards the close of 1999. A new government under Premier Steve Bracks took office and soon turned its attention to tramway heritage matters through the Department of Infrastructure.

In May this year COTMA was invited to make a submission on the future preservation of Melbourne's tramway heritage and in particular the stored surplus W-class trams and other infrastructure.

To date there has been no official response to our submission although it is believed that a position paper is very close to release. I would commend the effort put in by our Executive Officer plus input from others in formulating the COTMA response in a very tight timeframe and it is hoped that this will be fruitful for the benefit of all COTMA members in the near future.

Notable Events

In November 1999 the opportunity was given by the DOI to COTMA at very short notice to remove a substantial quantity of spare parts stored at Preston workshops. These items were intended for the benefit of the Victorian tramway museums and through the co-ordinated efforts of representatives of each of those museums all of the parts were removed, albeit not without some difficulties and misunderstanding, and the items transported and stored at both Bylands and Bendigo.

In my 1998 conference report I referred to the possibility of extensions to the Sydney light rail system from its terminus at Wentworth Park to Lilyfield and also through the heart of the CBD to Circular Quay. Happily, the Lilyfield extension became a reality with its official opening on 13th August last year, but sadly the inner-city proposals have fallen on barren ground due to the vitriolic opposition of the retail traders and their association body. Hopefully a change of attitude may ultimately enable this very worthy proposal to take place.

In Brisbane, a positive turned to a negative. Again a change of government plus an apparent excessive consumption of bananas by the new Transport Minister caused an ongoing dilemma as to the track gauge and the later insistence that the new LRV's must be able to operate over the railway tracks through Brisbane's tunnels and therefore would be of 1067mm gauge. It must have got all too hard, particularly with Brisbane's Lord Mayor taking an opposing light rail view and Premier Beattie suddenly announcing that the scheme was being abandoned. Sadly, the end result is a severe blow to the Brisbane Tramway Museum Society as the proposed building development on their Ferny Grove site for the TAFE centre in the rebuilding and restoration of up to 20 former Brisbane trams to operate on the proposed light rail has also been abandoned. Hopefully President Peter Hyde may be able to give us better news on the previously-proposed museum to Ferny Grove railway station tramway link.

It now appears that the Canberra Heritage Tramway proposal is on permanent hold because of funding problems.

On the brighter side, however, is the more recent news of the continued support of the Hobart City Council in the development of the proposed waterfront tramway in providing a tourist link to the heritage precinct of Salamanca Place. It is very pleasing to have several representatives of

the Council present at this conference and I feel sure that all COTMA members wish them well in pursuing their objective.

Member Museums

Since the last conference most of our museums have continued to achieve forward progress in varying degrees. To some extent progress has been retarded by the need to gain accreditation and for compliance in terms of the rail safety enactments in our respective jurisdictions. However, like so many painful exercises I am sure we will all be better informed from the experience and will have developed a greater awareness of operational risks and hazards and the need for high levels of maintenance of rolling stock and infrastructure.

Our host museum in Ballarat has been involved over the past two years in exploratory discussions for the development of a tramway between the city and Sovereign Hill, with the possibility of a link to the museum tramway in Wendouree Parade.

The Tramway Museum Society of Victoria has undertaken a huge task in the re-erection on their Bylands site of the former exhibition goods shed from the rail yards west of Spencer Street, now occupied by the Colonial Stadium, and on completion will be a great enhancement of their site.

Tram restoration of both active and inactive vehicles is a major activity of most of our museums and in particular congratulations to the AETM members with their excellent work on H360 and at STM for the work on W2 411, now gracing the city streets of Christchurch as a restaurant car, is equally very commendable. Also, across the Tasman an outstanding restoration project was completed by THS members of CTB No 1, built in 1905 and recommitted to traffic on 21 January, 2000. Not to be outdone by the electric cars, we have seen the hard work and toil of the Valley Heights Steam Tramway members come to fruition with the passing back into service of the 1892-built Robert Stephenson locomotive CPC 2, a most fitting reward for a group of people who picked up the pieces from the disastrous Parramatta Park fire of 1993 and then undertook the huge physical task of relocating the whole of their undertaking to Valley Heights.

Infrastructural improvements have been carried out by many of our museums, with STM completing an excellent service pit, AETM with the refurbishment of their trolleybus shed, Central Deborah with relaid and new track in their paint shed, PETS with its track renewal programs with steel sleepers and MTPA with its tramcar washing plant.

All of the foregoing activity within our member groups indicates a progressive and healthy situation.

Acknowledgements

To Bill Kingsley as Deputy Chairman and Chairman of the Operations Group, for his unflagging enthusiasm for our COTMA objectives and his support to me over this past period.

To Craig Tooke as Executive Officer. Craig has found the demands on his time in this role cannot always be quickly accommodated, owing to the demands of his job at Yarra Trams and a young family at home, but he gives of his time for COTMA benefit whenever he is able.

To Carolyn Dean for her continued efficiency in keeping the accounting records as Treasurer in very good order.

To our Honorary Auditor, Robert Paroissien, for his valued input and my thanks to other members of the Executive for their contribution to COTMA matters.

Finally I would like to refer to the continued high-quality production of *Trolley Wire* by Bob Merchant. Although it is not produced on behalf of COTMA, its excellent coverage in each issue of the achievements and happenings within the COTMA membership is the bonding agent which gives us excellent insight and information on a nationwide basis for the greater enjoyment of our tramway hobby.

