PROCEEDINGS OF

THE FOURTEENTH CONFERENCE

OF

THE COUNCIL OF TRAMWAY

MUSEUMS OF AUSTRALASIA INC

IN CONJUNCTION WITH

THE ANNUAL CONFERENCE

OF

THE NATIONAL FEDERATION OF

RAIL SOCIETIES INC (NZ)

CHRISTCHURCH, NEW ZEALAND

29 MAY TO 4 JUNE 1998

NATIONAL FEDERATION of RAIL SOCIETIES INCORPORATED

NEW ZEALAND

Council of Tramway Museums of Australasia Inc and National Federation of Rail Societies Inc (NZ)

CONFERENCE'98
THE WAY AHEAD

Christchurch - New Zealand May 29 - June 4

CONFERENCE HOSTS:

The Tramway Historical Society Inc.
P. O. Box 1126
Christchurch
NEW ZEALAND

CONFERENCE THEME:

'Conference '98 - The Way Ahead'

CONFERENCE VENUE:

The Conference Centre
Christchurch Arts Centre
Hereford Street
Christchurch
NEW ZEALAND

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Conference delegates assembled in front of Kitson Steam Tram No.7 and double decker trailers Nos. 10 and 74 at Ferrymead Historic Park.

Saturday 30 May 1998

PROGRAMME OF SPEAKERS

TIME	SPEAKER(S)	CHAIR	SCRIBE
SATURDAY 30 MAY 1998			
8.30am	Opening - Clive Peter	Max Taylor	David Verrier
8.40am	Phil A'Vard	Max Taylor	David Verrier
9.00am	Alan Smith	Max Taylor	Bryce Pender
10.45am	Peter McCallum	Clark Simmonds	John Shanks
1.45pm	Phil A'Vard	Dr John Radcliffe	Dennis O'Hoy
2.30pm	Warren Doubleday	Dave Hinman	Bill Kinsgley
2.30pm	Phil A'Vard	Michael Kerr	Keith Kings
3.45pm	Warren Doubleday	Carolyn Dean	Stuart Keenan
3.45pm	Terry Atkinson	Peter McCallum	Ted Pointon
4.30pm	Don Potts	Bill Kingsley	Chris Steele
7.30pm	Conference Dinner Phil A'Vard	Max Taylor	
MONDAY 1 JUNE 1998			
8.30am	Graeme Richardson and John Shanks	David Verrier	Keith Kings
8.30am	Paul Mahoney	Grant Craig	Geoff Joyce
9.15am	AGM - NFRS	Clark Simmonds	Paul Dillicar
9.15am	Christchurch City Council	Dave Hinman	John Shanks
10.30am	Panel Discussion	Bill Kingsley	Bob Pearce
11.15am	Don Campbell	Richard Gilbert	Barry Ollerenshaw
11.15am	Panel Discussion (Tramway Topics)	Dr John Radcliffe	Bob Pearce
12.45pm	Denis Bell & Jill Moorhead	Don Campbell	John Phillips
12.45pm	Wayne Holton-Jefferies	Peter Hyde	David Critchley
1.30pm	Lindsay Richardson	Graeme Breydon	Janette Rosenthal
1.30pm	Ian Robertson	Keith McGavin	Stuart Keenan
2.15pm	John Phillips	FILM	

TUESDAY 2 JUNE 1998

9.15am	COTMA - AGM	Lindsay Richardon	Richard Gilbert
3.15pm	MUSEUM REPORTS		

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OPENING ADDRESS

CLIVE PETER, CHIEF EXECUTIVE, CHRISTCHURCH TRANSPORT LTD.

The native student, writing a letter to the superintendent of the mission, desired to end with the words "MAY HEAVEN PRESERVE YOU".

Not being quite sure of the meaning of "preserve" he looked it up in the dictionary. When the letter reached the superintendent, it ended with the words "AND MAY HEAVEN PICKLE YOU".

Ladies and Gentlemen, when one talks of preserving the past, the words boring, dull, lifeless and irrelevant come to mind. One can therefore be forgiven for mistaking the word "pickle" for "preserve".

However, after being associated with the Tramway Society, one cannot be further away from the truth. Since the days of the old Christchurch Transport Board there has been a strong bond between the two organisations. As Chief Executive of Christchurch Transport Ltd I have watched with constant amazement the commitment and dedication of members of the Society in their efforts of preservation and restoration. I have seen men volunteer their time selflessly and willingly.

You here today are a testimony to the fact that preserving is not a pickling, but a restoration and a giving of new life as it were. A restoration to former glory.

My particular interest in transport is that of urban transport. Being a relative newcomer to Christchurch, one of my most enlightening experiences was being able to trace the history of urban transport in Christchurch. Not only through what is recorded in books, but to inspect, ride on, and experience the technology of each period unfold from the horse tram, the steam and electric trams, the cable car, the trolley bus and the modern diesel bus. All of these have been painstakingly restored and maintained in excellent working order by the Tramway Society. What a great inheritance of bequest for the next generation.

It is often said "To know where you are going, you need to know where you have come from". Through the continued efforts of people like yourselves, our children and their children will have a better understanding of where they are going by seeing and experiencing where we have come from.

Not only has the Tramway Historical Society preserved the vehicles of the past, but with them they have also preserved our social history. Many of the vehicles have interesting and sometimes key events connected with them. When inspecting these vehicles one can't help but consider what life was like when these vehicles plied our streets for trade.

Some may think it strange that people who are associated with the past, with preservation, and with museums, will theme their 1998 Conference "THE WAY AHEAD". What a great theme - to be future looking while standing firmly in the present after having secured and safeguarded the past.

I congratulate you and your conference organisers on the theme of your Conference. Everyone is interested in the future, in what lies ahead, and this is particularly true for leaders. Peering in the crystal ball to discern the future can be interesting, frustrating, tedious, and sometimes even humorous, but at all times it is an important part of leadership. You at your Conference today are reflecting your roles as leaders in considering "The Way Ahead".

Ladies and Gentlemen - Welcome to Christchurch, New Zealand - The Garden City, the City That Shines. Enjoy our hospitality and our many attractions. We certainly aim to please.

I sincerely trust that your experience at this conference will not only be a learning one, but an opportunity for renewing old acquaintances and making new friends. I hope that you have a great, enjoyable, and immensely successful Conference.

It therefore gives me great pleasure in declaring Conference 98 - The Way Ahead - open.

KEY NOTE ADDRESS

PHIL A'VARD - PUFFING BILLY RAILWAY SOCIETY

In 1953 Tom Rolt, a race car enthusiast and author of books on British Industrial Archeology, made history. By forming the Talyllyn Railway Preservation Society he opened the world of railways (and subsequently tramways) to amateur players. Thus began the era of rail preservation which spread throughout the western world.

Almost overnight, the rail laity found itself fulfilling its lifetime fantasies, as school teachers became locomotive drivers, doctors became guards and lawyers became signalmen. Almost overnight too, rail enterprises became managed by elected committees with individual members often appointed for their popularity with the members, rather than for their management expertise or experience.

Over the next ten years these organisations matured as they became aware of the hard facts of rail operation and discovered the need for sound financial management. In fact, their amateur boards and committees suddenly found that the railways they had preserved had become small businesses with budgets, balance sheets, and profit and loss statements. They only thing they did not have was a burgeoning salary bill as enthusiastic volunteers provided all the labour.

With the underpinning of this enthusiastic free labour, these small businesses grew through the seventies and achieved a high degree of success as part of the tourist industry. Increasing numbers of tourists increased the number of trains to be driven which in turn increased the infrastructure necessary to support the operation which increased the amount of money needed by the organisation so they needed to run more trains. Soon it became apparent that there was a mathematical relationship between "enthusiasm" and "success", namely that "enthusiasm" is inversely proportional to "success". As the "success" of the business increased, the enthusiasm of its volunteers began to decrease. So too did the number of volunteers as founding fathers grew old or found other interests.

Thus began the dilemma of the preservation movement in the last part of the century - as the number of volunteers falls, or if the success of the operation outstrips its voluntary resource, the spectre of paid labour arises, and I dare say this is now or has been on the minds of most people in the room today.

At this stage it is appropriate for a case study.

Puffing Billy is probably the best known and the most successful venture in Australian railway preservation. The enterprise is built around a former Victorian Railways narrow gauge branchline which linked Upper Ferntree Gully to Gembrook in the Dandenong Ranges near Melbourne.

The railway closed as a common carrier in 1953 as a result of a landslide which covered the track at its mid-point.

In 1955, after a series of "farewell" special trains sponsored by a Melbourne newspaper, a preservation group was formed. This group underwrote the Victorian Railway's costs of weekend services on the Upper Ferntree Gully to Belgrave section (which was on the Melbourne side of the landslide) until the Melbourne suburban electric train service was extended over the narrow gauge right of way to Belgrave in 1958.

Between 1958 and 1962, the Society provided volunteer labour and finances to reopen the line beyond Belgrave. This was a unique situation as volunteers from the Society were working under the direct supervision of the State Railways Department to repair a government owned railway.

Under these conditions and with the assistance of the Australian Army (which by-passed the landslide) the railway re-opened between Belgrave and Menzies Creek (6.3km) in 1962 and Menzies Creek to Emerald (3.71km) in 1965.

After a period of consolidation in which additional locomotives were obtained and reconditioned, rolling stock repair facilities were established and the track structure further strengthened, the line was reconditioned between Emerald and the Emerald Lake Park with trains reaching Lakeside station in 1975. The total length of the railway was then 13.9km and the annual patronage in the order of 150,000.

By 1977, the voluntary Preservation Society had gained twenty-two years' experience in railway management and in recognition of this, the Government of the day proclaimed The Emerald Tourist Railway Act 1997 which transferred ownership and responsibility for operating the railway to The Emerald Tourist Railway Board, a quasi autonomous government organisation which is largely made up of Society nominees.

After twenty-two years the voluntary management suffered no delusions that the enterprise could operate on a 100% voluntary basis and set up a human resource structure utilising both paid and voluntary staff.

The Board, supported by the Society, now employs a permanent staff of 30 persons and approximately 500 volunteers to operate well over a thousand trains which carry approximately 240,000 passengers annually for a total revenue of some $2.3m.

The staff of 30 is engaged in work which volunteers cannot do because of continuity, the need for specialised expertise and weekday availability. However, their numbers are not sufficient to operate the railway at the level required by the tourist industry. The bulk of the labour required to operate (as apart from maintaining) the railway is still provided by society volunteers. It is calculated that to provide the existing level of service on Puffing Billy without volunteers would require twice the present staff level. As the existing salary bill is in excess of $1m, it is not difficult to see that Puffing Billy without volunteers would be a losing proposition.

Against the revenue figure must be posted the actual cost of running. This is in the order of $2m leaving a small surplus of about $300,000.

Any accountant/businessman would close the enterprise down if they considered the level of surplus in relation to the capital invested - even in relation to the revenue.

The Puffing Billy story is a good example of what can be achieved and maintained by volunteers. However, I hesitate to prescribe its success as a recipe to others as there are elements in its evolution which have strongly influenced its success with volunteers and I

suspect that these elements may not exist in other enterprises which rely in voluntary support.

From the brief history I have given it can be seen that:

* Volunteers have been involved from the very beginning,
* Volunteers are involved in the overall management - and, indeed, dominate the representation,
* Volunteers have worked beside permanent (paid) staff from the beginning.

These points provide a strong base upon which to build an organisation that is largely managed and operated by volunteers. There are more strong points however. Working from this base, the Emerald Tourist Railway Board (remember, the society dominated government body which now operates the railway) determined from its inception that it would encourage volunteer participation in all aspects of its operation provided the volunteers would meet the same training and qualifications required by paid staff.

Hence, interested volunteers are able to study and qualify to act in positions such as train guard, signalman, station master, fireman or driver. This early decision by the Board adds two more strong points to the base referred to earlier.

* Volunteers have an opportunity to participate at any level in the enterprise subject to the same criteria as paid staff.
* Volunteers have a career path within the organisation.

It follows from this that trained and qualified volunteers are eligible for permanent staff positions when they arise and the Board's policy is to advertise any vacancies to the Society and volunteer body before advertising to the public.

Probably the best way to summarise the above is to say that Puffing Billy started as a volunteer organisation which supported professionals and has evolved into a voluntary organisation supported by professionals. As such it was in a favoured position and quite different to most of the preservation organisations which followed. They started as totally voluntary, and now, pressure of business or legal requirements is forcing the need for paid personnel.

There is much to be learned from the Puffing Billy experience however, some of which I offer as comment:

1. The consequences of introducing paid staff (We've experienced all of these)

Jealousy - (from volunteers) He is being paid to do what I do for nothing

Contempt - (from paid staff) They're only volunteers, their work is inferior, they're never around when they're needed.

The "They get the money, let them to the job" syndrome, where volunteers stand back to let the paid staff do the dirty work.

