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MEMBERS AND MEMBERSHIP

Delegates present advised that their respective societies had the following classes of membership:-

- AETM simple membership; minimum age is 15.
- SPER must be a shareholder in the registered society to be an ordinary museum member; there are junior members; a concession is offered by negotiation in special circumstances. A member must hold at least 5 shares to be elected to the Board of Management.
- TTMS Membership subscription is \$6.00 p.a.; monthly meetings are held; many nominal members.
- BTMS A guarantee company, with a \$20.00 guarantee for member. No junior members. Wives and families admitted by subtracting the cost of "TW" from subsequent subscriptions. Life members limited to 3%.
- TMSV Has ordinary members, associate members (under 18 and in country or interstate at decreased subscription rate) and honorary members (maximum of 12).

It was commented that Life membership is usually "bought" for a relatively large initial sum, but there are problems in servicing such members over the years (life expectancy and inflation.) Honorary membership is usually conferred in recognition of a member giving large and valuable service to the society, or similarly from a non-member.

Rights and responsibilities of members

- SPER members have voting rights and the privilege of working for the Society and operating the trams.
- BTMS all members have voting rights and it is their responsibility to carry out work as directed by the Board.
- TTMS has a complex set up for their variety of interests. Parramatta - everyone has to prove himself before being admitted as a member; meanwhile, an Associate membership is conferred. This may have to be amended if the society is to adequately provide for its perpetuation.

Tours and Meetings

- SPER No longer run local tours. Hold bi-monthly social meetings (4 general meetings, 1 AGM, and one members day). The members day includes the annual dinner.
- TMSV Bi-monthly meeting. They were good for the Sales department but this has dropped recently, as has the attendances. Propose holding only three meetings a year - AGM, dinner with guest speaker, and social meeting with a member as speaker. Your patronage has dropped lately and it is proposed that tram tours be restricted to special events. Any other tour will accent the social sphere and possibly include a visit to another historical project.

BTMS

Bus trips for members (which families and friends are welcomed) They now have a mailing list for bustrips. Monthly meetings feature such items as an auction, films and donations are sought.

TTMS

Monthly meetings are held and are well attended (probably due to wide range of interests covered by the Society). Purely social functions contain an element of doubt.

HISTORIC REPRESENTATION IN CONSTRUCTION v LOCAL GOVERNMENT
REGULATIONS and AESTHETIC PRESENTATION

This discussion outlined the various restrictions that the museums had to overcome, how they overcame them, and what ordinances had to be observed.

1. When S.P.E.R. erected its first building, the depot was in National Park, and most outside observers expected the venture to fail within a short time. Hence building codes were not enforced. However, in any new buildings that are constructed, all building regulations will have to be adhered to.
2. Where construction has taken place on a Government Instrumentality's property, the various by-laws that operate have to be observed. This is accepted by the local government bodies in the areas where museums are situated, i.e. TMSV follows VR practice, BTPS follows SEC.
3. Where the trams are not owned by the museum, (BTMS), but are owned by a local body, this can be used as a lever by the museum for the Council to 'ease' restrictions and make construction a little bit easier. However, Town Planning Acts and other State Ordinances still have to be adhered to.
4. Whilst authenticity is required, i.e. wooden post and galvanised iron shed for steam trams etc., local bodies must observe the laws and by-laws in relation to fire hazards, etc., and buildings have to be built accordingly. An historical facade can be added, but this is expensive.
5. Co-operation with local government is required especially if further developments are to take place.
6. The Demolition, transporting and re-erection of a building from one site to another is a possible way of creating 'authentic' buildings, but again local government has strict rules about the use of second hand materials, and also the aesthetics of buildings especially large ones like tram depots.

ENGINEERING STANDARDS: TRACK AND OVERHEAD
DESIRABILITY AND PRACTICABILITYTRACK

On the subject of track laying standards, reference was made to the publication "Maintenance and improvement of Cane Tramways", published by the Sugar Research Institute of Mackay in matters of roadbed construction.

The application of uniform standards among museums does not appear practicable due to varying circumstances, and each museum should set its own standards keeping in mind the frequency with which track will be used and the weight of rail available with safety the main consideration.

It was felt that the foundation under the track is more important than the weight of rail used. Grooved rail should be available from Ballarat, as Drummond St. Nth. is being lifted. When welding is to be done, a sample of the steel may be supplied to the manufacturers of the rods; No. 8 stainless steel rod is one type that may be used. It was suggested that base plates be placed under joints to prevent sinking and that these should be welded in order to be effective. "Thermit" welding of rail joints was mentioned favourably, but a different mould is necessary for each size of rail. Cresote was recommended to prevent termite damage where necessary, and track drainage was discussed.

OVERHEAD

Standards of overhead construction with reference to pole erection should be drawn up with regard to local supply authority regulations.

Galvanised steel trolley wire may be used if a feeder cable is run in parallel with it. It is desirable to place aluminium cable above copper where these are brought into contact.