Lindsay Richardson
Chairman

Deputy Chairman's Report

The Deputy Chairman currently chairs the Operations Committee which (normally) meets quarterly. Since the June AGM we have had to mothball the Committee until after the Ballarat Conference, simply because most of the devotees on the Committee also constituted the BTM's Conference Committee and have been totally committed to the planning and organisation of this conference. May I take the opportunity here to applaud Carolyn Dean, John Phillips and Richard Gilbert for their tremendous and energetic input towards the success of the conference. Andrew Cox has been the fourth member of the Conference Committee and has provided enormous support. I have also attended many of the Conference Committee meetings, representing COTMA Chairman Lindsay Richardson, and at OIC workshops.

The Deputy Chairman has also been the author of the agenda for all COTMA executive meetings, AGM's and the CGM. This enables me to co-ordinate all three and the Operations Committee.

At the CGM in Christchurch in 1998, Bob Pearce (PETS) bravely suggested that COTMA should have a system of awards for completed restoration, or the preservation of vehicles and/or artefacts, similar to the awards given by the National Federation of Rail Societies (NZ). This was considered and approved through the Operations Committee, Executive and AGM. It was determined that the awards should cover an unrestricted range of projects (not just restoration/preservation) and that the awards should not be categorised, nor should they be prioritised first, second, third etc and that nominations be called for the presentation of awards at each conference.

I have been privileged to be able to lead the introduction of what we called, simply, the COTMA Achievement Awards. Huge thanks to the six museums who submitted a total of 10 nominations. There was an unexpectedly wide range of projects submitted. Eleven judges (being all of the Executive and Operations Committee) submitted their assessments and three projects have been declared worthy of inaugural Achievement Awards for their outstanding excellence.

I need to comment that the standard of the actual submissions varied greatly. Some undersold their projects; others were written with an obvious pride and passion for what had been achieved. Although, on paper, it is the project which is being assessed, it is the team behind the project who receives the accolades and celebrates with joy. It is certain that the passion of the people determines the magnificence of the project.

Your Deputy Chairman has also enjoyed the privilege of being the channel of liaison with the Portland Cable Trams and the Victor Harbor Horse Drawn Tramway. The former is a new and passionate project with a remarkably skilful and determined team, overcoming enormous obstacles and fighting on. The latter is a well-established and well-loved tramway which should have been welcomed into COTMA many years ago. Both reside in beautiful coastal towns and will make valuable contributions to the sharing within COTMA.

Finally, my thanks to Chairman Lindsay Richardson and Executive Officer Craig Tooke who are the two real leaders of COTMA and who have tolerated and endured my direct support. To work with you has been great and rewarding.

Bill Kingsley
Deputy Chairman

Executive Officer's Report

The past two years have been both exciting and challenging for both myself personally and for that of our organisation.

We live in a world of constant change. Sometimes keeping pace with this change can be both joyous and frustrating to varying degrees. Examples of some of the changes over the past two years have revolved around changes to key personnel within our member museums and changes to the environment in which we operate.

Rail Safety Accreditation

Our museums now operate under strict rail safety accreditation guidelines and it is pleasing to note that all of our operating museums have achieved accreditation with their respective regulatory bodies. I have had pleasure in being able to directly assist both personally and professionally in this process with a number of our member museums.

The process of accreditation has often been arduous and we have often had to get right back to first principles in order to fulfil the necessary accreditation requirements.

It is of great credit to us all that we have collectively worked together amongst ourselves in achieving accreditation. Professionally our museums can only improve as a result of our accreditation work in the future.

Conference Proceedings.

It is with great pleasure that after a number of problems, we have a complete set of proceedings published up-to-date. My thanks are extended to the Tasmanian Transport Museum and the Tramway Historical Society in producing the proceedings -- a thankless task that often gets put on the backburner after conferences are over. I cannot stress how important the production of the proceedings are following a conference. It is my opinion that any museum hosting a conference should aim to have the proceedings out within six months maximum.

Follow-up of matters discussed at conferences often occurs as a result of the proceedings, hence my comments.

It is also pleasing to note our move into technology-based publishing of proceedings, with the availability of the proceedings, for the first time on compact disc, following this conference. My congratulations to the Ballarat Tramway Museum on this initiative.

The Melbourne Tramway Scene

As I mentioned at the beginning of my report, we very much live in changing and evolving times. The Melbourne tramway system is not isolated from this change and the past two years have seen the privatisation of the operation of the system.

Perhaps the most marked change has been the total commercial focus of the two tram operating companies. The Government, whilst retaining ownership of the infrastructure, now is constrained by commercial contracts with the operating companies and this has had a huge effect on our dealings in this area. The commercial focus now behind the operating of the tramway system has left many items ranging from trams to drawings left in limbo until decisions can be made regarding the future of these items. The Government commissioned consultants to prepare a report to identify items that are surplus and to come up with options for their future. On behalf of our museums I prepared and presented a submission on the significance of such items to our continued operation. To date no decisions on the future of any surplus items has been made although we are expecting this to change shortly.

It is also pleasing to note that a large quantity of surplus material from Preston Workshops was made available to the Victorian museums and removed very successfully.

We look forward to continuing to closely working with both the Department of Infrastructure and where possible Swanston and Yarra Trams.

Financial

Our finances continue to be managed efficiently by Carolyn Dean and I wish to place on record my personal thanks for her continued effort in this important area.

The Contactor

Although I have only produced three formal newsletters during the past two years I have attempted to where possible keep in contact by other means, such as the telephone and by e-mail.

Regular items of information have appeared in *Trolley Wire* and my thanks are extended to both Bill Kingsley and Richard Gilbert for their assistance.

It is my aim over the forthcoming two years to make the regularity of *The Contactor* more frequent and to this end I will be where necessary enlisting support.

The Operations Committee

We have met on a number of occasions over the past two years and it is pleasing to note the spirited way in which the meetings are held and tasks completed.

Two new faces have seen Rod Atkins and Tim Borchers join the committee and I thank them both for their valued input and support.