Withdrawal when volunteers take the "they don't want me any longer" syndrome and leave the organisation.

Volunteers Possession - when volunteers hold on to a particular activity as their own, irrespective of the fact they cannot keep up with it's pace.

2. The Need for Maturation of The Organisation

As indicated earlier preservation efforts become small businesses and in a capitalist society such businesses must grow to succeed. Hence there arises a constant environment of "change" which some volunteers see as a threat.

Puffing Billy has managed this reasonably well, mainly by appealing to the "thinking majority" of its membership through magazines and meetings. However voluntary organisations working towards a professional component should handle these "education" issues carefully.

3. The Need for Constant Motivation for Volunteers

Whereas paid staff have motivation in their pay packet, a volunteer does not. To maintain their interest the railway must have a constant set of challenges or goals before them.

4. The Need for Equality of Involvement

Volunteers must see themselves as being on an equal level to paid staff in the eyes of management. If this is achieved they normally defer to paid managers in a friendly master/servant relationship.

5. Devolution of Responsibility to Volunteers

If they can do the job, let them do it.

The Board and the Staff have deliberately set out to avoid demarcation between volunteers and permanent staff. Any task on the railway is first tested as a possible voluntary role. If suitable volunteers cannot be found and if the need is proven, then a staff person is appointed. We work on the premise that if a volunteer can do it, he or she should be given the task - no matter what it is.

This can be seen by an examination of the management structure of the railway, in which the overall management is seen to lie in the hands of a committee consisting of voluntary and paid heads of departments.

Having set out the background and structure of the railway I'll try to address some of the points nominated. I would hope that these may lead to some discussion later in the day.

BOUNDARIES BETWEEN VOLUNTEERS AND PAID STAFF

We are in the fortunate position that our paid staff has not sought to organise. This has enabled us to develop in them an awareness of the fact that volunteers are not a threat to their jobs. In fact, this awareness has developed into a belief that volunteers are their security. They realise that without the enormous voluntary input the railway, their jobs would not exist. This realisation extends to an understanding that part of their duty is to encourage and maximise voluntary input and in some areas of our activity a high degree of staff time is put into preparatory work for volunteer teams. Such preparation enables the volunteers to achieve more in their donated time and thus obtain greater satisfaction.

Ironically, we don't have problems with staff seeing volunteers as a threat. Rather the reverse ! We occasionally have volunteers seeing staff as threatening their jobs as volunteers.

Things to avoid are:

* Boundaries: Avoid them like the plague ! Set up a structure where there are none. Make each group aware of the importance of the other and that they are interdependent. Make them all part of the grand team.

* Favouritism: Be sure to treat the volunteer and staff member as equals.

* Elitism: If volunteers are interested, encourage them to undertake the same training as staff members - particularly if these are in-house.

Digression and Example

On the Puffing Billy Railway, any person involved with operating a train or trolley must undertake a special training course in Railway Safeworking. This is an in-house training programme of approximately ten weeks with written, oral and practical assessment.

Both volunteers and staff members must pass this course; thus we have, every year, a situation where paid staff and volunteers sit through the same course (side by side) and undertake the same assessments. This is a great exercise in moulding them together as a team.

The course is conducted and assessments made by appropriately qualified volunteers. This helps put the worth of the volunteers in perspective for the staff.

RESPONSIBILITY, ACHIEVEMENT AND MOTIVATION OF VOLUNTEERS

The management structure of the Emerald Tourist Railway Board illustrates that volunteers can and will accept responsibilities in management and it should be noted that a volunteer executive faces the same responsibilities under the law as does the professional. It is a responsibility of the organisation to ensure that appropriate professional indemnity insurance is taken out to cover both paid and unpaid executives.

In Puffing Billy's case responsibility is delegated well down into the volunteer ranks. Every day the train is operated with a high number of volunteer staff. These include:

* Station Master (Officer-in-Charge)
  Responsible for: Cash, ticket sales, train makeup, welfare of passengers, instigation of Emergency procedures, supervision of ancillary staff.

* Guard — Responsible for: Safe operation of the Train.

* Fireman — Responsible for: Operation of the boiler and safeworking duties.

* Driver — Responsible for: Safe operation of the locomotive. (This latter position is usually paid, but we have 8 volunteer drivers.)

Each of these roles has been closely defined and requires considerable training and re-examination. They also have certain standards of performance required of them. For Example, the Station Master and Guard must ensure punctuality. The Fireman must keep up steam to the driver, the driver must drive the train safely and keep to the timetable.

Executing these duties and coping with the daily problems caused by late passengers, poor steaming coal, wet rails and the hundred other different things that can happen, provide these volunteers with challenge.

It is in overcoming this challenge - even on a daily basis - which leads to their satisfaction.

From our example we can perhaps suggest several things.

* Don't be afraid to give a volunteer responsibility if he/she is appropriately qualified. Provide them with the means to qualify.
* Always keep a challenge before them.
* Make them an integral part of the team and let them share in its achievements.
* Invest in them as you would your own staff.
* Challenge your staff to help volunteers achieve.

SUPERVISION OF VOLUNTEERS

Supervision of volunteers on the Puffing Billy Railway is obviously done by appropriately qualified personnel whether volunteer or staff. Over the years the railway has trained volunteers to act as "works supervisors" who lead teams of volunteers to undertake track repairs and similar engineering tasks, carriage painting and restoration, signal and telegraph works and clerical jobs.

However, supervision of volunteers in the mechanical engineering workshops is generally done by staff members. Although we have a number of volunteers with appropriate skills the Board prefers to use staff in these positions to train volunteers appropriately ensuring continuity of the task and safety of both personnel and machinery.

It also acts as a "protective mechanism". As mechanical engineering is the area where most staff are employed, problems caused by weekend volunteer work are the responsibility of the staff person rostered as the supervisor and his workmates tend to vent their spleens on him rather than volunteers.

It is interesting to note that on many occasions staff tend to "volunteer" to supervise weekend workshop work parties without pay if the task to be undertaken is of particular interest to them.

MOTIVATION

By definition, volunteers or amateurs are motivated people. They give their time to assist a project in which they are interested. The project's management, however, must recognise the need to keep them wanting to participate.

Fortunately for Puffing Billy, railways have a universal fascination and the enterprise can offer enthusiasts an opportunity to indulge in their interests. To this extent, it enables them to indulge in a big hobby; Steam enthusiasts have an opportunity to work on a real working locomotive, telephone enthusiasts on a real full scale communications system, signal and safeworking buffs can pull levers, wave flags at the back of trains in a real situation and be respected for it.

However, despite this, volunteers can become bored. One can have too much.

We try to discourage the volunteers who turn up every weekend and steer them into a rostered situation where they appear at three to four week intervals. This prevents over-familiarity and maintains interest.

Communications is another important factor in keeping volunteers motivated. We find that all workers, whether voluntary or staff need to know what is happening on "their" railway. With this in mind management introduced a monthly news sheet which is distributed with rosters to all those who work on the line. This includes reports from management meetings, progress on various projects, items of gossip and publicity of coming events.

In addition to this management conducts two open style forum meetings throughout the year. At these, the whole management team faces the volunteer workforce to answer questions and explain policy developments. These have proved to be excellent "safety valves" and provide a useful place for the exchange of ideas.

Probably the best motivation for volunteers is for them to be involved with an organisation which has a long term set of goals and is working towards them. A study of the Puffing Billy Railway will indicate that it has grown over three main stages: Belgrave to Menzies Creek; Menzies Creek to Emerald; and Emerald Creek to Lakeside. The fourth and final stage comes in October of this year when we open to Gembrook.

Each of these have taken years to achieve and each has been spaced some years apart. These goals have been like the proverbial "carrot on a stick" for volunteers who keep looking forward to the day when the current dream can be achieved.

I venture to say that Puffing Billy may have some problems in maintaining that carrot in the early 2000s as by that time it will have achieved its ultimate goal of returning the railway to Gembrook.

What can we learn from this ? Let your volunteers take part in your dreams, share your goals and bask in your achievements.

FINALLY - RECOGNITION AND REWARD

Beware of reward - be heavy but even with recognition.

The best form of recognition is a sincere "Thank You" at the end of the day from a person who matters. It is important that every person be thanked, preferably personally.

Puffing Billy supervisory staff, both voluntary and paid, are instructed never to let a volunteer leave without a "pat on the back" for his services.

Be even handed in distributing praise and messages of thanks and make sure that even the "lowest" volunteer (hate that word) receives equal billing to the high fliers - in the long run it is the great number of "also rans" who will help you reach goals.

Rewards are intrinsic and are best left in that category. Probably the best reward is to allow the volunteer to participate in his own achievement. For example - when a locomotive or carriage has been built or substantially repaired by volunteers the test run is always the exclusive property of the volunteer staff and those paid staff involved. The next run is given to them and their families to have a special social event. After that, the loco or carriage is turned out for general use.

The joy of riding behind the machine they helped restore outweighs any form of physical reward.

You could be forgiven for thinking that I have digressed from the them of this paper. In the last few minutes I seem to have discoursed on the needs of volunteers rather than discussed volunteer/paid staff matters. I have done this unashamedly as no matter how many paid staff a rail preservation body may employ, volunteers will always be necessary. It is the free labour given by these dedicated people which picks up the shortfall between the real costs of operation and revenue. The amateur railway person will always be the lifeblood of your organisation.

I suggest that it is possible to combine a paid workforce with a voluntary one. It requires careful management and both paid and unpaid personnel must be led gently through the process and persuaded that paid personnel are not there because of volunteer inadequacy, but to make it easier for the volunteers to participate. Similarly, paid staff should be persuaded that their job security depends upon them motivating the volunteer workforce and maximising its effort.

The problem areas will always be from the "old guard", some of whom will see their personal hobby (dare I say, territory) being taken from them and uninformed newcomers will see their efforts as subsidising the salary of others. An education process will keep these areas under control. However, the issue must be monitored carefully and the message repeated constantly. There can be a lot of damage caused by an ill-informed person and the inevitable rumour mill !

Experience around the world proves that there will come a time when your railway or tramway will have to face up to employing people. Do not be afraid of it. If handled carefully it will benefit everybody.

The golden rules are:

* remember - both workforces are interdependent.
* use paid staff only when no volunteer can do the job.
* be even-handed in the treatment of workers, whether voluntary or paid.
* allow volunteers the same opportunities (i.e. training) to participate as paid staff.
* allow volunteers to participate with paid staff in all activities.
* recognise the volunteers worth to the organisation.
* never take your volunteers for granted.
* when a job becomes available give your volunteers the opportunity to apply for it. You won't find a better employee.

Finally - a thought !

Earlier I referred to a phenomenon I called "volunteer possession". When volunteers start an activity they want to hold on to it as being their own. We have a situation at Puffing Billy where our Night Train product was started by volunteers who believe they must continue it as a voluntary activity in spite of the fact that it has grown beyond their capacity.

Effectively this "voluntary possession" is inhibiting the growth of the particular enterprise and our management is grappling with the problem of developing the product further without alienating the volunteers.

There is a lesson in this and we did not learn it !

In developing a product around your railway, by all means use the volunteers in its pioneering stages but set them the target used by Rotary.

Work hard to achieve the end. When the project is self supporting, let it go and take up another challenge.

PAPER - RECORDING AND PRESERVING TODAY FOR TOMORROW

ARCHIVES - Core Business for our Rail Futures - Alan Smith

There are three separate aspects I will be talking about in this session:

1. The most obvious - the value of keeping documents and other archives as **part of the overall museum** collection and function.

2. The issue raised at the NFRS Conference in 1997 - the need for the rail heritage sector to build up its resources of technical information and manuals for **real hard safety and risk management** purposes - not just as a collection of memorabilia.

3. Likely to be the most uncomfortable or even embarrassing aspect - how good are we as societies at **managing our own internal information** and keeping good useful archives of all the written and visual evidence we have built up over the years.

The three can all be usefully thought about under the general heading of "archives". But I am going to emphasise how essential it is that we keep the three categories quite clearly separate when looking at how we approach each case. More importantly, keep each of the three issues separate when it comes to settling your museum priorities.

I think that most groups represented in NFRS and COTMA will already be fully aware of the first of these three facets - the complementing of rail operation and of rolling stock preservation with keeping collections of old files, timetables, brochures, photographs and so on. There are a couple of role models for us here:

One is MoTaT's Walsh Library operation in Auckland. The other is the National Tramway Museum's library at Crich in England.

For our purposes here today, we need not get too hung up about the differences between an archive or a library: what matters is that items of documentary record (usually print, but including film or sound tape) are kept. This keeping then requires some essential features:

* Describing or sourcing each item as accurately as possible. Admittedly this can be difficult, and may be no more that "Ka on Napier (?) train leaving Paekakariki ca 1950s donated by Joe Bloggs May 1964" or "File 1949-52 re upholstery repairs on trams, found in disused cupboard at Kilburnie 1995 and donated by Stagecoach 14/9/95". The key thing is that this data is a **starting point** for later researchers or users, and can be added to or validated as time goes on.