It is desirable to site the substation half way along the right of way if practicable to minimise voltage drop. However, a number of delegates felt that voltage drop did not present any great difficulty from an operating point of view if feeder cable proved to be an expensive proposition.

To sum up, it was agreed that track and electrical standards should be drawn up by each museum individually according to its own operating conditions but that if standards were not applied the lack of them would be painfully obvious.

COMPARISON OF ADMINISTRATIVE STRUCTURES

The structure of groups represented (AETM, TMSV, BTPS, BTMS, SPER, NHVA, WTM) were ascertained and it was agreed to gather similar details about other groups not present - (see appendix).

The differing functions of managers were noted as follows:-

- (a) AETM, is responsible for maintenance and restoration of vehicles, buildings and facilities.
- (b) BTPS, co-ordinated the traffic and engineering functions.
- (c) BTMS, co-ordinates branch heads and controls day to day supervision and member discipline.
- (d) SPER, controls day to day activities as distinct from Chairman who chairs meetings and acts as public spokesman.

BTMS, AETM and WTM have budgets and BTPS are about to introduce one.

Groups with long term plan or planning committees were: AETM, BTPS (about to establish a committee), BTMS, TMSV (a museum development plan and an acquisitions plan) and SPER (museum site characteristics document).

Time did not permit further discussion of the structures, which were displayed on a blackboard as they were gathered.

AUSTRALIAN ELECTRIC TRANSPORT MUSEUM (S.A.) INC.

Incorporated: Association Incorporation Act - South Australia.

Budget in operation: Yes.

Longterm plan or planning committee: Yes.

Executive Structure

No. on committee: 7. elected by annual meeting, vis.,
 President General Manager
 Vice-President Assistant General Manager.
 Secretary Operations Manager
 Treasurer

Delegated Officers: Appointed by executive committee, not being members of committee by virtue of these appointments other than proxy treasurer who may attend executive meetings in the absence of the treasurer, vis.,

Rosters and Publicity Officer Internal Auditor
 Publications Officer Proxy Treasurer

Remarks: There are three trustees who are ex-office members of the executive if not otherwise elected to it. They retire in rotation one every five years (commencing 1965) but are eligible for re-election.

BALLARAT TRAMWAY PRESERVATION SOCIETY LTD.

Incorporated: Companies Act 1961 - Victoria (Co.Ltd. by guarantee)

Budget in operation: commencing July 1976.

Longterm plan or planning committee: Yes

Executive Structure:

No. on committee: 11, elected by annual meeting, viz.,
 President Secretary
 Vice-President, Ballarat Treasurer
 Vice-President, Melbourne Six committee members
 The positions of General Manager, Traffic Manager and Engineering Manager are allocated within the committee by mutual convenience.

Delegated Officers: Appointed by branch leaders, vis.,

Publicity, Sales, Archives, Uniforms, Overhead, Membership, Works, Rosters, Electrical.

SOUTH PACIFIC ELECTRIC RAILWAY CO-OPERATIVE SOCIETY LTD.

Incorporated: Co-operation Act - N.S.W. (community advancement society).

Budget in operation: No

Longterm plan or planning committee: Yes

Executive Structure

No. on committee: 7, elected by annual meeting, allocation of positions within committee is by mutual convenience, vis.,

Chairman	Minutes Secretary
Secretary	General Manager
Financial Director	Works Manager
Assistant Secretary	

Delegated Officers: Electrical, Publications and others as required.

Remarks: Trades as Sydney Tramway Museum.

WELLINGTON TRAMWAY MUSEUM INC.

Incorporated: Incorporated Societies Act - N.Z.

Budget in operation: Yes.

Longterm plan or planning committee: Yes (5 years ahead)

Executive Structure

No. on committee: 12, elected at annual meeting, vis.,

President	Treasurer
Vice-President	8 Committee members
Secretary	

Delegated Officers:

General Manager	Restoration
Civil Engineering	Librarian
Electrical	Membership Secretary
Overhead	"Tramway Topics" Editor.
Mechanical	

WESTERN AUSTRALIAN TRANSPORT MUSEUM INC.

Incorporated: Associations Incorporation Act 1895-1969 - W.A. (Section 3 (3)).

Budget in operation: Yes.

Long term plan or planning committee: No.

Executive Structure

No. on committee: 9, elected to council by annual meeting, vis.,

President	Treasurer
Secretary	Six Councillors
<u>Delegated Officers:</u>	Bus sub-committee, tram sub-committee.

The Chairman of each must be council members, others need not be on the council.

TRAMWAY HISTORICAL SOCIETY INCORPORATED

Incorporated: The Incorporated Societies Act - N.Z.

Budget in operation: No.

Long term plan or planning committee: Yes, in association with Ferrymead trust.

Executive Structure

No. on committee: 10, elected at annual meeting, vis.,
President Tram restoration and maintenance#
Vice President Motor vehicle restoration and maintenance#
Treasurer Electrical#
Secretart Track and siteworks#
Sales & Publications# Operations#

is section representatives.