Whilst the Operations Committee is not a decision-making body, it is a group that has been extremely dedicated and active over the past two years. An example of this has seen the introduction of the annual membership certificates.

Conclusion

I have spent more hours than one would like to detail working on behalf of COTMA; indeed, often to the detriment of my own museum involvement. Nonetheless I have enjoyed doing this work and it has proven fulfilling. None of this would have been possible without the valued assistance of the following people:

- Lindsay Richardson
- Bill Kingsley
- John Radcliffe
- Carolyn Dean
- Richard Gilbert
- John Phillips
- Rod Atkins
- Tim Borchers
- Bruce Gamble
- John Shanks

At this conference we will be having a workshop session on the future directions in which COTMA will be heading.

With the new millennium, it is timely that we reflect on our achievements whilst at the same time planning for the future. COTMA is not and cannot remain to be viewed as merely a social organisation or as an organisation that obtains spare parts. We must continue to develop and evolve our professional and commercial focus if we are to remain relevant for the future.

The organisation is what you, the member, make of it and so I challenge each of you to carefully think about where you want the organisation to be heading for the future and to express your views and assist the Executive in achieving the organisation's collective goals.

Finally, in closing I must thank my wife Allison and my family for their continued patience and support. Without such support I would not be able to work, as I have been able to over the past two years.

I look forward with confidence to being able to again report continued progress and development at our next conference.

Craig S. Tooke
Executive Officer

Trolley Wire

Since our last conference in Christchurch, nine issues of *Trolley Wire* have been produced and a tenth is in production at the moment. In addition to the recording of current events that are taking place or have taken place at the various tramway museums around Australia, we have recorded the acquisition of various tramcars, both as bodies only and complete cars.

The bodies include Hobart single deck car 39 by the Hobart City Council, WAGT 2nd A class 125 and return of E class 64 by the PETS, bogie cable trailer 190 and X1 class 461 by the TMSV, the deaccessioned replica double-deck steam tram trailer No. 1 from the Powerhouse Museum by the ST&RPS, and F type dropcentre car 244 by the AETM. Cars obtained in operating condition were Munich three-axle cars 2656 and 2666 by the SPER and Melbourne scrubber cars 8W and 9W by Ballarat and Bendigo respectively.

The acquisitions reported on also included the Exhibition Goods Shed and its reconstruction at Bylands and the façade of the YMCA building in Bathurst Street, Sydney for the SPER. This last structure is undergoing dismantling as we speak.

An overview of Toronto's tramways, Melbourne's Batman Avenue tramways, Adelaide's first trolleybus, Geelong's tramways, law and order on the trams in Ballarat, Perth trolleybuses, 70th anniversary of the Glenelg trams and the opening of the extension to Sydney's light rail line continued our coverage of things old and new.

Conversion by the SPER of Sydney R class 1892 to a pie shop in Newcastle and Melbourne W2 411 to a dedicated restaurant tram for Christchurch, and Melbourne W6 976 to a café tram in Bendigo gave an insight into what our museums can achieve. The acquisition of car 411 from its hiding place in a hotel at Maroubra Junction had not been covered in *Trolley Wire* at the time so a 64-page issue was provided to cover the story of its retrieval and subsequent conversion and shipment to New Zealand. There was no increase in cover price for this issue.

To mark the end of the century, the November 1999 issue finished on a whimsical note, not appreciated by some, on what might have been in Sydney had the tram system continued.

The use of e-mail has made a difference to the production schedule. The task of the editor has been made easier. News is often inserted into the magazine text within hours of it being sent by the museum news correspondents. News received by mail takes a little longer, being scanned and inserted, with only general tidying up and character recognition corrections required.

Two SPER members who support colour inside the magazine are still donating the additional cost involved. Attempts are made to give each museum a chance at having one of their news photos in colour, but as the colour must fall on designated pages it is not always possible to do so. In addition the photograph must be worth printing in colour!

One blow in late 1998 was the loss of our only Sydney city sales outlet, Newlink at Wynyard. This was the first sign that changes were afoot in regard to the distribution of magazines.

Newslink no longer wanted to stock a small magazine not handled by one of the major distributors. They took only 25 copies but it did make a difference.

For the coming year, there will be a small price increase to cover the final adjustment of price to cover the GST. The price for the year 2000 included a partial GST component, which was applied to those issues produced after July 2000. The subscription price, however, will be maintained at the current rate; there will be no increase for the coming year.

The November 2000 issue of *Trolley Wire* has been delayed by a minor dispute in Canberra between my production assistants and the contributor of the feature article. It has been settled amicably but the delay meant that the final typesetting was not received before I departed Sydney for this conference. The layout will not now be completed until early December. This means we will not be able to post the issue until after the postal restriction on bulk print post in the fortnight leading up to Christmas. An early January delivery can be expected.

I would like to close with my heartfelt thanks to the correspondents and photographers from the various museums who put in the effort of supplying news on schedule. My two production assistants, Dale Budd and Randall Wilson, are also thanked. Their help at the printing end of the works has helped considerably in making *Trolley Wire* a much better magazine. Their assistance has made my task very much easier.

Thank you.

Robert Merchant
Editor, *Trolley Wire*

General Meeting Minutes

Held at the Mid City Motor Inn, Ballarat, Victoria, on Tuesday 21st November, 2000

The Chairman, Lindsay Richardson, opened the meeting at 9.30am.

1. Preliminaries

(a) The Treasurer confirmed that all the member museums present were fully financial.

(b) The identity of the representatives of financial member museums was confirmed.