* Clear accountability for where it is stored and under whose control. Every museum will have its horror stories of "society" archives being stored in a member's house and later, under the "possession is nine points of the law"

principle, being claimed as personal, rather than museum, prorate. If you don't face up to this fact right at the outset, then you are simply setting yourself up for problems and quite literally heartache later on. A better solution at a very early stage may be to reach a deposit arrangement with a local established library. A recent unlikely example of this is the existence in the public library at East Ham - in the heart of "The Bill" country of London's East End - of the Gratwicke photographs of New Zealand and Australian trams of the 1920s - including the only known photograph of the Wellington sprinkler car. These photographs have ended up in the Historic Commercial Vehicle Club (HCVC) collection deposited with the London Borough of Newnham's library - and so they have survived to be mined now as key references for recent New Zealand tramway research.

My recommendation is that every Society develops a dialogue with its local public library or public museum about looking after its archival collections. Most public agencies will react positively to this sort of approach: issues of ownership, and access, and copying can usually be sorted out with goodwill on both sides. There is an added benefit, too, of such deposited archives helping raise the profile or awareness of the local rail group. Almost certainly, this sort of arrangement will build contacts and networks which bring other sources of information to the attention of the rail museum.

Public agencies like libraries and museums are, of course, subject to restructuring and change. The reality is that the material will be safer there than it would be in the house or shed of a society member whose life suddenly gets "restructured" by death, fire, divorce or some other personal catastrophe.

The NZR&LS collection at the Lower Hutt Public Library may seem less encouraging, but consider this: the items are there, they are secure, and they can be accessed. The have survived all the associated risks since the 1960s.

An archive like this can be a useful resource for exhibitions, publications, and so on. It can also ensure that you have almost unwittingly built up a really useful data resource to help you railway operation or car restoration. Have a look at all sorts of details about track, car dimensions and street furniture in this classic British film of 1952:

At this point the film "The Elephant never forgets" was screened

To move from this general archival interest on to the more focused concern that last year's NFRS Conference at Heretunga talked about is a very natural transition.

The difference is that this second aspect of archiving is actually critical to our survival, to our business continuity. For every heritage railway or tramway, there are these constant three constraints. The risks which they present to each rail heritage site will become potentially more damaging as time moves ahead. One of the ways those risks can be managed is a good archiving project.

The three risk areas are:

1. Many of the technologies we rely upon are **obsolescent** e.g. steam, electrical. The equipment itself is degrading through age and wear-and-tear.

2. The **live memory** of how this equipment was originally built and serviced is literally dying. For example, a 20 year old tradesman on the Wellington trams in 1964 will now be 54. Someone with 20 year's experience of Wellington tram servicing when the last cars ran there will now be their 70's. Unless that knowledge is recorded in some way, it will literally die away even though we can conserve the vehicles and other artifacts almost indefinitely.

3. **Safety** requirements these days are much more onerous than they were in the heyday of classic steam or trams. This may be a good thing - but it does mean that a relatively casual approach to safety can no longer be tolerated.

Now, between us all and our counterparts elsewhere, there is a body of recorded knowledge which we can all draw upon to meet these risks. What we don't know with reliable certainty is where exactly that knowledge is housed, and what the missing gaps in it are. The issues raised at NFRS last year can be summarised into five actions:

1. **What** does exist - what manuals and written procedures for railway and tramway operation, published for normal operations at the time when the equipment was new, are there still in New Zealand ?

2. **Where** are they ? Is there a complete set of Fiducia air system documentation at WST and a complete set of Fiducia wiring diagrams at WTM ? Does Glenbrook have a full Ab servicing manual, and Steam Incorporated a complete Ka manual ?

3. Can others **use** this material **with confidence** ? Are the holding museums willing to share the information; do they know that all amendments and updates have been properly accounted for ?

4. Are there **obvious gaps** in these records so that we can focus our efforts on a copying programme ? Perhaps operationally we could live with the fact that all the technical information about tramway sprinkler cars has vanished. But if in the U.S. there are in our fellow museums good Baldwin manuals, these will probably hold useful data for some of our present actual vehicles.

5. Can we keep this knowledge base of what records exist, and where, and a culture of sharing them, **alive and dynamic** ?

To what extent is this actually a problem ? Often what happens with information is that you don't realise how useful it is until after you've had actual experience of doing something the hard way and then coming across some documentation which makes you say "if only I'd known that !".

Because of the three risk areas we have, anything which helps manage our exposure must be useful. Hence the idea is floated for discussion here, as a starting point for a programme. The really interesting thing is that the documentation revealed by such a process is going to be fascinating in its own right, as well as usefully practical.

The third area of archiving I want to cover is that of the records of almost half a century of voluntary rail preservation in Australia and New Zealand. (Let's assume for the moment that our public archives already hold what records there are about any preservation activities made by the actual state railway or tramway utilities.)

Here's a film which captures a lot of the atmosphere of how work, and jobs, and careers were seen straight after the war. It helps show that it's not just technology which has changed since then:

The film "The Railway Worker" from Weekly Review (no.355) was screened here.

For my own part, starting in this rail preservation game in the 1960's, the whole approach was based on a sort of cheerful amateurism. As I understand it, this was even more the case in the 1950's days of the real pioneers like Graham Stewart at Matakohe or John Bettle with the Christchurch Kitson. That scene in the film of the Saturday night dance at Otira wasn't all that much different from the style of the member's social we had down at the Paekakariki Pub the night before the official opening of the Wellington Tramway

Museum back in December 1965. That was barely twenty years after the end of the war. Now it's well over half a century after the war - the way we organise ourselves, and our member's expectations of what a museum committee will do, have changed because the world has moved on and made these changes necessary. Our own history as rail museums is evidence of that change. To understand through our society archives what the Matakohe team did, for example, makes for a much better appreciation of the merits of MoTaT's current initiatives to promote its own Bill through the New Zealand Parliament.

Collectively, we have achieved many remarkable feats over these last, say, four decades. Many vehicles have been kept operational far beyond their days of normal service: many more have been restored from the dead or, even more impressively, recreated from fragments. Sure, we can see the evidence in front of our eyes. But are we recognising the value of this effort - as distinct from the value of the end result - to the right extent ? Can any of us stand up in front of our Boards, or at an AGM, and give honest answers to these questions:

* Does the Museum have an active records management programme ?

* Are our core files like minute books, correspondence and financial records securely preserved.

I think we all know that the reality is that a lot of this material sits in members' cupboards or is just stashed away. It is often seen as unimportant by the very people who will go to extraordinary length to secure a faded excursion poster from a disused goods shed, or to acquire a pile of old railway magazines from a second-hand shop. The message I hope to get across on this occasion is that **our own society files** have a real value in their own right. This value stems from:

* **Efficiency** and economy - saving valuable time by being able to access past decisions or data. This is the norm in most businesses and, given the size of most of our operations, deserves that same sort of attention here.

* **Accountability**. The evidence is clear that over the next few years the pressure will increase for all museums to be more accountable for financial planning and for legal liabilities. The informal peppercorn lease of the 1960's, for instance, will increasingly be replaced by tougher lease documents. Tax and employment law is likely to require much closer scrutiny of evidence of non-profit status.

* **Esteem** - the New Zealand word **Mana** sums this up best. The story of Rail preservation is a history in its own right - not least because in its early days this sort of "amateur" preservation sat in such sharp contrast to the attitudes and interests of the "official" museum culture of the time. We all know that something like the shift which occurred in sport - from amateur to professional - has already occurred for many of our museums. The early days of our preservation sites - digging out track bed, or stringing up the first live overhead - are already as remote to the actual formal requirements of practical rail museum work today as are the practices of the "classic" rail era we want to preserve as heritage - track gangs with high-viz vests, or tram conductors swinging between the compartments of a cross-bench car. We have some evidence of this in our own files. If we don't preserve it, no-one else will.

There is a distinction between current records and archives. The one at risk is the archive, especially at the time of change of officers after an AGM, or when older members die or move away from town. The museum loco shed or car barn may not have room for old

"society admin" files; more importantly, even if there were room it's not likely to be the best place.

As with general archival collections of old timetables and track maps, my hope is that every society initiates a dialogue with its local public library or public museum about looking after the society's old files. Public agencies do react positively to this sort of approach: issues of ownership, and access, and copying can usually be sorted out with goodwill on both sides. There is the added benefit too, of such deposited archives helping raise the profile or awareness of the local rail group. Almost certainly, this sort of arrangement will build contacts and networks which bring other sources of information to the attention of the rail museum and its members.

And, however often our public cultural agencies are re-organised, the material will be safer there that it would be in the house or shed of a society member whose life gets suddenly "restructured" by death, fire, divorce or some other personal catastrophe.

This Conference celebrates decades of successful volunteer activity in Australasian rail and tramway museums. We have, through our efforts, kept much of the evidence of a past way of life for our communities, through into the era now of a growing commercial interest in "heritage". Behind every rail site or preserved vehicle is the documentary evidence of its former life as a part of normal daily existence. For every aging piece of machinery there is, somewhere, a file or manual explaining how is can be best serviced and maintained. Behind every museum there is a personal history of sweat, of primitive Gestetner-run newsletters, of begging-bowl fundraising, and the jeers of being no more than train-spotters. Those archives have a real value, so they require real effort to keep in order and preserve.

Finally, I want to close with a film to draw together the threads of these three strands of rail museum archiving. And, building on the scenes we saw in "The Railway Worker" earlier this morning, it will bring us sharply into the world of 1998 - because this time tomorrow we will be on the train going up the Midland line and passing the ghosts of some of the people in these films who lived in the very different New Zealand of the 1950s. Both of these films were made by the New Zealand National Film unit: something now privatised out of existence, but which in its time was as natural to the public sector as was the provision of a railway network or the running of public passenger transport in cities. The two are twenty years apart, but there is a lot of common features.

Look at them, and be thankful that they have captured the essence of the time and place. Do give a hard thought as to how **your** society can, by actively collecting archival material, help get the context of preservation right. With this one task, you can have a thoroughly enjoyable time **and** earn the thanks of future generations by adding to the collective knowledge of our past.

(The film "Kb Country" Pictorial Parade 1968 was screened in conclusion)

STEAM ENGINE DRIVER'S REPORT AND SUBSEQUENT DISCUSSION

ADDRESS BY PETER MCCALLUM

1. Trevor Burling's report was circulated to those present. (Contained in Section 4)

2. Peter McCallum, session chairman, presented comments received by e-mail from Les Stewart in the United Kingdom.

3. One of the questions raised was the situation of groups not competent to train their own engine-drivers - they may well have to buy in training from another organisation or provider.

4. Speakers stated that there is a void between the ending of the old and the introduction of the new systems. Speakers suggested that if this is not acceptable we may have to be pro-active to produce acceptable answers.

The old provisions under the Boiler, Lifts and Cranes Act expired on 30 May 1998. An Act of Parliament requires all new certificates to be awarded by assessors approved by the New Zealand Qualifications Authority. Federation drivers must apply through the New Zealand Dairy Industry provisions.

The question was asked whether the Federation wished to have its own assessors approved by NZQA and also whether Federation groups wished to set themselves up as providers of training.

It was proposed that Federation groups should arrange for at least one group in each area to be approved as trainers - perhaps each museum group will need to undertake its own engine-driver training as in the past, if necessary supplemented by Polytech classroom tuition. The following groups indicated they could offer driver training:

Glenbrook Vintage Railway
Mainline Steam
Steam Incorporated
Ocean Beach Railway
Shanty Town
Weka Pass Railway
Goldfields Railway
Bush Tramway Society

The Federation felt that it had a duty to appoint assessors as well.

The following were suggested:

Ted Pointon
Alan Campbell
Paul Heighton

It was felt that the Federation-appointed assessors would have a better understanding of the needs of rail museums, rather than assessors working for commercial enterprises.

The outcome was a feeling that action was needed *now* by the Federation to retain control of this process within our own ranks.

A vote of thanks was passed to Trevor Burling for the work that he had put into this project.

SESSION "ADDING VALUE TO YOUR PRODUCT"

PHIL A'VARD - PUFFING BILLY RAILWAY SOCIETY

We have all succeeded in preserving our trams and trains, although not necessarily in the manner we thought when we started. Although we probably did not realise it we did it in two steps.

First we restored the hardware - the rolling stock and tracks.

Secondly, we took those elements and TURNED THEM INTO A BUSINESS.

It was not, however the kind of business for which the hardware was originally intended.

Instead of commuters and freight, our hardware now carries pleasure seekers, who are out for a new experience. Our sales base or market is in tourism. Our business is not running railways or tramways - it is in ENTERTAINMENT.