Delegated Officers: Vary from time to time and include members-in-charge of various projects (e.g. steam tram engineer, librarian, motorman training, etc.)

Remarks: Operates in conjunction with Ferrymead Trust to which a representative (Trustee) is appointed.

THE TRAMWAY MUSEUM SOCIETY OF VICTORIA LTD.

Incorporated: Companies Act 1961 - Victoria (Co.Ltd. by guarantee)

Budget in operation: No.

Long term plan or planning committee: Yes.

Executive Structure

No. on committee: 9, elected to museum board by annual meeting.
Chairman elected by museum board.

Delegated Officers: (a) Appointed by museum board and entitled to attend museum board meetings, if not otherwise elected as directors;

Secretary, Treasurer.

(b) Appointed by museum board and attend on an as required basis:- Assistant Secretary, Sales officer, and others as required.

(c) Appointec by officers; membership secretary, assistant sales officer (refreshments) and others as required.

Remarks:

Works are supervised by a committee of the museum board which appoints supervisors (e.g. electrical, per-way etc.) and members in charge of specific projects (e.g. restoration of 256, painting 180 as required. Works committee organises an Officer-in-charge to be present at museum each society working day.

BRISBANE TRAMWAY MUSEUM SOCIETY LTD.

Incorporated: Companies Act 1961 - Queensland (Co. Ltd. by
guarantee)

Executive Structure:

No. on committee: 7, elected to council by annual meeting, vis.,
President Secretary
Vice-President (2) Treasurer
Committeemen (2)

Delegated Officers: (a) Each council member holds a functional
responsibility; Manager, Assistant-Manager, Electrical, Works,
Workshop, Traffic, Services.

(b) Appointed by officers: Archives,
Publications etc.

NEWCASTLE HISTORIC VEHICLES ASSOCIATION

Unincorporated body

Executive Structure

President Treasurer
Vice-President Supervisor - Tramcar Reconstruction
Secretary Supervisor - Non-rail vehicles

Delegated Officers: None.

HISTORICAL ACCURACY IN TRAMCAR RESTORATION

In a large number of cases it is necessary for museums who wish to run tramcars for the public to do large-scale repainting or other modifications to their cars. This may be as a result of a decision to refit the tram in the livery of a previous era, or as a result of wear and tear received in passenger service. It is quite often impossible to replace damaged parts with the original type of fitting because these fittings are no longer available or prohibitively expensive. (e.g. birdseye maple veneers for ceilings are not now available.)

The members of the workshop were however, aware of the criticisms in the report of the committee of enquiry on Museums and National collections which were levelled at museums which restored exhibits with modern day techniques and materials, and which held their methods and exhibits to have been authentic to an earlier period.

It was therefore suggested that members should follow the following guidelines, where it was inevitable that modern methods and materials would have to be used.

- (A) Wherever possible it should be made clear what has been done so that no erroneous impressions are created.
- (B) That an adequate record of what has been done, and what has been replaced, is kept.
- (C) That adequate control is maintained on the restoration project so that the work actually done on a vehicle gives a result which is as close as possible to being correct.

PUBLICITY AND COMMUNITY RELATIONS

INDIVIDUAL MUSEUMS AND COTMA

SPER

Major items of equipment that have had to be moved have received press and T.V. coverage. This type of coverage has allowed the public to become more aware of SPER activities.

BTMS

The public have not been encouraged to visit the site during the developmental stages because of the poor image that might have been created. Limited guided tours are available however, for passers by who do call in. The offer for publicity in B.C.C. buses has been refused at this stage for the above reasons. Lack of facilities for visitors and that visitors also disturb work parties are additional reasons for not encouraging them.

TMSV

A similar problem exists at Bylands where the large crowds cannot be adequately handled when the horse tram is operating.

AETM

A mutual assistance programme in which AETM and other organisations such as Theatre Organ Society, conduct a combined programme.

BTMS

When the society operates a tour, public participation is advertised in BCC buses.

AETM

BTPS

TMSV SPER

Regular weekly newspaper advertisements, flyers in tourist agencies etc., are also used to advertise activities.

AETM

Ron White said that at a course on community relations he undertook, advertising must be continued, despite any initial poor response.

AETM

Open days where bands, merry-go-rounds and other entrepreneurs could display and make money also were good for maintaining community relations.

GENERAL

Tramway museums are generally not mentioned in major commercial or government tourist guides. The Secretariat of COTMA should endeavour to make the existence of the tramway museums known in each state. A guide of COTMA museums could be drawn up and distributed to government and other authorities to advertise ourselves. Commercial firms could also be approached to use trams for advertising. This catalogue would also include general information such as location, how to get there, opening times, costs etc., and be circulated to tourist and travel agencies.

WTM

BTMS

Personnel who are acting as guides at the museums, should know their subject, be capable of speaking easily to a gathering and able to create an interesting and good impression of the museum to any visitor. If necessary, conducted tours could be organised for clearly advertised times.