(c) **Present:**

Executive: Lindsay Richardson (Chairman)
Bill Kingsley (Deputy Chairman)
John Radcliffe (Immediate Past Chairman)
Craig Tooke (Executive Officer)
Carolyn Dean (Treasurer)
Rod Atkins (Assistant Executive Officer)
Howard Clark (Australian Executive Member)

Representatives: Peter Hyde (BTMS)
Peter Stock (VHST)
John Phillips (BTM)
John Withers (MTPA)
David Verrier (TTMS)
Robert Pearce (PETS)
Henry Brittain (WTM)
Dennis Sheehan (APSSTM)
Bob Merchant (STM)
Tim Borchers (CDB)
Rod Atkins (TMSV)
Colin Seymour (AETM)
Bruce Gamble (WST)
John Shanks (THS)
Phillip Archer (LTM)

(d) **Apologies** were received from David Hinman (New Zealand Executive Member) and John Lambert, who had been Assistant Executive Officer for part of the period since the previous conference.

(e) **Tramway Museum Society Message**

David Frodsham, from the Tramway Museum Society in Britain, conveyed greetings from the TMS to COTMA on the occasion of our 25th anniversary. He read a printed and framed message of congratulations to the meeting before presenting it to the Chairman.

2. Minutes of the 13th Conference General Meeting Held at Christchurch, 2nd June, 1998

- (a) The minutes of the previous conference general meeting were taken as read.
Merchant/Withers Carried

- (b) Amendments requested were:
Item 9 – SW6 should read SW2.
Item 8B – Year 2000 should read 2002 for the Ballarat conference.

The minutes were confirmed as true and correct subject to the above amendments.

Hyde/Stock Carried

3. Business Arising from the Minutes

- (a) **B Van – Bungaree Storage** – This matter has seen the transfer of ownership of the B van to the TMSV. Work has begun on the Bungaree storage facilities.
- (b) **Internet Site** – Andrew Cox informed the meeting that after the conference more work will be done to set up the site, hopefully within a couple of months. Craig Tooke indicated that the site will be hosted by Railpage. He also intends putting the “Contactor” on the site.
- (c) **COTMA Descriptive Handout** – It is intended to produce a descriptive handout regarding the activities of COTMA and our member museums. Craig Tooke is co-ordinating this project but requires the support of any museum who has ideas and can help with the layout of such a work.
- (d) **Midalia Steel** – Richard Gilbert reported that this matter was not followed up due to a lack of requests from member museums.
- (e) **Tramway Heritage Trust** – Bill Kingsley indicated that much tramway heritage such as shelters and winding houses is quietly disappearing and that a body could be set up to pursue the preservation of good examples, something similar to the NZ Railway Heritage Trust. Rod Atkins said that the West Coburg line had the best original shelters, for instance. However, events have been overtaken by the heritage study outlined by Mike Ryan at this conference.
- (f) **COTMA Achievement Awards** – This matter is addressed in the Deputy Chairman’s report. The Executive, Operations Committee and the AGM (17th June, 2000) determined that the awards should cover an unrestricted range of projects (not just restoration/preservation), nor would they be prioritised. This year, six museums have submitted a total of ten nominations, and 11 judges from the Executive and Operations Committee have declared three projects worthy of the inaugural COTMA Achievement Awards.
- (g) **COTMA as Advisory Body to the Department of Cultural Affairs/Department of Communications and the Arts** – There seems to be some conflict between the 1998

and 1999 minutes, causing some confusion about which department we should be working with. John Radcliffe confirmed that we would refer the matter to the Department of Cultural Affairs. Howard Clark indicated that there should be no problem with exporting vehicles as long as there are two examples in existence within Australia. Craig Tooke is to investigate the matter further.

4. Business Arising from the Annual General Meeting, Melbourne, 17th June, 2000

- (a) **Annual Membership Certificates** – Thanks to John Phillips, who has produced these.
- (b) **Insurance and Liability** – Bill Kingsley indicated that there was some confusion about what insurance was needed and that no one museum had total coverage. As a result, an insurance workshop was conducted at this conference by representatives of Stanley Plantzos Insurance, who will have further discussions with our Executive Officer.
- (c) **25 Year Booklet** – This had not been proceeded with due to no response from member museums.
- (d) **Corporate Assistance** – The Operations Committee is working on ways it can provide service to member museums in terms of bulk rates, group discounts on paints, insurance, etc.
- (e) **Christchurch 1998 Video** – As the proposed video did not materialise from Christchurch, John Phillips has produced a video from his own material.
- (f) **Reports:**
 - Chairman – presented by Lindsay Richardson
 - Deputy Chairman – spoken by Bill Kingsley
 - Executive Officer – presented by Craig Tooke
 - IATM – presented verbally by John Radcliffe
 - IATM annual conference, Adelaide, October 1998, attended by David Hinman (THS), C Perfect (WTM), Peter Khan (STM), Colin Seymour and N Smith (AETM). Conference delegates had visited St Kilda.
 - 1999 conference in New Delhi attended by John Radcliffe.
 - 2001 conference in Copenhagen, 27th May-1st June.
 - IATM website developed by Zeppelin Museum, Germany.
 - COTMA membership would give service to member museums for about \$10 per year.
 - Trolley Wire – presented by Bob Merchant. Bill Kingsley paid tribute to Bob, who has served the interests of COTMA well over the 25 years of its existence, even

though he has not held any formal COTMA position. This has been achieved through the regular publication of the magazine.

Tramway Topics – Editor Bruce Gamble reported that although the magazine was behind schedule it was still being produced at an improved standard, and colour is coming despite the low circulation. Bruce is expecting to pass on the editorship at the end of this year. Henry Brittain reported that an outside editor may have to be engaged. Although this would affect costs, it is hoped that it would increase circulation.

6. Special Business

- (a) **Financial Report** – This report is now dealt with at the annual general meeting in Melbourne.
- (b) **Constitution Definitions** – Definitions for the terms “tramway”, “tram” “trolley bus” and “tramway museum” were intended for adoption by the meeting for inclusion in the Constitution. However, confusion and differences of opinion caused the matter to stall and the matter was referred back to the Executive for further work.