In my profession I am a theatre director. My job is to present entertainment all year round and to attract an audience to my theatre. Despite the fact that the theatre industry is one of the most precarious, I believe I am in a better position than those of us in the preservation field in that I can attract return business from my patrons three or four times a year BY CHANGING MY PRODUCTIONS. A new script, new actors with a little bit of music thrown in will bring people back to sit in the seats of my venue and pay for more tickets.

The preserved rail product is generally constant. Some old rolling stock running over the same length of track every day of the year is not likely to attract more than three visits per lifetime of the average person.

The nostalgia business probably has a wider appeal to the marketplace than the theatre, so marketing efforts should be in two phases. One, to tap into the uncommitted masses, which can be expensive; the other to convince the converted to ride again. This latter group, being aware of the product, is less expensive to access and, if you give them something different, will be inclined to pay a premium price.

The "something different" is simply another product tacked on to the basic ride and "packaged" so that the customer believes that he is getting more than the two put together and willingly pays the higher price. e.g. give each child a free ice-cream on your midday train and market it as "The Ice Cream Express". You make the margin on the train ride and the margin on the ice-cream by packaging them and adding to their values

Food is the obvious add-on package and many preserved railways have moved into this. In Wales the Ffestiniog has joined forces with an A class hotel in an enterprise called "Steam and Cuisine" where their usual return trip between Bleanau Ffestiniog and Portmadog is accompanied by a five course silver service meal. The North Yorkshire Moors and Keighley and Worth Valley run regular Pullman dining specials. Even the diminutive R. H. & D. R. has a dining car.

Closer to home we see "Pancake" and "Fish & Chip" specials on the Bellarine Peninsula Railway in Victoria, and the Puffing Billy Night and Lunch Trains.

There are other "products" which can be added to the ride. Some overseas railways add special events, one of the most recent being "Back to World War II" where period army costume is worn and locomotives and coaching stock painted in camouflage patterns. I recently saw an Irish preservation group stage a "Halloween" special.

The "special event" is perhaps a different aspect of marketing, but it can be used as an added value to your base product.

Added value does not have to come from within the resources of your railway. Packages can be made up by combining with another attraction nearby. For example (Don't wince) "Try the Metropolitan Tramway Big Mac Deal" - you sell a ticket which includes a hamburger from that ubiquitous chain. OR instead of a hamburger, perhaps a cinema

ticket. My organisation did quite good business by combining with a local skating rink some years ago.

There are aspects of your operation which can be used to add value. Workshops are particularly interesting to men and boys (OSH issues considered). Combine conducted tour of your "backstage" facilities with your trip and you can bring in extra biscuits for the barrel.

The best effect of "adding value" comes from the special event, be it a special train or a special day on the railway. It has the spin-off benefit of generating local publicity. It also has the benefit of being cheap to advertise as marketing can be directed to people who have ridden on the railway (or perhaps should say can be directed to them while they are riding). For example: Puffing Billy runs a number of "Friends of Thomas" days through the year. These are only advertised in the regular paper timetable and on a special leaflet handed out to passengers. They sell out months in advance.

Ironically we receive abuse from people who complain that we don't advertise them enough. God help us if we did !!

Examples of these value added or special event activities undertaken on Puffing Billy are:

"Friends of Thomas" Days
"The Commissioners Special" inspection trains
"The Lunch Train" - a regular first class product
"The Night Train" - a regular/charter product
"Santa Special" Trains

To this list could be added the special event days such as

"The Great Train Race" and "Graeme Breydon's Old Time Festival"

Oddly enough, it is the "special" extras which do the most for profile of your railway in the tourist market. Probably the single most important move done by Puffing Billy has been the development of the Night and Luncheon Trains. The former was a product which, because of volunteer availability, ran occasionally, as groups booked. No real marketing was done.

Some years ago a survey of the railway undertaken by the Victorian Tourism Commission came up with the conclusion that Puffing Billy was an attraction of limited capacity for change. Warning bells rang loudly and publicity was cranked up on the Night Train and a brave new product, The Lunch Train, developed.

These soon changed the minds of the Tourist heavies ! To our surprise it also worked in the public mind. Suddenly the population saw Puffing Billy as an attraction for grown ups rather than a train for little kids.

As an aside, the number of adults carried has always far exceeded the number of children - at a proportion of nearly two to one, but the public perception was the reverse.

DESCRIBE PRODUCTS

Friends of Theme
Night Train
Lunch Train
Christmas Special
Commissioners Special

OTHER EXAMPLES

Re-enactments
Visiting Locomotives/Hunslet revisited
Repainting locomotives
Carol Train
Special Days - Landrover TR

At the end of the paper the Chair Dr John Radcliffe invited delegates to ask questions.

a). Don Parkes (Sydney Tramway Museum): Have you (Puffing Billy) tried to hold weddings, birthday parties and other functions ?

Phil A'Vard: Yes, very successfully.

b). In regards to functions and in particular, weddings; comments were made by Robert Merchant (Sydney Tramway Museum), Peter Kahn (Sydney Tramway Museum), and Michael Kerr (Tramway Historical Society) that all the appropriate requirements and permissions should be sought and obtained.

c). Ron White (Australian Electric Tramway Museum): The AETM has introduced and held at least two special events a year, and when no public transport was available the AETM made an additional feature of providing transport. The event was advertised and advance bookings were requested.

The AETM also encouraged groups such as Historical Societies to hold their events at St. Kilda, and this innovation has proved to be successful.

d). Euan McQueen (Rail Heritage Trust): In the staging of special events - there was the need to consider and recognise the role and structure that exists within each body and the potential conflicts that may result between them. One body may wish to achieve authentic and accurate historical restorations, which may not coincide with promotional or marketing needs. (An historical item to be properly conserved would need to be housed in a glass case - and not be available for its original purpose.)

Phil A'Vard recognised these considerations in his previous paper "Integrating the Volunteer and the Professional."

e). Bryan Blanchard (Pleasant Point Railway Historical Society): The Pleasant Point Railway Historical Society made it a point to contact the media to advise them of their events and thereby gained a lot of free promotion.

Phil A'Vard agreed it was essential to keep the press releases flowing.

f). John Radcliffe (Australian Electric Tramway Museum): Was there much interest in promoting international tourism ?

Phil A'Vard: Yes the Society liased a lot with the Victorian Tourism Authority and a lot of marketing promotion was held overseas. (Promotional brochures in Japanese and Chinese languages were available)

As a result international tourism complemented the local market and was the "icing on the cake".

To achieve maximum value - we must all realise the need to work with bus-tour operators.

SESSION: INTERNET HELP FOR THE VOLUNTARY SOCIETY IN 1998 OR NOT ON THE INTERNET - WHY NOT ??

WARREN DOUBLEDAY - BALLARAT TRAMWAY MUSEUM

1. INTRODUCTION:

The Internet - *seems like something that's been around for a while - but not yet involved ?* Or perhaps *had a look - boring, too hard or not worthwhile - have a museum to run ?* As a commentator was describing the Internet recently, it took us quite a while to get a handle on the power of the Gutenburg Press, Radio or TV and it will take us a while to fully understand the implications of the Internet itself. We are still in its early days.

Of the 16 museums associated with COTMA only three have a home page and one a page within a personal page. Quite a few of the voluntary managed rail groups in Australia have them now.

The theme of this presentation is: By now; - why are you not on the Internet ? It is another communications tool - and one that is relatively cheap to operate, compared to formal advertising.

2. USING THE INTERNET

For museums like us, it is a communications tool - one of advertising your presence, giving details of your collection and coming soon, doing sales on-line. Having an e-mail service through an Internet Service Provider (ISP) generally allows the subscribers to have their own home page as well. Many ISP's allow 2 to 5MB of space for a personal home page. Such space allows for many photographs and graphics.

By having the e-mail link, a proposed visitor, especially an overseas one, can check things with you. For example, we had a German visitor recently whom when he advised us of his day of arrival train times, we spotted that he was using a Saturday timetable for a Sunday visit.

Most home pages these days will have a guest book, and a visitor counter. Now it is possible to add a system that will advise visitors when you have changed your page and gives them the details - a bit like a newsletter !

The Internet is not just for publicity; it can be used for many purposes such as membership enquiries, sales, research and presenting an exhibition. The latter item is becoming very important to the larger museums and libraries. The Museum of Victoria has established the "Virtual Museum" for this purpose and the State Library of Victoria has exhibitions of its holdings on line. At this stage this tends to be computerised reproductions of the exhibitions currently underway at the Library.

The Museum of Victoria in establishing the Virtual Museum said that one of the basic parameters was to increase visitation numbers - one of those dreaded management performance indicators or measuring tools. The State Library has over the last six years been scanning and digitising its photographic collection. Using its searchable database, the

BTM found some fascinating photos of the horse trams in Ballarat on it, some of which we had not seen before. We also found some errors in their cataloguing as well.

3. The BTM Experience

The Ballarat Tramway Museum's home page, courtesy of one of our Board Member's (Andrew Cox) personal e-mail via an ISP, went on line in January 1996. This contained extensive details of our tramway, operating times, our collection, Collection and Conservation policies, a guest book, a visitor counter, current news, extracts from our bi-monthly Newsletter *"Fares Please !"* and a vast array of links to like museums and similar organisations. The provision of these links allows a user to click on the name of the organisation (the link) and the Internet immediately (all going well) connects to that link. Most of the larger home pages have this mechanism and the cross coupling of these is one of the features that make the Internet so useful.

Another aspect of the Internet is the search engines - those have good points and bad points - but they are improving. If for example you do a search of "Launceston Tramway Museum" you will come along with a reference to the BTM home page - contained in an article we did on the LTM in Fares Please ! That is, on our home page - subliminal publicity I would call this !

We found out early that there is a small town in California called Ballarat. At a May 1998 seminar about on-line exhibitions I was talking to the Co-ordinator of the Museum Studies course at Deakin University - who advised me that she recommends our page to her students. It is one of two in Australia who have their collection policies available on line.

Maintenance of the page can be a problem. Our Webmaster, with a developing family, moving homes, work commitments etc. has had problems in keeping it up until recently when paternity leave allowed him to re-do the front page and others as well. As future issues of *Fares Please !* are published, we intend to add them to our homepage within a couple of weeks of publication.

Recently as part of an Arts Victoria Grant, we installed a modem at the depot and connected through our local ISP, Netconnect. We will establish a depot section of the BTM homepage through this, allowing us to transfer information to and from our main page.

As I noted earlier, the first homepage was established via Andrew's personal page. After a holdup of some time we managed to obtain our own organisational URL name - btm.org.au that is now a lot easier to use than the previous one. The page is now hosted via Railpage Australia who hosts many other rail-oriented pages on their server free of charge. It is this use of hosting mechanisms by voluntary museums that can be seen around the world. Another good example is the TTMS which is on-line via the Tasmanian Rail Page, maintained by the ARHS Tasmania.

Many voluntary operated museums now have their own home grown pages, often hosted on a personal homepage or via another organisation. A specific person who has an interest in both the Internet and museum generally keeps them. The content does need to be controlled however, by the organisation and this can be done by simply showing someone in the Board a printout of the proposed content prior to loading it on to the Internet. A control mechanism is necessary, as it does have the name of the organisation attached, it is the same as a letter or a newsletter. However, it is relatively simple to address.

4. Australian Museum On Line (AMOL).

The AMOL project commenced about two years ago. The project's goal is to increase the access to the collections and resources of Australian Museums via the Internet by 2001. There is a National Directory of Museums, with over 900 Australian Museums listed. This

list includes most, but not all of the Australian based tramway museums. A searchable collection database, links to other museums and to a forum for museum workers.

The objectives of AMOL are:

- provide a single search of museum collection information across multiple, disparate and distributed databases
- Allow individual museums to retain ownership and control of their data
- Minimise the set up and maintenance costs for museums involved and the need for technical expertise to run the system
- Allow for future developments such as 3D and moving presentations of images - video etc
- Maximise the flexibility of software choice.

The AMOL web site is http://amol.phm.gov.au/AMOL where you can register your museum. The project is co-ordinated by a national committee with servers in Victoria and Western Australia. The Powerhouse Museum in Sydney is doing the actual day to day management.

5. How to go about setting up on the Internet.

First get someone to write the homepage. Difficulty No. 1 you may say - cut all that code etc. understand how to do it, what on earth is hypertext markedup language - HTML ! When I first saw Andrew labouring away in the early days, I said this too. But there are now programs available that allow you to assemble what you want to say, put the pictures and graphics in the right spot and then convert it HTML for you setting up all the links etc. etc. No doubt this is a bit inefficient coding wise, but they do work.

As an example, I set up a COTMA homepage giving details of the organisation, member museum details, logos and the programme for this COTMA Conference in about 7 or 8 hours work. This was the first time I had ever done anything like this. Most of the work was spent in assembling the material to do the page. The addresses of the various museums. logo scanning, scanning the programme etc. took the time, not the actual setting up of the web page itself. The program we used was Microsoft Publisher. However there are many others. It was placed on the Ballarat ISP last weekend and tested.