AETM

Many people who visit think that museums are owned by the government or semi-government authorities.

BTPS

This can be a block to public participation especially in membership.

WORKSHOP B4

SITE SECURITY: TYPES OF FENCING, LIVE-IN CARETAKERS

Most groups reported having had security problems in early stages of development. This had occurred because in most cases vehicles and other exhibits were in the open due to incomplete buildings or no buildings at all.

Security problems have been overcome by the following:

- (1) Buildings have been completed.
- (2) Installation of security fences.
- (3) Live-in caretakers.
- (4) Installation of burgular alarm systems.
- (5) Outside lighting.

SPECIAL NOTES ON SOME OF THE ABOVE.

- (1) Security fences are very effective, but some museums (e.g. BTPS) are restricted in this area by council regulations.
- (2) BTMS and TMSV both have live-in caretakers and report that this is an ideal security measure.

B.T.M.S., - caretaker is supplied with rent free house in return for his services.

T.M.S.V. - - caretaker pays rent to the society.

BTPS and SPER are restricted in this area by council regulations not allowing persons to live on site.

Good housekeeping can help security:- If tools, equipment, rolls of copper wire, brass fittings etc., are packed away out of sight they will be more secure.

It was suggested that valuable stores can be made more secure by placing heavy bulky objects around or on top of them.

Several delegates related experiences where liason with local residents and police had helped security.

CONCLUSION:

All delegates reported that since implementing the above suggestions very few security problems had occurred.

WOMEN AND THEIR ROLE IN TRAMWAY MUSEUMS

Each member briefly detailed the position in his society:-

- BTMS has seven female members. There are really no positions available to them at present due to the museum being in the construction stage.
- SPER has two or three female members. One is active in the maintenance of tramcars.
- AETM has three female members, one of whom is a Conductress. It was felt that wives of members could be usefully involved in museum activities such as assisting with day to day running.
- BTPS has about 90 female members, of whom five are active. They prefer to engage in work not regarded as traditionally "feminine".
- TMSV has about seven female members, but only one or two are occasionally active. The Society believes that they are an untapped source of help.

Generally it was felt that the low membership ratio is due to the disinterest of women in a traditionally male-dominated subject.

A lack of communication to females generally has aggravated, or at least continued this situation. In the past, there was no real encouragement to females to join Societies either when they began or in their early stages of development. This was aggravated by two factors :-

- (a) too much to be done of an "every day" or even urgent nature to permit time to be devoted to thinking about other matters; and
- (b) the "railroad construction camp" situation which exists (or existed) in the early years of tramway museum construction.

It was agreed that females should be encouraged to involve themselves in activities in tramway museums.

A freedom of choice should be given to them as to the type of work they would like to engage in. They should not automatically be expected to do normally "feminine" tasks; however, they may select thus if they so desire.

It could be useful and/or even desirable for male and female members to undertake tasks normally considered the domain of the other sex in museum activities. This would allow a change from their usual work, and could be on a permanent or occasional basis. A useful and interesting insight into such "other" jobs would be gained! Such should not take place on anything but a very limited basis unless reasonable competence can be assured.

Amenities for females in staff quarters was discussed. The BTPS plan to build an amenities unit consisting of staff room, toilet and shower room. Their active female members have not objected to using the same toilet and shower as the male members, as current architectural design standards would provide totally enclosed cubicles which would ensure full privacy for the occupant.

The BTPS member also commented that the presence of females had "humanised" some of their male members which had resulted in higher standards of language, tidyness and general behaviour. Also, their female members are historically minded and desire to help retain some of the past for posterity.

GIFT SHOP, BOOKSTORE, MERCHANDISING:TO WHAT DEGREE; TOO COMMERCIAL?

The session commenced with a brief outline of the Ballarat situation. As it operates within the "goodwill" area of an established park kiosk, the BTPS has no actual shop of its own. Various items such as postcards etc. are supplied wholesale to this kiosk and to other shops in the city, but the Society also conducts a sales facility in a tram at the Depot. In addition, conductors on all cars carry postcards and lapel buttons to sell to the passengers. All products publicise the Museum and feature Ballarat trams. Some members object to the sale of souvenir-type items as they feel that this is not part of the tramway atmosphere being preserved.

SPER has a similar resistance by many members to this form of commercialism. However, the publication of historical books is accepted, but this is, of necessity, limited by finance. The "tourist junk" type of material is always very cheap to produce and provides an excellent return, whereas books require a large outlay and are often slow to show a profit. The example of the second volume of "Century of NSW Tramcars" was quoted - this has only just covered its production costs after 8 years. The only factor inhibiting greater involvement in the sales field is the limited size of the Museum stall and finance for production. Despite all these limitations the bookstall exists to support the trams, and is merely a means to this end.

Considerable discussion ensued on the extent to which it is desirable to enter the field of souvenirs etc. All present agreed that the vast majority of members do not personally favour the items themselves or even involvement with this type of trade BUT nevertheless they welcome the income that is so generated. No clear cut reason could be identified for this attitude but the traditional association of this type of merchandise with gimmicky "tourist traps" is the most probable.