R Pearce/R Atkins Carried

Adjournment for morning tea 10.58-11.25am

- (c) **Membership of IATM** – The Chairman had pointed out that COTMA had decided to relinquish membership of IATM. John Radcliffe asked COTMA to reconsider this, as the annual cost of about \$140 to COTMA represented an outlay of \$10 per member museum.

It was moved that COTMA maintain its membership of IATM

R Merchant/J Shanks Carried

7. Elections

- (a) It was moved that this conference general meeting elect persons to the positions of Deputy Chairman, Assistant Executive Officer, Australian Executive Member and New Zealand Executive Member, and recognise the position of Immediate Past Chairman, in addition to those positions defined in the current Constitution.

R Pearce/B Gamble Carried

- (b) **Elections:**

Chairman – Lindsay Richardson informed the meeting he is not available for nomination for this position. Bill Kingsley was elected.

R Pearce/R Merchant Carried unanimously

The new Chairman invited Lindsay to chair the rest of this meeting.

Deputy Chairman – John Shanks was nominated.

J Withers/J Phillips Elected unanimously

Executive Officer – Craig Tooke was nominated.

P Hyde/B Gamble Elected unanimously

Assistant Executive Officer – Rod Atkins was nominated.

R Merchant/R Pearce Elected unanimously

Treasurer – Carolyn Dean was nominated.

J Phillips/R Merchant Elected unanimously

Australian Executive Member – John Radcliffe was nominated.

P Archer/J Withers Elected unanimously

New Zealand Executive Member – Bruce Gamble was nominated.

H Brittain/J Shanks Elected unanimously

As a result of these elections, Lindsay Richardson is now the Immediate Past Chairman.

(c) **Non-Executive Appointments:**

NFRS – David Hinman

IATM – John Radcliffe

NTM – Craig Tooke

The new Chairman, Bill Kingsley, expressed his readiness to assume the responsibilities of his new position and expressed the need for more involvement from the member museums in COTMA affairs.

8. New and General Business

- (a) **NZ Tramway Heritage Trust** – Bruce Gamble informed the meeting that the NZ Tramway Heritage Trust has been formed with a primary focus on Auckland as a watchdog on tramway assets at MOTAT. This role would eventually extend to the whole of NZ.

- (b) **21E Truck Fabrication** – Warren Doubleday put forward a proposal for the local production of 21E trucks. To initiate this, a rolling stock engineer's signature would be needed on a drawing and a survey would be needed on demand for trucks. It is thought that the major cost would be in the fabrication of side frames. Drawings exist of three varieties of 21E trucks used by the MMTB.

A brief would need to be prepared to detail construction methods, have drawings prepared and estimate costs. Tim Borchers said that CBD had investigated the matter already but was not acting on it yet. The CBD also has some components in stock.

It was moved that COTMA engage a mechanical engineer to prepare drawings for a 21E truck.

B Gamble/R Merchant Carried

It was resolved that a COTMA working party comprising Ian Seymour, Bruce Gamble, Warren Doubleday and Craig Tooke prepare the briefing document.

Individual member museums will have the opportunity for input to the working party.

9. Applications for Affiliate Membership

- (a) **Victor Harbor Horse-Drawn Tramway** – Dennis Bell spoke to the application and the VHHDT was granted membership.

R Merchant/C Seymour Carried

- (b) **Omnibus Society Inc (Wellington)** – Henry Brittain spoke to this application, indicating that the society has the stewardship of some 30 buses, including some trolley buses. The remains of the original trackless tram are being recovered. Affiliate membership was granted.

J Shanks/B Gamble Carried

10. Future Conferences

- (a) 2002 in Rockhampton and Brisbane. To avoid the NZRF conference and the COTMA AGM in early June, the 2002 COTMA conference will probably be in late June. School holidays in July would need to be avoided.

A pre-conference tour from Cairns is likely to precede two days in Rockhampton, then a tilt train journey to Brisbane where the conference will conclude.

- (b) 2004 in Auckland. The NZRF conference will be in early June, and because March would be difficult for Ballarat and Perth museums, the COTMA conference will be in June in spite of the cold weather. This met with general agreement.

- (c) 2006 in Melbourne. Rod Atkins indicated that the Commonwealth Games could affect the timing of the COTMA conference. The centenary of the Essendon electric trams will also occur in 2006.

11. Thanks

Lindsay Richardson thanked all delegates for attending and participating enthusiastically. Thanks also to our Ballarat hosts for their excellent organisation and enjoyable program. Carolyn Dean received special mention and was presented with flowers.

The programming of workshops in the morning and other activities in the afternoons was generally appreciated. Thanks were extended to David Frodsham (TMS) for his input during many discussions. New Chairman Bill Kingsley thanked Lindsay Richardson for his six years of vigorous leadership.

The meeting closed at 12.20pm.

Appendix A

Financing the Railway/Tramway Operating Museum – First Paper Presented to the Conference of Australian Tramway Museums at Ballarat, 25th April 1975

Presenter: A.P. Wymond, President, Puffing Billy Preservation Society

The financial development of community museum type projects, specifically the railway/tramway museum activity may be considered as being broadly similar. We have on the one hand a voluntary activity component, on the other the possible or stated interest by a local government or government body. We rely in the main on the volunteer component to produce an income with the least expenditure possible on labour; we all seek at some stage or another the assistance of either government or local government for capital works beyond our income resources.