The page itself is simple, basic, no complex graphics, moving things or sounds etc - at this stage ! It all depends on what your needs are, the simpler pages give name, address of the organisation etc, and maybe that's all. For a museum I would expect the opening times, some details of your collection and some current news, along with a note when it was last updated. Your contact details on the first page are important. People have said to me, could not find an address or phone number, and then could not be bothered searching for it. Treat the first page like your letterhead.

At the 1996 COTMA Conference, Les Stewart spoke of the need to own your own web page and own the information in it. Third parties, with all good intentions, can place information on their own page but this can be wrong or out of date. This requires someone to continually search and check the information and then try to get it corrected. The most important sites are those which give primary information about your museum, e.g. AMOL, local tourist pages and those who offer a directory type service. It is like your white pages phone number being wrong.

If your page has links to other museums etc., these must be checked every so often, as others will change their addresses and not advise you, even if they know that you have

their address on your pages. It is important that your page be kept up to date in this respect.

Of course you could go out and get someone to 'construct' your page full of nice graphics, colour, bells and whistles, etc. These can cost big money, but given the simplicity of setting up a page, it is not recommended. Puffing Billy's homepage is probably the most elaborate of any of the rail based organistions and it is part of their publicity machine. However there are some poor examples by organisations as well where, in my view, things could have been done better. The old KISS principal often applies in this medium. You must keep the users in mind too. It all depends on the resources available to you and what you want to do. Over time, as we understand the medium better, the usability and purpose of web pages on the Internet will change.

6. Some final points.

You have no idea of the type of people using your page. Don't expect a huge number of "hits" or accesses to your page. Such hits could be someone just "surfing" around or someone actually looking at what to do in your area and has found the page. Or it could be someone doing a school project on transport.

A few organisations in Australia have commenced selling via the Internet. The BTM have had a couple of orders via e-mail or ordinary mail as a result of our page. It certainly is not yet big business, but it can grow. Internet transactions via credit cards are something completely outside the scope of this paper, but by the next conference could be an item on the agenda.

Can you have too much on a page ? - Yes in some respects, it all depends on how you organise and place it. In the case of the BTM, the placing our Collections and Conservation Policies on the Internet was like this at first, but provided some content which people with a need were accessing. Organising a home page is quite an art and many organisations with large membership bases, e.g. the professional institutes, provide extensive documentation on their pages which can be downloaded for reading. These pages also provide search engines for searching their particular topic.

There are facilities available where visitors to your pages are able to leave their e-mail addresses so that when updates to your pages are made they are informed. This provides a cheap mailing list for contacts, donation drives etc. Writing the letter and sending it out is relatively cheap. This is an area we have yet to fully explore.

It is possible to have an Internet site without having an e-mail service. There are groups on the Internet that will give free web space, e.g. www.tripod.com and www.geocities.com and you can get free e-mail addresses. However I don't know how good these services are.

One site found while writing this paper was on geocities entitled "Victoria's Provincial Tramways of Ballarat, Bendigo and Geelong". Alan Bradley, BTM historian, found at least 10 significant errors on it. This is one of the problems of the Internet. There can be a lot of "junk" and a lot of wrong information. The problem is of everyone suddenly being able to publish their thoughts or what they think is correct. This is good reason for a museum to have its own site, as it provides an authoritative site for information. One would assume that the data was correct before it was loaded to a museum owned site.

7. Conclusion

It is hoped that by the next COTMA Conference, all museums will have their own home pages. Given the development in the last two years, it is not difficult. Have you a younger member who has the ability to set one up, but needs the go-ahead and information ? To place it on the net at low or no cost, you may need to find someone to help you out but this can be done.

The BTM is planning, resources permitting of course, to keep the COTMA home page up and running and give details of the next conference in Ballarat. We are thinking it may even be possible, given the hardware, to have some online sessions.

The COMTA address is: http://www.netconnect/~btm/cotma/

The Museum's home page address is: http://www.btm.org.au/

Our e-mail address is: btm@netconnect.com.au

DISCUSSION:

Graeme Breydon suggested that all museums advertising include an internet address for people to seek further information.

Graeme also suggested that comments placed in the 'Guest Book' are important.

There is a need to protect against unsolicited e-mail junk.

The COTMA page costs $10 to $15 a month to operate.

Background photos can be a problem in that they can render text too difficult to read. Check your own site on different PCs to ensure readability.

Ensure that comments about your museum or system made from other sources are correct.

John Radcliffe indicated that images (photos) and titles can move out of line/sequence.

SESSION: "WHAT TO DO UNTIL THE CORONER COMES"

PHIL A'VARD - THE PUFFING BILLY SOCIETY

In the late 1950's a small group of people in Wales started a movement which was to be copied all over the world.

A dedicated band of young enthusiasts proved to the Government and to the population of England that a railway could be restored and operated by volunteers, i.e. by ordinary people working in their own time.

The late 50's and early 60's saw this urge to preserve railways and tramways spread to all points of the compass, with the result that there are now hundreds of rail guided systems of one form or another, preserved and operated by amateurs in almost every country.

In the 70's and 80's we saw these groups develop into small businesses in which well-wishing amateurs gave their labour free to the enterprise, allowing them to invest their fares in capital development and in the employment of personnel to service their equipment and in some cases, to operate and market.

Development and consolidation was perhaps not as difficult as one might think. The organisers, i.e. the management, had years of tradition and practice upon which they could model the development of each enterprise. There were existing rule books, practices and laws which would guide them in the restoration of their relics and satisfy the nostalgic needs of the volunteers, club members and patrons. In many ways the 80's were perhaps the halcyon years of the preservation movement.

The late 90's however, are different. These are the years in which the preservation movement will have to grow up. Forty years after the first act of preservation, we find that our preserved relics are operating in a different world. We are still offering enjoyment to patrons and volunteers. Their expectations are however, no longer those of the people of the 50's. Patrons see our enterprise as a tourist attraction (i.e. as a business) and have much less sentiment for voluntary operation. Volunteers today are now in a second generation phase, without the same dedication and wisdom of their earlier brethren. Most cannot recall the preservation phase and have joined the organisations for reasons other than that of saving it.

Something else has happened however, and it may be time for amateur management of preserved railways and tramways to be aware of this. I refer to the fact that in the 90's the environment in which our businesses operate has changed dramatically. The rules of a century ago are no longer relevant or are under challenge.

Since the mid 80's we've seen at least three changes which will, in time, have enormous effects on our businesses. There are more to come ! The first of these changes was the lifting of the bans upon the legal profession advertising for their services. This means that every newspaper one turns to, will have ad claiming that one solicitor or another can "get you money" by acting on your behalf against the perpetrator of an outrage against you. The net effect of this is that we are moving very quickly to the American style of economy where the first words that are uttered after the word "ouch" are "who do I sue" ?

The second change and probably the most far reaching, is the Occupational Health and Safety philosophy. This had its roots in the United Kingdom and Europe many years ago and has the effect of taking from Government authority the responsibility for ensuring safety in the work place and other areas, and transferring it to the occupiers or the proprietors of the work places. Occupational Health and Safety Acts do not prescribe any specific safety procedures, yet they have the powers to "hang" anybody who does not follow one. They also have the power to trace responsibility for any negligence or malpractice down to an individual, be it a volunteer or an employee of the organisation.

A third one is director's liability. We have seen in the last decade the removal of the corporate protection of decision makers and it is now possible for individuals serving on the committee or on the board of any of our preservation businesses to be sued by shareholders (i.e. members), or by the Australian Securities Commission for negligence in exercising their directorial duties. This almost means that every member of a board can be sued if an error is made in a balance sheet and not detected by their vigilance. It can also extend to management at all levels.

Related to all of this, and perhaps a fourth in this series, is an Act of the Victorian Parliament, the "Equipment Public Safety Act, 1994" which will have, I believe, a substantial impact on all of our operations.

The object of the Act is to secure the health and safety of persons in relation to the design, construction, manufacture, installation, erection, alteration, maintenance, repair and use of prescribed equipment, to protect people generally against risks to health or safety in relation to prescribed equipment and to eliminate at the source, risk to health and safety of persons in relation to the design, construction, manufacture, installation, erection, alteration, maintenance, repair and use of prescribed equipment.

The definition of the words "prescribed equipment" is given as "any equipment which is declared by the regulations as "prescribed equipment". I have yet to find any reference to qualify this further other than a reference that The Governor In Council may make regulations declaring any equipment to be prescribed equipment.

What is it that we are operating other than equipment ? Implications behind this are not unlike that of Occupational Safety & Health. It places the onus of ensuring that the equipment is safe upon the proprietor, the designer and probably, the operator.

Let me ask you now, does any of us really understand the full design parameters of the ancient equipment we are now running ? Have we added to it in anyway ? In so doing, did we undergo a full analysis as to the safety of the particular item we added ? Has it been appropriately stressed from an engineering point of view ? Was the timber used in a repair the appropriate structural grade for the job to which it is being applied ? What are the qualifications of the person who decided to make the repair and/or what were the qualifications of the person who designed the improvement ? How many times have we, as amateurs, done things to our equipment and then placed it in public traffic ? That individual as well as the employer can be culpable under the Act.

Neither the Occupational Health and Safety Act, nor the Equipment, Public Safety Act, 1994 gives any guidance or clear definition for their term "so far as practical" with regards to safety procedures. They do provide, however, for the relevant Minister to approve a code of practice.

Compliance with such a code absolves individuals or organisations from civil or criminal proceedings. However, the preparation of such codes is not prescribed by any Act and requires a vast amount of spade work to be done by the organisations concerned.

The existence of these acts brings into question the rules, regulations and practices which have been used by the preservation groups since they began and since the enterprises they preserve began. They also highlight the risks to which volunteers expose themselves in undertaking roles in operating under these rules, regulations and practices.

All is not as gloomy as it may sound. Fortunately, these same acts also apply to the professional railways.

Most of the preserved railways in Australia are supervised by their respective public transport commissions. Most States have now introduced a system of accreditation against which railways, professional or amateur, can be assessed. The process refers to any gauge 2ft and upwards. This Railway safety accreditation process examines safe working procedures, administration, engineering practices and standards, training and certification of staff competency, emergency procedures and management policies. In fact, almost every aspect of operating the rail enterprise is subject to detailed examination.

At present the system is being administered through agencies in each state and applies to all rail operators. I however suggest it is only a matter of time before a National Rail Safety accreditation process will apply to every railway and tramway system throughout the country. Whilst such a system will not replace Occupational Health and Safety and similar Acts, it will provide the mechanism for the establishment for Codes of Practice.

It would behove all preservation groups to adopt common practices, standards and procedures so that a common code of safe practice would apply across all preserved railways. Victoria has taken a step in this by adopting standard regulations and safe working procedures which apply to all preserved lines.

The amount of work involved in this however, is prodigious. The rail safety accreditation process is not one which specifies the practice. It is, as the name says, one which gives accreditation to the practices and procedures which are adopted by the organisations.

Every organisation can submit its own set of practices to the process and be given accreditation individually. I suggest however that we would be better served if we were to establish an Industry Code of Practice which would be approved under O.H.& S and similar Acts. The great advantage of this would be in the mobility of volunteers.

If safety procedures were standardised throughout the industry, the transition of volunteers between preserved systems would simply involve certification in local knowledge and practice rather than full scale training and certification for each organisation.

Having painted a part-picture of the environment in which our enterprises now exist, I now turn to a small aspect of the scene in order to justify the colourful title of this paper - that of procedures in an emergency !

A detailed examination of such procedures will be one of the first aspects of your operation to be considered under any form of accreditation.

In its forty plus years of existence, the railway preservation movement in Australia has led a "charmed life" in so far as accidents are concerned. However, as the insurance companies say, "the longer you go without an incident, the bigger it will be when it happens". In short, the next big one could just be around the corner.

Avoid complacency ! It can happen on your railway at any time ! Already we have had, to my knowledge, two fatalities on preserved rail systems. 1993 saw a boiler incident on a railway in South Australia in which at least one person was killed. I believe in New South Wales some years ago, a footplate man was fatally injured. We are operating dangerous equipment and despite stringent operating precautions, anything can and invariably will happen. When it does, the entire reputation of your organisation, which may have been built up over forty or more years, will be put to the test. After the crunch, you only have a matter of minutes in which to save the reputation, the organisation and perhaps its directors, staff, and volunteers from prosecution.

Let me now paint another picture.

It is a quiet Sunday afternoon during the January school holidays. Most of your regular volunteers are on vacation, as is most of the executive management. Despite their best efforts, the roster officers have been unable to fill all operating positions for the day, so you are running slightly short-staffed. As most of your skilled and experienced volunteers are absent, the operation is being performed by those of lesser skills and experience. These may be very willing and, in fact, qualified personnel who are second and third generation volunteers. Even though qualified, they may not have the experience of older members or full time employees.