The market for sales of all types can be split into two broad groups, viz enthusiasts and the general public. The enthusiasts want the serious books and productions but will probably buy one of most souvenir type items "for their collections".

The general public can also be split into two groups - adults and children. Children tend to buy anything that is cheap, be it booklets, buttons or whatever; adults cannot be said to be much more discerning but they do buy the more expensive items.

In short there is a market for all types of sales and we are foolish if we ignore any part of it. Some products mentioned which could be classified as tourist gimmicks were the buttons of BTPS (et al) and sleeve patches produced by THS; but these all sell extremely well.

The success of the BTMS in the field of drink sales was mentioned but this was thought to be a result of climate rather than any other factor. Discussion then touched on more elaborate food services such as afternoon teas. There was universal agreement that only prepackaged items should be sold or else the labour content of the sales becomes disproportionate - not because of cost but by diversion of effort away from more important avenues. Like most museum activities it would probably be left to the "faithful few" to provide the service to the detriment of actual operational projects.

A general concensus of the felling of the Workshop was that sales activity was a "necessary evil" and that the end - finance for the objects of the museums - justifies the means.

"RECIPROCAL VISITS"

The workshop began with the T.M.S.V. and the B.T.M.S., both of whom have a set policy regarding visitors to their respective Museums by members of kindred museum associations, outlining that policy. They are as follows:-

B.T.M.S.: Any member of any kindred society is allowed to visit the museum at any time on a weekend or public holiday, unannounced and will be given a tour of the museum by the Council member on duty at that time. Outside of these times, visitors should ring the Secretary of the Society (48-3192) and arrangements will be made to organise a visit to the Society's museum at Ferny Grove. If at all possible, it is also policy to show the visitors the City and points of interest that they may particularly want to see, depending on the availability of members with cars. Visitors are invited to the society's monthly meetings and are encouraged to join in activities at the Museum if they so wish.

T.M.S.V.: The Society encourages intending visitors to communicate with the Secretary and advise him of their arrival. If there is a work party on that date, the visitor is referred to the supervisor for that work party. Visitors can participate in work parties. Transport to Bylands can also be arranged. Visits to Malvern Depot to inspect the Museum's exhibits there can also be seen to through the Secretary.

Sydney Tramway Museum, and A.E.T.M.: No set policy regarding visitors, but they are afforded, of course, all the hospitality normally given to kindred society members.

It was generally agreed that some attempt should be made through C.O.T.M.A. to formulate an itinerary of the opening times, and persons to contact for visiting the various museums to assist travellers. This would eliminate persons reluctant to visit the establishments through restrictive times, shyness or whatever, and especially help those visiting during the week, when work is not normally going on. It was appreciated that there would be problems with this directly being outdated a short time after being printed, but it was thought that bi-annually would be a good period for its release.

The desirability of advising of impending arrival was stressed, both to allow arrangements for the visit to be made, and minimize interruption to work parties.

Some discussion was held on production of membership cards. Not all museums have these, and it was finally agreed that this would really be unnecessary as it would be very rarely that a person would try to enter a tramway museum unless he was bone fide interested in what was going on.

Regarding hospitality, it was felt that it was encumbant upon Societies to show at the very least a minimum of hospitality towards visitors, but in turn, visitors should realize that there is work to be done, and that there is not much time to show them every small detail of the museum. There was then discussion on whether special guides were appointed by the society to show visitors around. The respective museums answered as follows:-

S.P.E.R.: No ,they rely on rostered members at the museum.
T.M.S.V.: Yes, these guides are safety officers as well. The sales officer also assist.
A.E.T.M.: No, rely on rostered members.
B.T.M.S.: Yes, special guides attached to the Traffic Branch for this purpose.

Facilities available to visitors:

Trams:

When running special trams for visitors it was felt that the financial considerations, and the time and effort needed should be taken into account by the visitors. Discussion then turned to driving of museum trams by visitors.

The Sydney Tramway Museum allows visitors to drive trams only outside of traffic hours, and this seemed to be the general practise or attitude. The A.E.T.M. policy is similar, but they usually have a run to the terminus at the end of the day for members who have participated in the day's events.

The idea of visitors working as conductors was mentioned, but it was felt that, as permanent rosters are drawn up well in advance it would be hard to do this, and as, well it needs to be taken into consideration that the visitor must first master the system operated by that particular Society.

Final comments included the feeling that bookshop personnel were usually the first people that visitors felt relaxed enough to talk to in depth as they held a unique role in the museum selling publications and information. Attracting new members was possible through good exhibitions and a proper attitude towards the visitor.

The discussion ended with all museums agreeing that if at all possible, visitors should attempt to go the Museums during normal work times to minimize inconvenience to work.

PUBLICATIONS.

Of the groups assembled only two had had any extensive experience in the Publications field, viz. SPER and THS. The other groups had mainly limited themselves to the publication of small items such as postcards etc.