Looking specifically at the railway/tramway projects in Australasia, we find that these seem to fall into two categories:-

- (a) Those groups who have preserved an existing line, together with some or all of its rolling stock, and who preserve not only the physical assets of the line, but also the atmosphere, nostalgia, scenery etc of what has become a piece of history, eg Puffing Billy, Ballarat Tramways, Pichi Richi;
- (b) Those who seek to establish a working museum using a collection of museum type rolling stock on a demonstration line. The latter is generally of limited extent because of the difficulties in obtaining a suitable right of way, eg TMSV at Bylands, SPER at Loftus NSW, AETM at St Kilda SA, Paekakoriki in Wellington, Ferrymead in Christchurch and Western Springs in Auckland.

Although the financial side is of the utmost importance to both of these categories, it has different priorities.

In the first case initial finance is not the immediate problem – a great deal of restoration and rehabilitation can be done by voluntary effort – the equipment is there, it needs elbow grease to get it working, plus an ability to scrounge secondhand serviceable materials where possible.

The second group is in a slightly different position in that it may need finance very early in its existence to be in a position to purchase its exhibits, rail, sleepers etc and possibly land on which to establish itself.

Whilst both of these categories can start operating with minimum capital, let me emphasise that they are living in a fool's paradise if they think they can *continue* to operate without a substantial injection of capital at some stage.

Inevitably outside capital will be required, possibly for heavy maintenance, but certainly for upgrading of facilities, especially if the venture is successful.

If sufficient finance is not available – either self-generated or from outside – then the pattern which follows can be forecast with reasonable certainty – a gradual drop in serviceability of equipment leading to breakdowns and operating uncertainties, an increasingly ‘tatty’ appearance, and the possibility of accidents resulting in injury to visitors. These factors – one or all – will lead inevitably to a loss of image as far as the public is concerned, with the unfortunate consequence of such a group being branded as a ‘bunch of nuts’ and the possibility of this attitude rubbing off on to other similar projects in the community.

I paint a dismal picture perhaps, but I feel that *such a course is inevitable* unless adequate attention is paid to the proper financial structure of an operating museum, which differs fundamentally from a static museum.

However, let me now partly contradict myself by saying that in the early stages at least of projects such as ours, there is, I feel, no substitute for a substantial self-help program. I deplore the practice – unfortunately becoming all too common – of a group of starry-eyed idealists proposing some magnificent project and, on the basis of a few sheets of most ambitious sketch plans, approaching the Government for funds to put their brain child into being.

Although the self-help approach means a fairly tough road in the formative period, if it proves the feasibility of a project, then I am sure that the project is accorded a greater amount of respect because of the effort put into its establishment.

Assuming then that we accept the self-help theory – and I feel certain that most of the rail-tram groups do, then we can establish a fairly normal pattern for financial development. In the early stages, finance will be obtained largely by donations and minor fund raising efforts, such as raffles etc. This will be followed hopefully by an initial operating period, when passenger revenue starts to come in, and sales of souvenirs and refreshments may provide an increasingly important proportion of the total. The third and most critical phase is that of continuing operation. The project must by this time have proved its feasibility – continuing and hopefully increasing public support can be seen – and the requirement for capital works, upgrading of maintenance facilities, new and better passenger facilities and such like – assume major importance.

Tabulated, the picture would appear something like this:-

Phase	Income	Purpose
Development	Donations, raffles etc, membership fees	Development expenses, restoration materials etc
Initial operation (proving period)	Revenue, sales, plus above	Operating expenses, maintenance
Continuing operation	(a) Revenue etc as above (b) Loans, grants etc	Operating expenses, maintenance, including need for heavy maintenance Capital works -

		-- upgraded facilities – new or rebuilt major equipment
--	--	--

The first two phases require little comment. The third, however, needs consideration in some detail. For a limited period in the third phase, capital requirements may be met from operating profit. In other words, we literally ‘save up’ for our next item of major expenditure. This method can be painfully slow, and as many young homeseekers are finding today, the rate of saving may do little more than keep up with the rate of inflation. It is difficult or even impossible to plan to finance major works by this method, unless the required finance can be accumulated within a relatively short period.

Loans would be available only to incorporated bodies, and then only on the offer of some tangible security. Make no mistake here – what we might regard as our precious rolling stock may be regarded in terms of scrap value for loan purposes. Only assets which have a real market value would be considered, and you may have to talk hard to have a reasonable valuation put on rail or tram rolling stock even in the best of condition.

In regard to commercial loans it is important to consider firstly the cost of such a loan, but secondly the fact that it is being repaid in money of decreasing real value due to inflation.

We come now to the vexed question of Government grants. Federal Government money seems to have been handed out freely in the past year or so, but so far as I am aware, Pichi Richi is the only rail group to benefit so far.

Having said earlier that I believe very strongly in the self-help theory, I now want to point to at least one of its disadvantages. As you all know, we in the Puffing Billy Society have poured a tremendous personal effort into our train’s re-establishment and continued operation. We tend to feel now that *the very success of our operation is counting against us when the dollars are being handed out.*

What is not fully appreciated however, is that success doesn’t necessarily mean big profits, and with rapid escalation of costs, especially wages, over the past few years, we have seen the actual value of our profit gradually whittled away. Hence we feel somewhat aggrieved when we see money being handed out by the Federal Government to all sorts of embryo or potential tourist attractions. None has come our way to help what is widely acknowledged as a major tourist/recreation attraction.

Our first approach to the Federal Government was via the enquiry into the National Estate where we pointed out our need for money to purchase certain critical lineside areas. We also applied subsequently to the body set up following their report. We got no money, but we did get several typewritten duplicated pages to tell us why – and who did!

We later sent a submission to the Museums Inquiry and so far have had only an acknowledgment – has anyone done any better?

We also approached the Federal Department of Tourism for assistance for a special project, but again got nothing. The Department of Tourism, however, does acknowledge that we exist – they have a very large colour photo of our train on the wall of their reception area in Canberra.