This, I am sure is a familiar scenario. Now let's introduce an unfamiliar one.

Through equipment failure, a train loaded with people derails on an embankment. The train rolls on its side down the embankment ripping down the adjacent telephone line. The nearest road is 500 metres away across a field. Trapped in the train are injured children, people possibly killed. The train crew is unconscious. The guard, a youth.

If this was your railway what would happen next.

- Would the guard know who to call for assistance ?

- Is there are communication system available for the guard to use ?
- Is their a senior person on duty for the guard to contact ?
- Has that senior person been trained in what steps to take in this situation ?
- Has that senior person the means to make that contact ?
- Does that senior person (if any) have instant access to telephone numbers for emergency services ?
- Will he lose valuable minutes rummaging through the telephone directory ?
- Does the railway have emergency breakdown equipment available and does it have people available who are trained in its use ?
- Is there a system whereby the location of the incident can be identified clearly to emergency vehicles. There is no sense in telling the emergency services that the incident took place at "Fred Nurk's Curve" on the "XYZ Railway".

Let's now assume that someone has managed to make the right decisions and that the emergency services have been called, the State Emergency Services, ambulances and fire trucks et alia have all turned up on the scene and the dead and injured are being taken away. The police arrive !

- Who represents the organisation on the scene to the police ? Bear in mind the incident took place on your own property and is not a road traffic matter.
- Is there a mechanism in place for the gathering of information and evidence which can be used by the organisation to determine the cause of the incident ?
- Is this mechanism sufficient to be used as a defence in subsequent litigation in a court of law or in the Coroner's Court ?
- Is there a mechanism to protect volunteer staff from incriminating themselves when making statements to the police ?
- Has anybody thought of bringing out their camera and photographing the incident from every possible angle ?
- Is there a competent person available to handle questions from the press ?

Let us now move to events after the incident. The wreckage has been cleared away, the damage has been repaired and it is time for the great wash-up.

- Is there a formal mechanism for the evaluation of the evidence which was gained from the site ?
- Has the cause of the incident been identified ?
- Has appropriate action been taken to ensure that it will not happen again ?
- If there is any blame, has it been apportioned ?

- What disciplinary steps, if needed, have been taken ?

- Has the organisation a policy of assisting volunteers when in court ?

- Has the organisation any system where a volunteer who has been traumatised by an incident of this nature can be counselled ? In this case, think of the guard, or the first on the scene, each of whom has witnessed death and serious injury.

- Has the administration of the organisation evolved a system whereby reports arising from incidents of this and any other nature are systematically recorded ?

And last, but certainly not least;

- How far is the organisation prepared to go in supporting a volunteer whose negligence contributed to the accident and the deaths of the people concerned ? Employees generally have their Unions. What support do volunteers have ?

Most of the points covered above are sufficient to make our collective hair stand on end but I assure you they are real.

As mentioned at the beginning of this discussion, the emergency services vehicle will probably run neck and neck with the legal profession trying to get to the victims and law suits will follow an incident of this nature like waves on a beach.

"But that then is the job of the insurance company" I can hear you saying. That may well be. The insurance company will certainly research behind the scenes, will take advantage of all the information you gather and will fight on your behalf, but it involves an enormous amount of input on your part. Volunteers will be called to give evidence. The integrity of your organisation will be called into question by the prosecution. The press will be in court to see what dirt they can get upon you. Prosecuting barristers will have a field day about "amateurs playing trains or playing trains".

Think about what they would do to the youth who was guard on the train !!

The insurance company will certainly look after their interests in the case. They will not necessarily seek to protect volunteers or your organisation and they are not necessarily interested in "hosing down" the press. This leads to my first question - has your organisation the executive resource to oversee its interest in such a situation ?

Now that's a grim picture and it's on the cards for every one of us. So having terrified you, I hope I'll now give you some examples of what my organisation has sought to do in these matters.

It's not possible to cover every contingency in planning emergency procedures, but with an incident such as that described, any procedures that have been laid down are going to save precious seconds, will save lives, and may in the long term, save your reputation and credibility as an operating entity. I ask you to use these ideas and examples not as a total solution to your problems, but as a basis to form your own procedures.

Firstly, we have in place a system of incident reporting. Located in the kit of every guard on every train, in every signal box, in every station, in every office, is a blue form or "The Incident and Defect Report" - the ubiquitous "I.D.R". This is a form which, if followed correctly, will note most important details surrounding an incident. We have conditioned our workforce, both voluntary and professional, that they must complete one of these

forms when any incident occurs that could cause injury, be of any embarrassment to the organisation, or be of potential damage or injury. These are collected by the station-master every day and transmitted to the relevant divisional manager. After action, they are filed.

Secondly, we have invested heavily in communications. From the beginning we had a telephone line which ran adjacent to the right of way between the terminal stations. Very early in our history we went to train-to-base communications by the installation of portable radios in each guard's van. We have latterly installed a far more flexible and wide reaching system and are now encouraging all drivers and guards to carry hand-held radios to supplement the main train-to-base system. The telephone line has been retained with a more sophisticated exchange system and we have installed telephone boxes along the track at approximately every 500 metres. Telephones are also installed at every level crossing. As a backup to our own system, Telecom telephones are located at every station along the line. It is possible therefore for an officer on the train to have access to some form of communication within minutes of any incident happening.

Thirdly, we have evolved a system of identification for places along the railway. The poles of the old telephone system have been placed to good use. Starting at Belgrave every telephone pole along the right of way has been numbered. The location of each pole has been recorded on a strip map of the railway line. Copies of this strip map have been distributed to the emergency services in the district, namely the Fire Brigade and Ambulance services. Hence it is possible for an officer of the railway to indicate to the Ambulance or Fire Brigade the pole number at which their attention is required.

The service is then able to locate that number and its adjoining road by reference to the plan provided for their reference.

Fourthly, located in every station along the railway line where they are constantly in view to senior personnel are copies of the folder labelled "Emergency procedures Manual". Personal copies of this manual have been issued to every Station Master on the roster along with instructions as to their use. Fortunately, from the very beginning the Puffing Billy organisation instituted an hierarchical structure where the station master of the Belgrave station was to be the key person in the day's operation. The station master is always in attendance at Belgrave whenever the train runs and therefore is a logical focus for the first point of call in an emergency. The emergency procedures manual defines incidents or accidents in a series of three categories.

- The first being simple derailments, with no injuries being involved, or simple level crossing collisions.
- The second being incidents which occur on the property which results in injury or death to any person but not which we consider to be a disaster of major proportions.
- The third is any incident or accident of major proportions such as a major derailment, major level crossing accident, fire, flood, landslide or other "Act of God".

The manual lists a set of contacts which must be made by the officer in charge or the station master for each of these categories. They range from a "call out" for staff for the first category, through to a major call out of Board Members and senior management in category three. It also indicates the emergency services to be called out in each category and lists the numbers of the services in the area.

Attached to the three main pages of the manual is a comprehensive listing of senior management, all operative staff and all Board Members. With this manual the station

master is able to assess the scale of the incident and contact the appropriate people to take the matter in hand thereafter.

Fifthly, the railway has invested heavily in a breakdown resource. Working on the premise that there are parts of the railway which are inaccessible for road vehicles containing heavy salvage equipment, a special van has been fitted out with jacks, oxy-cutting equipment, tackle winches and other materials which may be required to move, re-rail or perhaps wreck equipment involved in an incident. This is located at the middle point of the railway line, i.e. Emerald, where on most occasions a small shunting locomotive is available to move the breakdown van to any part of the railway.

Sixthly, the senior management of the railway holds workshop sessions among themselves as to what would be required in the event of a disaster. At present this takes the form of general discussions between people who are likely to be concerned. However, it is proposed in the future to conduct actual mock exercises.

Seventhly, we put our mechanisms to the test. In recent times the Emerald Tourist Railway Board co-operated with local authorities in staging "a disaster" which involved local police, local ambulance, local fire brigade and local emergency services. Thus, a mock accident was staged which involved a car colliding with a locomotive and a petrol tanker subsequently colliding with the side of the stationary train at a road crossing. Naturally the exercise was conducted out-of-hours. The exercise was useful to all concerned as we all found the flaws in our arrangements, particularly in communications.

Eighthly, we have in place mechanisms of enquiry into accidents and the reason for their happening to make recommendations to see that they do not happen again and to apportion blame, if necessary.

These are on two levels. The lower level enquiry coincides with accidents in category one of the Emergency Procedures Manual. This takes the form of an inquiry conducted by the manager of the relevant division concerned with one other manager from a totally uninvolved area. The other form is a formal "board" of enquiry which is set up for incidents under categories two and three.

Each of these requires the gathering of written evidence generally on the I.D.R. forms mentioned earlier and interviews with people concerned with the accident or eye witnesses. These reports are gathered, numbered and filed in chronological order on a master file which is kept permanently in the main office. Under the Act of Parliament which controls the Emerald Tourist Railway Board, the results of any board of enquiry, i.e. for categories two and three, must be submitted to the Minister for Tourism.

In the event of a category two or three disaster on Puffing Billy, the role of the senior board member when summoned by the station master, is to attend the site and appoint as quickly as possible a board of competent people to enquire into the cause of the event. This board is generally made up of two members of the Emerald Tourist Railway Board, at least one manager of a division of the railways management whose division is not involved in the incident, if appropriate the manager of the division involved, and a person/persons with skills which relate to the perceived cause of the incident. For example, if the incident was caused by a safe-working misdemeanor, the appropriate person would be the railways safe-working officer.

To assist this group of people, some person with stenographic or secretarial experience is recruited. One of the board members selected for the board of enquiry is nominated as the convenor.

The board is convened as soon as possible after the event. This is necessary for obvious reasons - the closer to the event, the more accurate is the evidence to be obtained,

recollection is sharp and there is less opportunity for collusion. It is surprising that the longer the time lapse between the incident and the enquiry, the more identical does the evidence from all participants become.

The first role of the board is to examine all written submissions received and decide which witnesses should be interviewed. The conduct of the enquiry is done on much the same way as for a job interview. The person is bought into a full, formal interview situation and quietly asked questions with regard to what took place. Questions are based upon the previously obtained written submissions and other oral evidence received. Over a period of time the board gains a fairly clear picture as to what took place at the event and where any faults may have lain. On occasions, a board has adjourned to inspect certain aspects on the site. In one case, a separate meeting was held on the site of the derailment along with the manager, mechanical engineering, to check the gauge and cant of the curve at which the derailment took place.

Once the board has processed all the information and is satisfied that it has sufficient evidence, it then formulates its conclusion and any recommendations that it may see fit. This is then written and presented to the management of the railway.

The board is required to determine the reason for the incident and to apportion blame and to make any recommendations it sees fit to see that such an incident may not happen again.

The board does not discipline anybody. That is left to the management which may choose to withdraw qualification, suspend volunteers or reprimand staff. The report is generally signed by the convenor of the board and is forwarded to the Chairman of the Emerald Tourist Railway Board. The Emerald Tourist Railway Board then may accept the report and forward a copy to the Minister of Tourism as is covered in the Act of Parliament. Recommendations made by the board of enquiry become very important and must be acted upon or consciously rejected by management. If rejected, there must be very good reasons because obviously, if a board of enquiry has examined an incident and detected a fault in the system and if that fault should happen again and result in serious injury or death to a passenger or volunteer, then management itself will become culpable.

The Emerald Tourist Railway Board has a policy that in the event of an incident involving death or serious injury, its solicitor will be appointed as a member of the board of enquiry particularly to make certain that the correct questions are asked of all witnesses. This, of course, is in the interests of the Emerald Tourist Railway Board as the report from the board of enquiry is bound to finish up as evidence in a coroner's examination.

I see that the number of pages I have taken up in this paper is now approximating to a number of small trees. I will therefore finish.

I hope I have given you enough nightmares to keep you going for the rest of the year, but I'll leave you with just a number of questions which I hope you will mull over and may keep you awake for a few nights more.

- How would your operation stand up to an "Occupational Health and Safety" audit ?
- Does your organisation have a disaster plan ?
- Have you documented your engineering, operating and training standards and have they been certified by some competent person ?
- Have you developed a policy as to how much you would support a volunteer who has to confront a Coroner's Court enquiry, or in the case

of litigation against your organisation ?

- Does you first aid policy conform with the present codes of practice ?
- If any of these or any of the questions I have asked throughout this paper cannot be answered in the affirmative, I suggest my last question should be:
- "Have you taken out Director's insurance to cover the liability of your executive and management members" ?

DISCUSSION:

Graeme Richardson (The Tramway Historical Society Inc.) asked that Glen Summers detail the system in New Zealand for operations by Societies.

Glen Summers (New Zealand Railway and Locomotive Society) spoke at some detail to this request.