After much lengthy discussion on the advisability of museums producing their own publications, various guidelines were laid down for the guidance of the various groups.

Briefly summarised, they are:-

1. Museums were to generally concern themselves with their own state or system. When production was undertaken by an interstate group, the interstate group was to inform the home state when the project had reached the 30% completion stage. This was to prevent one group blocking another indefinitely, by saying that they too were producing an article, when no actual intention of production was contemplated for several years.
2. Where two or more museums simultaneously were working on similar projects the following would apply:-
 - a. One museum would abandon production entirely and aid the other society as far as possible.
 - b. Both museums would co-operate and produce a joint venture.
 - c. One would defer production for several years.

It was agreed that the 30% stage would ensure production within a reasonable period.

With items 2a, and 2c the home state would have preference, unless they had not progressed very far.

It was agreed that these guidelines would prevent duplication of work, and the consequent waste of time and possibly money.

Mr. Jessup, BTPS, volunteered to investigate the feasibility of producing a 'View Folder' type postcard, with a tram from each Museum being represented. The costs were to be shared equally amongst the participating groups, and was designed to show the unity of COTMA members.

The S.P.E.R. offered its facilities and expertise to any groups that were desirous of obtaining expert help.

ATTITUDE OF MANAGEMENT TO MEMBERS

The discussion was opened by Bill Daniells who pointed out the difference between volunteer and paid staff, and the difficulty of tying members down to attending work parties regularly due to their other commitments. The fact that this made forward planning of works projects difficult was also discussed. All delegates generally agreed that there was a problem in this area but no definite solution was arrived at.

Ron White then touched on the subject of whether volunteer workers can be reprimanded and whether or not punishment for non carrying out of requests to do specific jobs was warranted. The general consensus of opinion was that in volunteer organisations this was difficult, but if good management could be obtained and maintained this problem may resolve itself. Barry Ollerenshaw gave details of the situation at Wellington where a "hard line" policy had been brought in over a six month period, including "standing down" members for non performance, which was now working quite well although it was admitted that a few members were lost in the initial stages.

A lengthy discussion then ensued on ways and means of obtaining workers and it was agreed that provided a definite work plan is formulated in advance (how far in advance depending on local requirements) the best way of recruiting workers is by personal contact about two weeks prior to the event, with a follow up immediately before a special officer who is familiar with the works programme would need to be appointed to attend to the necessary recruiting.

The provision of a forward works programme for six to twelve months with occasional reviews was also discussed but nothing definite was arrived at.

The value of regular members meetings was then discussed and it transpired that the majority of delegates were of the opinion that these meetings were wasted on the members, and that the time, effort and cost could be better utilized in other fields. Some delegates indicated that their members meetings degenerated into little more than gossip and "knocking" sessions. It was however, agreed that social outings such as Barbeques and theatre nights still appeared to be of some value.

The workshop was terminated on this note due to the expiration of time allowed.

RATIONALISATION OF REQUESTS FOR W3 and W4 BOGIES

Museums represented: AETM, BTPS, HADDAN, TMSV, THS, SPER, WTM.

The reasons for members wishing to obtain W3 and W4 bogies were varied, but were able to be put in the following categories:

1. Those groups needing whole bogies to make present static exhibits mobile.
2. Those groups which needed wheel-axle-motor sets to complete parts of bogies already available to make static exhibits mobile.
3. Those groups which needed wheel-axle sets of 33" nominal wheel diameter to complete parts of bogies already available.
4. Those groups which needed other miscellaneous parts of these bogies as spares.

These classifications would allow maximum benefit from any distribution of bogies, since a bogie would then be able to be used profitably by more than one museum in cases 1 and 2 and 4 above. It would also allow bogies with roadworthy wheels, axles and motors, but otherwise defective to be used in cases 2 and 3 above.

As it was apparent that more bogies were needed than would be likely to be available, it was decided to draw up a preliminary priority listing of requirements based on members' submissions, taking into account that some of these in category 1 above would need at least two bogies. This preliminary list was then further refined to a final list of nineteen bogies by a restricted randomisation ballot conducted by the Executive Officer and Chairman of COTMA:-

<u>ORDER</u>	<u>MEMBER</u>	<u>CATEGORY</u>
1	WATM	1
2	WTM	1
3	THS	1
4&5	MOTAT	1
6	AETM	1
7&8	SPER	1
9	WATM	1
10	AETM	2
11	WTM	1
12	SPER	2
13&14	MOTAT	1
15	THS	3
16&17	MOTAT	1
18&19	WATM	1

This list was the basis of a recommendation placed before the meeting of COTMA, on Monday, 3rd May, 1976.

Haddon Tramway Workshops sought parts in category 4 and it was agreed that the parts could be provided from those museums seeking trucks in categories 2 and 3. This arrangement was agreed by all those present.

MUSEUM V TOURIST TRAMWAY

Two different principles upon which the historic tramway could be based were outlined.