Our approaches to the State Government have been more successful. So far we have asked on three occasions for grants, and have been given two, so the score here is very good.

Our first application was made some years ago for assistance in setting up our Museum, but for some reason we didn't seem to hit the right note, and it was not successful.

In 1970 we asked for a grant to commence work on our locomotive depot project. This was granted, and enabled all the preliminary work to be carried out, including the very extensive earth works. In 1973 we made a further approach direct to the Premier for a grant to carry out Stage 1 of our 10 year plan for upgrading our facilities. This was the building of the locomotive depot and fitting it out with various items of equipment for locomotive servicing.

The Premier gave us a most sympathetic hearing and we were granted the amount we requested. Unfortunately, due to circumstances entirely outside of our control, we have been forced to do an 'Oliver' and ask for more to complete this project.

So much for Government Grants – since our success score is not very high I can offer only limited advice.

However, I am certain of one thing. It is important to keep quiet until you are in a position to ask for – and to spend – a reasonable sum. Governments seem to regard it a waste of time to process a request for a small amount. Furthermore, it is probably a wise thing to indicate what – if any – the ongoing requirement for capital is going to be over, say, a 5 or 10 year period.

We have done this for the PB Society and have included everything we can think of capital-wise to take our project to the turn of the century. This has been planned to take place over a 10-year period and costed by estimate only. It is a very useful exercise which I can strongly recommend if only to provide some sobering thoughts.

Another piece of advice I can offer concerns the standard of presentation of any request for assistance. A relatively few dollars spent in preparing an attractive and well-documented submission could be money well spent – *it could be the key to success*. It is essential to remember that Ministers are busy people to whom all sorts of submissions for all sorts of things are presented. The one that is well prepared is likely to be the one which receives the attention sought.

Our 1973 presentation to the Premier was not cheap, but *it was read* because it invited attention. Such a presentation should contain a minimum of words to tell your story. Tabular form, where possible, makes for rapid assessment and diagrams and illustrations to help make your main point clear are a must. It is also essential to be honest in your claims and proposals. Remember that the Minister to whom you make your approach will not – indeed cannot – give you an answer on the spot. Your proposals will be subjected to checking and verification, and you may be asked to substantiate the claims you make. Be very cautious in any lobbying you embark on

in an attempt to get favourable consideration of your requests – it could backfire very easily, and in any case is often regarded with disfavour.

Although I am no accountant, I feel that a few words on the subject of handling and control of finance may not be out of place. As an organization grows, so its finances move out of the local tennis club class and require substantially more expertise to be handled properly. The treasurer of such a body is probably its busiest executive member. He has a regular commitment to pay accounts and to keep the books of the body in order. At the end of the financial year he has the onerous task of closing off his books and preparing the necessary financial statements. He is also the watchdog of your finances, and may be the lone voice against some proposal which he feels cannot be afforded. This of course can lead him to a point where he becomes too tight-fisted altogether with the purse strings, and is in constant conflict with other executive members. To avoid this situation and to give the treasurer a measure of relief from this rather heavy responsibility, I can strongly recommend that a system of budgetary control of expenditure be instituted. This has the added advantage of forcing those who are going to initiate the spending of money to do their thinking in advance, and for priorities to be established for the ensuing year's expenditure. It also has the advantage of no one section being able to spend more than its fair share, and avoids arguments in executive meetings concerning priorities and share of the cake.

Such control also enables you to answer very quickly any queries as to what you are doing with your income, and why you need financial assistance.

As my final point, I wish to caution against hitching your museum to the local government star without a great deal of consideration *by both parties*. Such a link is fraught with dangers, but is often undertaken in order to get the sort of financial support we have seen talking about. In Victoria, Government funds for assistance with tourist projects are normally channelled via the local government body. Whilst there are probably many cases where this has worked quite well, one must remember that the local councillors change, and what is a favourable project this year may in a year or so be relegated to the scrap heap, and we have already had examples of this in Australia.

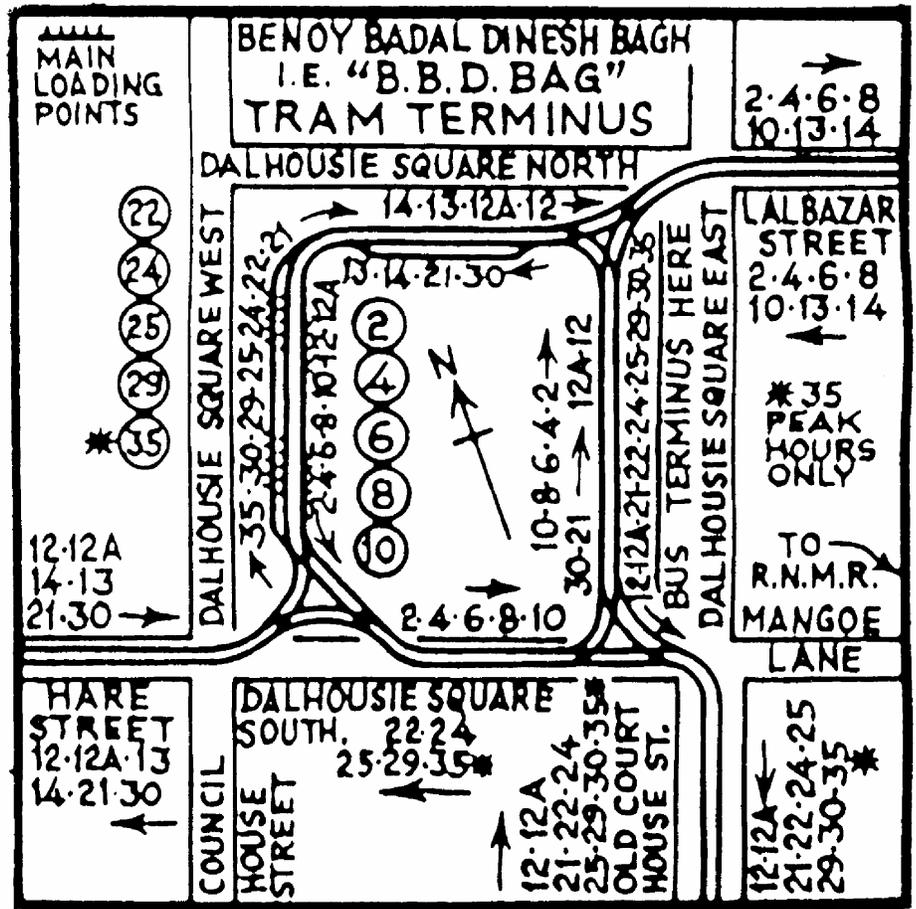
We also have the potential problem of the Council calling the tune and disagreeing either with the policy of the museum or with the actions of its personnel.