Tony Whyte (WPR) stated that early action is essential when an incident happens

Peter McCallum (Glenbrook Vintage Railway) felt that good and detailed maps are very important to locate the situation of an incident.

Phil A'Vard (Puffing Billy Railway Society) commented that legal support for volunteers is essential.

Euan McQueen (Rail Heritage Trust) stressed that accurate communications are essential

SESSION: COMPUTER CATALOGUING YOUR COLLECTION

WARREN DOUBLEDAY - BALLARAT TRAMWAY MUSEUM

1. Introduction

This paper reviews the basis of cataloguing a museum collection and then looks at the use of a proprietary data base management system - Inmagic DB/Textworks. Although the Ballarat Tramway Museum (BTM) was relatively late in starting its formal cataloguing, the benefit of going onto a good database management system which can handle image information, has been very positive. The methodology and system used by the Museum is one recommended by Arts Victoria for use in small museums. Having a "standardised" system which is then modified for us has benefited the museum in not having to invent its own. The system certainly was a bonus when it came to our recent museum accreditation.

2. Why Catalogue your Collection ?

If a museum is going to play an active and responsible role in managing its heritage material, a formal cataloguing system is necessary. Documenting an object's history and its special attributes is an important aspect of cataloguing. Recording as much factual information about an object as possible is what makes that object unique.

Some of the advantages of cataloguing are:

- Legal ownership of an object can be determined more easily
- Research standards within your museum will improve

- Display standards within your museum will improve
- Locating and accessing collections will be easier
- Developing a history of objects whilst in the museum
- The securing of an object is improved
- Determination of a collection's strengths and weaknesses is possible once properly documented
- Answering public queries becomes easier
- Developing a condition history for objects
- Reducing wear and tear on a object
- Co-operative collecting between museums

Prior to establishing a cataloguing system a museum needs to know what it is collecting through its Collections Policy. A Collection Policy determines which items belong in the collection and which items do not. Having such a policy assists museum workers in understanding the responsibilities and functions of their museum. For example, it shows that various paperwork items from a past tramway system are of value.

3. Systems in Use

Cataloguing systems follow the basic library system styles such as:

- Manual - hand written or typed cards and sheets
- Computer database systems using such programmes as dbase, MS Access and other systems. These tend to be written around various fields and do not generally allow for extensive textural data or information in each field, such as an item description or a detailed condition report. These have to be put into memo fields and tend to be difficult to handle or search upon. Some programmes these days do allow for image handling as part of the record.
- Text data base programmes which have multiple fields like other data base programmes but which also allows words within each field to be indexed makes searching easier and faster. The programme that BTM is using is known as DB/TextWorks text base written by Inmagic Corporation of the USA.

4. The Inmagic System

The Inmagic DB/TextWorks is a programme recommended for use in museums by Arts Victoria and as such carries a subsidy. The programme is also used in libraries and other organisations that have large text base databases. It is based around the Windows 95 interface. The cost to the Museum was $1050. It was included within an Arts Victoria grant of $5000 for the software and the hardware.

The system allows for photos or object image files to be attached to each record. It also allows look up tables for standard entries such as Classifications, Materials and Production methods. The inclusion of images helps with research queries and collection management. This aspect is yet to be fully utilized by the Museum pending the acquisition of more equipment, in particular a slide scanner.

When we acquired the system, it came with the basic information fields and lookup tables already set up. This made life a lot easier and we have found that it was very easy to learn and use, allowing the museum to set up its own entry sheets, reporting sheets etc. This has allowed us to customise the system for our own use but retaining the basic Arts Victoria system. By customising the system we have developed it to allow direct entry into the database without having to formally write out a cataloguing sheet with someone else then undertaking the data entry and checking it. The cataloguing sheet is then printed out along with a primary card to allow someone to search if they are not familiar with a computer system.

When we finally started to formally catalogue our collection we used two different database systems to record information. After a bit of trial and error both of these systems were transferred over to the Inmagic system by importing them directly into it. The hardest bit was getting the fields such as classification, which had to be of an exact nature, correct.

We have by no means fully developed the system. The fine tuning will take some time but experience so far has been good and it is relatively user friendly, though like all computer software products there are some shortcomings and things to be learned. For example it took me quite a while to find out how to place default settings into some fields.

The advantage of being able to just put a word in a search field, or a group of words to narrow the search, is excellent and response time is very quick. So far we have about 750 records on our database. However a number of the records entered on the early system will need to have additional information added, because of limitations with the early systems.

4. Advantages

- Makes a collection catalogue easily searchable on any word, or a number (for example a tram car number), or a person
- Does not require a large cross-referencing system to be set up
- Allows for a photograph or series of photographs to be included into the record file thus giving additional protection to the originals
- A collection which can then be transferred onto an on-line database for use on the web
- Relatively easily learnt compared to the intricacies of a manual card system where the cross-referencing has to be particularly well done to be useful
- Data entry for fields can be made consistent and are relatively easily checked
- Compatible with a number of other users which allows for the swapping of information or learning from each other about the way to use a system.

5. Disadvantages

- Need for a relatively large capital investment
- Need to train people - both data enterers and users
- With Inmagic - the need to export data to put through a spell checking

process

- Compatibility with systems that may replace it the future
- The reliance on computer equipment - thus must do backups and have hard copies.

6. Conclusion

A computer based cataloguing system is the way to go forward as a museum. The benefit of being able to display a copy of an image to the searcher rather than having to find the photo and having the possibility of it being damaged or disappearing is very significant. From the BTM's viewpoint the resource investment in the form of preparing and submitting a grant application was something worth undertaking.

Reference:

Caroline Carter, *The Small Museums Cataloguing Manual,* Arts Victoria and Museums of Australia, Melbourne 1996.

DISCUSSION:

R Gilbert	Noted ease of access
R Pearce	Asked about capability
J Phillips	Noted system compatibility
Dr J Radcliffe	Asked about slides and negatives - cannot be scanned without a very expensive adapter
A Roi	Asked about a list of participating museums
Dr J Radcliffe	Asked about scan time
Dr J Radcliffe	Asked about a hard disk
G Cornish	Asked about cost. Can plans be scanned in ? Transcription of oral histories - e.g. of retired rail staff
Dr J Radcliffe	Public record office collections - access easy or is there a fee ? More "tradeable" ? Less pedantic. Copyright still a major problem.

SESSION: THE ROLE OF THE REGULATOR IN RAIL TRANSPORT SAFETY

TERRY ATKINSON - LAND TRANSPORT SAFETY AUTHORITY (LTSA)

This presentation was in the form of an overhead projector display. The text below has been written by the editor using the overhead projection slides as its basis

Railway Safety in New Zealand is based primarily upon two Acts of Parliament:

- The Transport Services Licensing Act 1989
- The Transport Services Licensing Amendment Act 1992

Other relevant Acts are:

- Railway Safety and Corridor Management Act 1992
- Health and Safety in Employment Act.

In order to gain a rail service licence, the 1992 Amendment Act requires that:

- *"Every application made under Section 6 of this Act for a rail service licence shall be accompanied by a description of the proposed safety system"*
- *"The operator of any rail service licence is to notify the LTSA of any accident or incident that occurs under the operator's management"*

The Director, LTSA, is responsible for administering the Act on behalf of the New Zealand Government.

The requirement is to promote railway safety "at a reasonable cost." Such safety requirements are based on the principle of co-regulation, with the regulations being appropriate to the scale of the operator's operations. The LTSA does not set technical standards, but does set minimum standards for the scope and content of the operator's safety system. Overall this is governed by the maxim "The person who creates the risk, carries the responsibility".

Railways in New Zealand have traditionally been departments of Government, and as a result have been self-regulating.

SESSION: VICTORIAN ELECTRIC TRAIN PRESERVATION

DON POTTS - ELECRAIL (a division of Steamrail Victoria)

MELBOURNE ELECTRIC TRAIN SYSTEM

The original suburban Electric Multiple Unit train fleet, including passenger cars and parcel coaches totalled 911 wooden bodied vehicles. The 1500v DC system was progressively extended to 340Km.

Tait Trains: The first new Tait, open, centre aisle, sliding door cars entered service as steam locomotive hauled trains in 1910. World War 1 delayed EMU operations until 28 May 1919. By 1952 the fleet included 617 passenger cars and 6 parcel coaches. The last Taits in service were withdrawn in November 1984. Two double-ended motors, 1470M and 1471M operated the Overhead Inspection and Lubrication Train until 1988. The General Electric equipment was also used for swing door and suburban goods locomotives.

Swing Door Trains: To supplement the new Tait stock, 288 compartment cars with outward opening swing doors, mostly built between 1887 and 1907 for steam hauled services were proposed for conversion to electric traction. The motor cars received new stronger and longer steel underframes to accommodate an extra passenger compartment plus a driver/guard compartment. The trailer cars original steel underframes were extended for 2 extra passenger compartments. Some motor cars which did not have their "electrics" fitted continued in locomotive hauled service until the 1960s. The "Doggies" (2.6m) as they were affectionately known were narrower than their Tait (2.9m) cousins. In

1958 when most of the fleet was still intact, it was announced that all the old swing door trains would be replaced by new Harris trains within 5 years. The age old story of inadequate funding was to restrict and slow the production of these new replacements, thus some of the old veterans under went major overhauls to survive another 16 years - ironically a situation similar to that which gave them an "extended life" over 60 years previously ! Several were converted to parcel coaches.

The last Swing Door Train passenger service operated on Australia Day, 1974. Motors 113M and 156M continued as Joliment Yard shunters until June 1989.

Harris Trains: The first of 436 Harris "Blue Trains", centre aisle steel cars entered service on 15 March 1956. In 1982, after only 66 of the 252 cars proposed for modernisation had been completed, the project was abandoned. The presence of asbestos made it more economical to increase the order for the new Comeng trains. Conventional scrapping would also be hazardous and costly - around 300 were sealed in plastic envelopes for a one way journey to be dumped into disused sand pit quarries. The last "Grey Ghost" Harris Train was farewelled on 6 April 1991. Two motors, 794M and 797M superseded the Taits in hauling the Overhead Inspection and Lubrication train in 1988. These were still in service in April 1998, but only greasing the rails. Other Harris "ghosts" continue in service today after conversion into locomotive hauled air-conditioned country cars.

Hitachi Trains: The first stainless steel cars ("Silver" trains as distinct from the "Blues" and "Reds") were introduced in 1972, and totalled 355 vehicles. Some are now in storage as surplus.

Comeng Trains: The first air-conditioned cars entered service in 1982. The original order for 300 cars was extended to 570 following the decision to abandon the Harris fleet upgrade in favour of new trains. This decision hastened the withdrawal of the Taits which would otherwise have been expected to soldier on until the mid-1990s.

Double Deck Train: A 3-car prototype based on the Sydney Tangarra trains but modified to suit Melbourne's narrower loading gauge operates on the Box Hill group of lines. Platform clearances have been altered to accommodate this train. No further cars were ordered because of the decision to refurbish instead of replace the Hitachi trains. Thus the fleet of single deck stock is able to handle all traffic.

Locomotives:

1100-1101	(1923) steeple-cab suburban goods. (Both scrapped pre-preservation era)
1102-1111	(1928) box-cab suburban goods (E-class) (6 scrapped)
1150-1174	(1953) Mainline passenger and goods, twin cabs. (L-class) (21 scrapped)

PRESERVATION - HOW IT ALL BEGAN

'Twas back in 1967, when most Australian rail enthusiasts traditionally professed that "Steam is the only way to go" that three young admirers of "Sparks" scuttled that image by actually persuading the Australian Railway Historical Society - Victorian Division - to ask the Victorian Railway Commissioners to retain two swing door twin trailers, 12BT and 13BT. Both of these were noted for their ornate exterior architecture. Somewhat surprisingly, perhaps, the Commissioners agreed and thus electric train preservation was born.

RESTORATION - A DAUNTING TASK

Swing door trains: Subsequent to acquisition, 13BT was found to have serious body structure faults and was exchanged for driver trailer 24D. When swing door services ended

on 26 January 1974 the Association of Railway Enthusiasts joined with the ARHS-V to assist in obtaining motors 107M and 137M both of which had operated on the last train. In December 1980 with the demise of the Tait trains gathering momentum, all electric train preservation was vested in the newly formed ElecRail Division of Steamrail Victoria. Restoration of swing door stock which had been withdrawn in reasonably good condition should have been a dream for preservationists. Not so ! Six and half years were to drag by before secure and roofed accommodation was obtained. During that period the cars had been abandoned in a hostile, open environment. Ornate brass lights, teak panelling and driving equipment was stolen. 263 windows were smashed. Seats were slashed. Power bogies were removed for use under the new Y class diesel electric locomotives. There was general deterioration caused by the weather.