1. A museum of tramcars etc. with a society built tramway attached.
2. A preserved tramway operated for tourists possibly with a museum attached.

The problems of operating and marketing each type differed.

It was decided by the Workshop to designate these as:-

- a. Demonstration Tramway.
- b. Authentic Tramway.

The representatives of the various museums identified their operations as follows:-

- AETM A museum with demonstration tramway. The Museum Display provides information for research. Visitors can choose whether to inspect the museum or ride the trams; the latter aspect which they regard as a joy ride.
- SPER A museum tramway with a depot of operating vehicles and museum of display vehicles. Of the visitors 60% are joy riders and 40% historian. The basis is historical.
- THS Achieving both goals. The joyride is still No. 1, and a full tram is much more rewarding than an empty one.
- BTPS An authentic tramway with the side as the museum function. With "HAIL TRAMS" stops, proper S.E.C. uniforms and logos, the operation does get the message across to the visitors.
- TMSV Hope is for a tourist and educational facility. A Display Hall will be combined with two sheds, of which one is a running museum shed and the other a restoration shed.
- BTMS A museum first and a demonstration tramway second. Operated as a mini B.C.C. even to the styles of forms, systems and administration.

From the discussion the following conclusions/comments were noted.

- i.) Affiliated attractions do help.
- ii.) Most visitors come to the museum for pleasure first, history second.
- iii.) Although steam, horse and cable trams are undoubtedly history perhaps electric trams are still too recent an innovation to be real history.
- iv.) How can you really equate a period street of historic buildings with a demonstration tramway of vehicles which range in age from 70 to 10 years, from horse tram to current vehicles, and vehicles that come from different parts of Australia.

- v.) Since not all people are interested in historical trams or trams on Captain Cook's Landing Place, or trams in Camelia Gardens, we must be basically tourist oriented.
- vi.) Uniforms are important to identify with, or distinct from a transport authority.
- vii.) The operation should be that of a museum plus an authentic demonstration tramway.
- viii.) If the purpose of the tramway is missed, then it is one to accept, to live with, but not to confuse.

MUSEUMS AND PRIVATE COMPANIESMETHODS OF APPROACH

Mr. Daniels opened the session with a short address regarding financial and material help received by the BTMS from government depts. and private enterprise. The BTMS has a Planning Sub-Committee whose duties include approaches to companies or individuals for assistance in various ways. One of their most important achievements has been with Bergers Paints, who have offered to supply undercoats and primers at no cost and finishing coats at cost price. He suggested that a list be made from the Yellow pages in the phone directory of prospective companies and write to them, maintaining a policy of approaching only one company at a time for the same form of assistance to avoid the possible embarrassment of more than one offer of help.

Mr. Stock asked who to address correspondence to in the organisations contacted. Mr. Daniells replied "The Manager" generally would be best in most cases but added "The Sales Manager" could be used dependant on the management structure of the company concerned.

Mr. Stock then asked if Museum advertising literature is included in correspondence. Mr. Daniells replied Yes definitely and tendered to the session copies of the BTMS handouts used which contained such information as Brief History of Museum Fleet Details, equipment details, finance details, aims and objectives, membership details including application form, and site details including a site plan of their proposed development. Mr. Daniells then read a copy of the letter sent to Bergers Paints which also stated that any donations or assistance is tax deductible under Section 78(1)(a) of the Income Tax Assessment Act. Mr. Radcliffe enquired how much personal contact would be involved with written requests.

Mr. Daniells replied that the Museum Secretary's phone number is always included in the initial requests and depended on the reply from the company contacted. He also stated that reciprocal advertising subject to negotiation is always offered in these requests. Mr. Radcliffe asked for a figure which indicated the ratio of acceptance and Mr. Daniells replied that to date 80% would be indicative, adding, that in the request for paint, Usher Paint were first contacted but failed to reply.

Mr. Stock stated that STPS had received some assistance in paint supply from Dulux. Discussion then took place regarding sales tax exemption when goods are paid for. Mr. Daniells advised that BTMS have also contacted International Harvester regarding spare parts for their tower wagon and present indications are that success will be achieved from this application. Mr. Radcliffe asked how Museums could raise themselves above the level of "The Flying Doctor" etc. with regard to asking for goods and suggested that maybe somebody more experienced in this field such as a professional fund raiser type might be a solution.

Discussion then took place concerning the other Museums present and whether they had made any requests for assistance. These requests in most cases were made verbally to either business acquaintances or friends and Mr. McKeever stated that a few requests of this nature and also a few verbal requests to unfamiliar companies had met with a high percentage of success for SPER.

Mr. Daniells stated that requests should not just be for material goods and illustrated this by making mention of the generous assistance offered to them by the Queensland Institute of Technology regarding the survey of their Museum site.

The Chairman then summarised in general the points made and declared the session closed at 12.05 a.m.

FUTURE MANPOWER - REQUIREMENTS AND AVAILABILITY

This workshop posed general questions which the delegates discussed.