If it is at all possible, preserve your independence as long as you possibly can, local government is notorious for frequent changes in policy, and offers little real haven for the volunteer-enthusiast group.

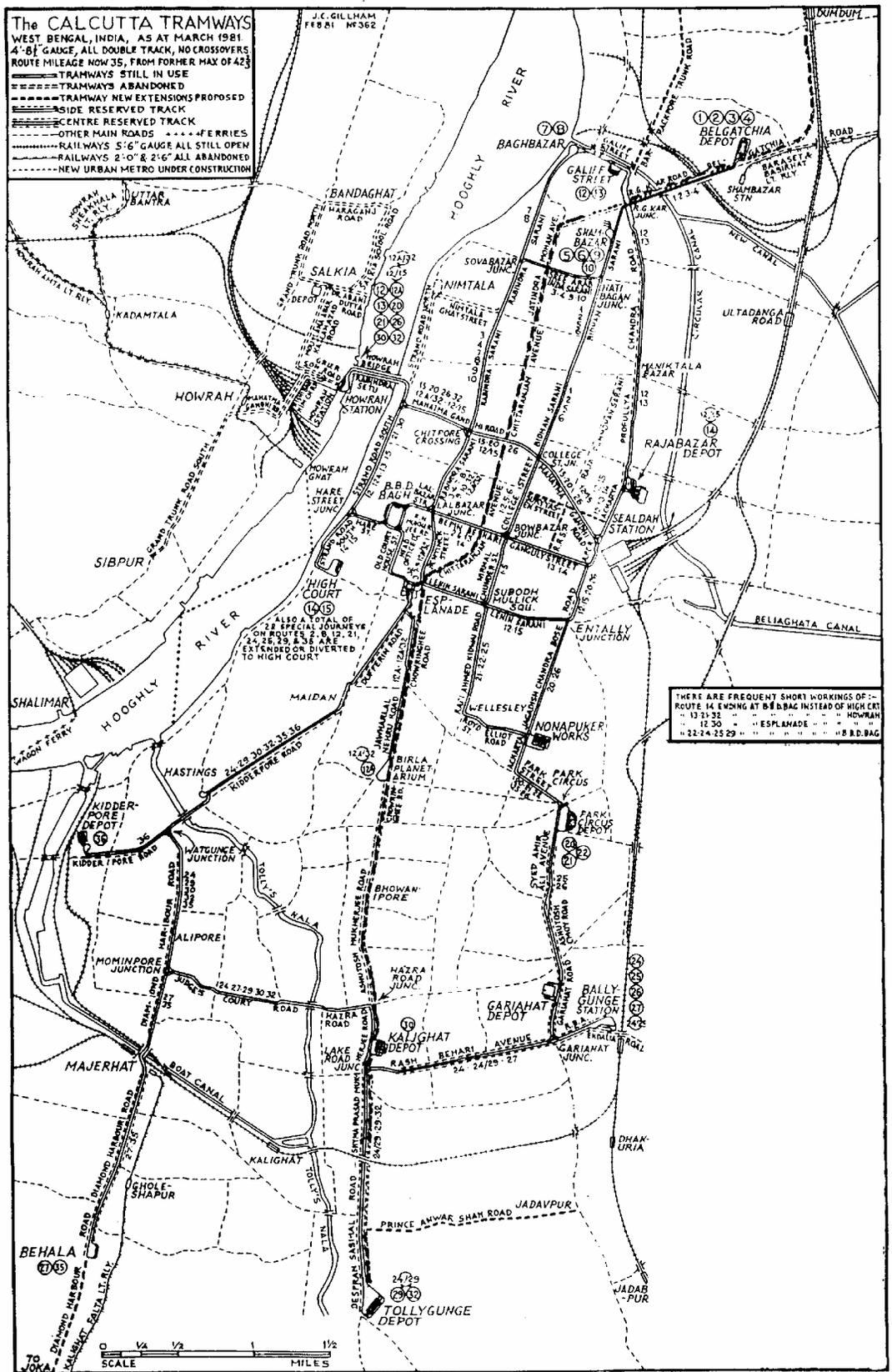
Let me sum up by saying that it is of the utmost importance that you keep your financial house in order. Profit or loss, it is essential that you can demonstrate that any request you may make for outside assistance has not resulted from your inability to manage your project properly.

In order to arouse government sympathy, it is undoubtedly necessary to show that your project is financially viable – they won't back a loser either – and that you are not seeking an operating subsidy. This can only be done by sound financial management and meticulous financial records.

A request for a grant for capital works under these conditions is then much more likely to be successful – indeed is probably the key to the Government money box.



Calcutta BBD Bagh Tram Terminus (Dalhouse Square)



Calcutta Tramways 1981