What had Museums found in their work operations?

Are work parties well attended?

Do rostered traffic staff turn up when required or do others have to leave other jobs to take their place?

What steps do we take to recruit members to meet future operating needs?

AETM Has reliable operations team, generally members of several years standing. The workers are of even longer standing and generally the workers have not changed greatly since operations commenced.

TTMS It has been recognised that the number of existing vehicles is enough because the active membership is only sufficient to handle the exhibits collected.

Progress on track constructions is slow due to the dispersal of membership throughout the State and the mainland.

There are, of course, "silent members" who pay subscriptions and do nothing else.

AETM "Silent" members are a waste of time pursuing for work parties etc. Greater potential exists in finding newer enthusiastic members through hobbies exhibitions.

BTMS Kindergartens in Queensland charge \$20.00 when a child is enrolled as a deposition the parents availability for work parties, generally three per term. If they do not come, the money is forfeited and used to pay a contractor.

BTMS
AETM Experience in these two museums has shown that work rostering only is a success where certain specific tasks are undertaken. In Tasmania, the courts have the power to allocate projects for child delinquents to expiate their crimes.

TMSV Mailouts to "silent" members are a waste of time and effort. Once their status as "silent" has been determined it is sufficient to just collect their dues. School children, who are under age but show an interest in the museum's activities should be circularised until they reach eligible age and then they should be encouraged to join.

AETM The executive really only shows interest in potential of new members if they are "strangers" after the first few voluntary appearances. This is probably a bad attitude but it is felt that it is a waste of time to train someone, if, it is unlikely they will keep coming back. Many members are too "individualistic" and

prefer to do the job themselves, rather than show someone else. "Jack of all trades" people should be encouraged.

BTMS A talent census amongst BTMS members is carried out yearly to find out what the members are interested in. A project day is usually scheduled after a monthly (Friday) meeting. The notice at meetings instills urgency into the members and helps to swell the numbers. Those not suited to heavy jobs are allocated other lighter tasks.

AETM
TMSV New members, or someone who has re-appeared after a long absence, should be given something useful and possibly stimulating to do as a means of holding interest. They must not be given "Fob-off" jobs otherwise their interest will wane very quickly. Do not give them a job you yourself would not do.

BTMS Standby jobs are necessary for a sudden influx of voluntary workers on a work day.

AETM Some visitors think AETM is a government body, and although interested do not realise they can join.

BTMS The main worry at present is labour for immediate projects, but the longer term problem is to interest younger people to enable the museum to keep functioning.

TMSV Hobby exhibitions in Victoria solicit many museum inquiries of membership, but how many actually join from these exhibitions is not known. Also advertisements in teacher's journals can interest school visits and children's interest in the museum. These children can be regarded as potential members.

AETM Had not had any tangible results from visits of this nature.

BTMS It was suggested that service clubs could be approached for a specific museum project.

TMSV
WTM The "exclusive" club notion that outsiders had of museums could be dispelled by advertising, in certain publications, for members. This advertising would take the form "combining skills with a volunteer hobby".

AETM Some tradesmen/professionals want to amuse themselves in a different way when away from their place of employment. Some may be able to give advice without actually working or joining.

BTMS Private companies could make project contributions and put their "stamp" on it. It would be publicity and advertising for them.

TMSV The CMP personnel aiding with construction of Bylands did not show sufficient interest to join the museum afterwards.

CONCLUSIONS:

- (a) A nucleus is always necessary to keep the museum operating, both physically and philosophically.
- (b) General membership must constantly be sought.
- (c) Big museum projects (car moves etc.,) with media coverage should immediately be followed up by membership drives.
- (d) Private companies, Service clubs etc., should be approached for small status projects.

OVERHAULS: FACILITIES REQUIRED

The Societies represented at this workshop either were operating vehicles in passenger service, or intended to do so. Thus each recognised that ultimately major overhaul of the vehicles would be necessary.

There are at present several options open:-

1. Buy and house as much equipment as possible to do the required work, working towards almost complete self sufficiency.
2. Let work to outside contractors for operations which are either capital intensive, or which require specialist skills not available to the society.
3. Combination of the above.

It was considered that the option adopted would depend on the circumstances of each individual society, but that the following items would constitute a starting point for a society wishing to overhaul vehicles:-

- a. body jacks
- b. chain block (1-3 tonne)
- c. solid floor space to sit disassembled bogies.

It would then be possible from this point to exercise either of the options 1, 2, 3 above.

From the minimum, it is then possible to divide and expand overhaul requirements further as follows:-

Body Restoration) mechanical saws, planers, handtools
Maintenance)

Electrical Running)
and) pit or ramp, isolated road, lathe, pit jacks
Mechanical Overhaul)

It can be seen that a large amount of capital can be tied up in specialised overhaul facilities which may be used only once or twice in ten years under museum traffic conditions. Thus thought is needed before the acquisition and housing of overhaul equipment, as to the comparative economics of operations 2, and 3 above.