Only by sheer luck were 107M and 137M spotted being spirited away from Newport to Bendigo for scrapping. Although 12BT was the jewel in the crown, it was prudently decided to restore the M cars first so as to utilise the then available expert electrical volunteer labour which may not have survived in later years. Full scale restoration work was authorised by the Railways in 1978.

The first major project began on 1 February 1981 in 107M. Originally built as steam locomotive hauled country car, 85AA in 1888, it was converted to electric traction in 1920. Disaster struck six months later when a rake of heavily laden wagons being shunted ran away out of control, knocking 107M through a brick wall. As a result the drivers cab and roof was demolished, and the rear power bogie ripped from the underframe.

Whilst lesser mortals might well have given up, the ElecRail volunteers showed great determination in deciding to "pick up the pieces" and start again. The extra work included reclamation of replacement body parts from similar disused locomotive hauled (Way & Works) vehicles stored at Allendale, beyond Ballarat. Six years later the then 99 year old 107M resplendent in the 1916 livery of dark brown and gold lining, was recommissioned on 5 December 1997. Restoration then began on the 1907 137M which is now due for completion this year. The 3 car swing door set will become a reality when 12BT is restored next century.

Tait Trains: To enable 107M to operate pending completion of further swing door stock, Taits 327M, 341T and 470M (double ended) were restored. Parcel coach 2CM was made serviceable last year and awaits a test run.

Despite many heart breaks, the preservationists welcomed a State Ministry of Transport grant of $350,000 for the restoration of a 4-car Commemorative Tait Train as part of Victoria's 150th Anniversary Year in 1984. This was a successful partnership between the State Transport Authority and ElecRail whose input included nominating the cars (381M, 208T, 230D and 317M), painting them in the 1936-1958 Rose Red/Moonstone Grey livery, together with five months spent salvaging parts, and the provision of their secure transport to the Ballarat Workshops where the work was done. Following a Grand Red Rattler Auction in February 1985 ElecRail received $23,800 as a half share with the ARHS-V Railway Museum from the sale of 84 withdrawn Tait cars.

The train was placed in ElecRail's custody, but suffered whilst in open storage until transferred to the Seymour Rail Heritage Group in 1992. Because of the remoteness of Seymour and the high transporting costs involved, the train has been rarely used since then.

Harris Train: The prohibitive costs involved in removing asbestos prevented retention of these cars. Although 794M and 797M, both gutted internally, may become available from the Rail Lubrication Train, restoration will be dependent upon Harris train enthusiasts volunteering to undertake the necessary work.

Locomotives:

E-Class: All require long term rebuilds, rewiring and replacement of the power bogies. Extensive steel body repairs are underway on 1109. Either 1106 or 1108 is the choice for the second locomotive.

L-Class: Some of these locomotives were in excellent condition when withdrawn in 1987, having undergone recent major overhauls. Those selected for retention were no exception. Again, preservationists were hampered for nearly another decade by open storage, damage when tracks subsided beneath the stored locomotives, followed by restricted access in later years. 1162 was restored to service on 31 March 1998. 1160 is to be the second operable locomotive with 1169 being used as a source of spare parts.

IN RETROSPECT

Mindful of the need to ensure an adequate source of spare parts for future operations, ElecRail acted promptly to obtain supplies which would otherwise have been scrapped. These range from globes, body parts, pantographs, bogies of 6 locomotives through to 19 vehicles. Deterioration of spare parts in open storage attract arm-chair critic complaints about "stock piles of junk". Some ElecRail vehicles have been stored outside for up to 31 years. Even their protective tarpaulins have disintegrated. There hasn't been adequate secured or roofed accommodation for all restoration work or storage of restored vehicles, let alone "old spare parts junk." The unforeseen disastrous accident to partly restored 107M was a prime example of the wisdom in accumulating spare parts such as drive trailer 32D, which still provides a valuable source of bits and pieces to help restore other swing door cars.

The question of why only four cars and a locomotive have been restored, (not forgetting considerable input for the four car Commemorative Tait Train) might on the surface appear to be insignificant after three decades. This, however, deserves an in depth analysis, particularly acknowledging the high standards achieved. A Heritage Study in 1988 recommended that the old Newport Workshops, one of the few surviving 19th century structures complete with equipment should be retained for future association with railways. This facility was ranked equal second with Sydney's Everleigh after Crewe in the United Kingdom. Encouragingly the State Government announced in September 1993 that the West Block would be made available to preservationists. Regrettably by the time possession was available in 1994, the Public Transport Commission had gutted the buildings except for the overhead cranes.

Apart from the factors already mentioned, the progress of restoration has also been curtailed on 173M and the Tait stock maintenance for three years because preservationists have been forced to abandon their preferred skills in order to provide facilities and build access tracks into the West Block.

A comparison between train and tram restoration is worthy of consideration. Generally two clerestory roofed swing door carriage compartments plus a driver/guard cab equals one single truck tram. A seven compartment M carriage equals three bogie trams.

As already stated, Victorian electric train preservation could have been a dream. That dream would have become a reality had more members of the railway administration been supportive instead on obstructive towards the volunteers, some of whose dedication has been unnecessarily frustrated over a whole working life. The efforts of the volunteers have saved and preserved railway heritage - something caring governments and bureaucrats have an obligation to encourage. Appreciation is gratefully acknowledged to those

individual railway staff without whose valuable help our task would have been even more difficult.

THE WAY AHEAD - CONTINUING CHALLENGES

Initially most retained locomotives and rolling stock were made available by the railways department on loan to preservation groups. Open market prices have superseded scrap value sales. Annual inspections and tests are required for use on main lines. Operations at reasonable cost are approved on the lodgment of written applications. The imminent privatisation of Victoria's railways requires the clarification of Heritage rolling stock and sets new challenges to continue fund earning operations.

The public, with less and less affinity to railways need something extra to entice them towards patronising heritage train travel. The downturn in tourism also presents difficulties as does the loss of destinations through the replacement of electric services with diesel traction.

ElecRail also experiences the same world-wide problems in attracting younger generation volunteers, many of whom in this road transport era have never travelled on a train. Thus survival increasingly depends more and more on a dedicated but ageing few.

As a pioneer in railway preservation I feel it is timely that this Conference has adopted the theme **The Way Ahead**. Indeed our successors will rely heavily on organisations such as a strong Council of Tramway Museums of Australasia and National Federation of Rail Societies, New Zealand, to succeed in the future.

DISCUSSION:

Bob Pearce (Perth Electric Tramway Society) Re: Operating heritage trains on government tracks. A similar situation exists in Western Australia as in Victoria about rail "companies" or railway museums having track access and running priority. In Western Australia a WAGR driver used to have to make three return trips on a line to be accredited to drive on it. Today fees are charged for any non-government operator , but Western Australia has set a pattern of agreements with these parties which other museums should persue in their own interests. with their own local railway authorities. In essence when museum vehicles operate on the infrastructure of statutory authorities, a licence fee will need to be paid, plus the employment of - and payment to if need be - the staff you use for your unique operation.

SESSION: HISTORY IS MORE THAN THE ROLLING STOCK - REMEMBER THE INFRASTRUCTURE.

GRAEME RICHARDSON AND JOHN SHANKS - THE TRAMWAY HISTORICAL SOCIETY INC.

We all have trams - and yet, strangely, we refer to ourselves as Tramway Museums rather than Tramcar Museums. This is understandable. Without a tramcar, there would be very little point in having a tramway or a tramway museum. We have all gathered up greater or smaller numbers of trams. The lucky groups have obtained them direct and in running order from the operator. Other groups like the small but dedicated one in Rockhampton, the tram in Perth, and ourselves, have been able to find battered remnants lying in orchards or holiday houses and garden sheds and, with much commitment and hard work, turned these into rather good representations of real trams !

However, there was a great deal more to most tramway systems than the rolling stock and it is very easy for us to overlook this in our struggle to create a museum tramway and place a number of serviceable cars upon it.

With the possible exception of Leonora, where the scale of operations was somewhat smaller than that of most if not all of the COTMA groups, tramway systems enjoyed a very special place in the community. Indeed, they were almost a community of their own. Our tramway systems come from a very different era and lifestyle from that of today's world. 90 and more years ago there was no public electricity supply to call upon for tramway power, there were no cellphones, and telephone communication was certainly not available behind every front door in the street in the way that it is today. Even public water supply was the exception rather than the rule. Although roading and other contractors were available, the passionate commitment to private enterprise and competitive tendering was less pronounced than it is in the world of today.

So what is it we are saying to you ? Essentially this - our tramway operators were obliged to establish a complete structure to support their tramway operation. The tramcars themselves were, of course, the most obvious part of the structure to the public using them. But there was a great deal more to it than that. For example:

1. Tramway operators, if not the local authority itself, had to negotiate operating rights in the streets with this authority, or if planning to construct reserved track, like the New Brighton Tramway Company in Christchurch, had to negotiate and purchase land on which to construct their tramway. Mrs Knight in Christchurch comes to mind as a disgruntled property owner who was not satisfied with the price that she received from the Tramway Company for the purchase of her land in what is now Pages Road, and took matters into her own hands in a rather colourful way until she received further compensation !

2. Independent operators like the Christchurch Tramway Board required a Board Room and large administration offices and, if they were a local authority like the Christchurch Tramway Board, arrangements had to be put in place to elect the Board.

3. Workshops to undertake maintenance and rolling stock overhauls had to be constructed.

4. Car barns were required, often on a grand scale.

5. Overhead had to be erected and regularly maintained. Overhead gangs were established and were a regular part of the tramway scene, working from tower wagons.

6. A Permanent Way Department had to be set up. Regular track cleaning and greasing was carried out and track relaying and repairs were a regular feature of the larger tramway organisations.

7. In Christchurch, with its stud of delightful steam trams, water supply had to be arranged as the tramlines grew longer. At first steam trams were provided with condensers. After the advent of the electric tramway system, the condensers were removed and the Christchurch Tramway Board sunk wells and put square iron water tanks at strategic intervals along the lineside to provide water for the steam trams. The water was pumped from the wells into the tanks with centrifugal pumps powered off the 600v DC overhead.

8. Horse tramway operators needed stables, an army of staff experienced in looking after horses and a vast number of horses. Horses needed to changed virtually every trip.

9. Most tramway system established a telephone network of their own with

trackside telephone that enabled drivers to make immediate contact with office, workshops or power house in the event of mishap or breakdown.

10. Complex accounting and cash handling systems had to be put in place to handle cash fares on a grand scale and staff salaries.

11. And last, but most important of all, an electric tramway system required electricity and this was not available from mains supply in the early days.

It was a very complex system that was set up and it employed many hundreds of people behind the traffic staff who were visible to the public. To be employed by "The Tramways" became a way of life and, among employees, there was pride in belonging to this reliable and faithful provider of service to the public. In Christchurch, the tramway service finished in 1954 and the operating authority itself was abolished in 1989. Nevertheless, it is still relatively common to see in a death notice in the paper in Christchurch after the name of the deceased, the spouse and family, the little note "ex Tramways". These were people who worked for a very, very special organisation and the mana it bestowed has lasted with them for the rest of their lives. (For the benefit of Australian visitors, "mana" is a Maori word meaning "authority", "preferment", or "prestige".)

When we look at our tramway museums, we have to ask ourselves how much of this we really have managed to capture. This is not to be critical - we have done very well I believe, and captured an enormous amount of the style and atmosphere of those early days. Sydney has a grand representation of a real car barn in real brick. Bendigo has a real car barn ! What more need be said. The rest of us enjoy rather cleverly constructed tin sheds which combine maximum achievable elegance with minimal cost. Long years ago when the Christchurch Tramway Board's car barn was standing empty, I telephoned the General Manager and asked him if he would give it to us. It was made of roof trusses supported on 20ft high cast iron pillars and, for anyone with unlimited funds, it would have been eminently transportable. Fortunately for our Society, he very graciously replied that his Board would be delighted to give it to us but that we had better do an assessment of the costs before we committed ourselves because, in his experience, it was always cheaper to construct a new building than to attempt to transport an old one. He was right of course, and the result is our architect-designed tin shed at Ferrymead.

At another stage, we even tried to get the Board Room table from the Transport Board. Fortunately, at that point, we were asked where we were going to put it - and that was a rather relevant question. So it sold instead.

We have all retained in varying degrees some of the infrastructure elements of a tramway system. Most of us own a tower wagon or two. We all have a Perway team, - but it isn't quite the same when it is only manned by Saturday volunteers and doesn't have an entire building and works yard of its own to operate from.

But what about our power supply ? These days most of us purchase our electricity from the public supply and rectify it into tramway power. It is logical and it is cheap to do so. Most of the rectifiers are solid state which is tidy and compact, but there is not a lot to see.

John recalls some 50 years ago, standing on the steps of the Christchurch Tramway Board Power House in Falsgrave Street with his nose pressed to the wire grille door that let fresh air into the building but excluded the public from suffering the indignity of electrocution. Things could be seen rotating and in the foreground were rows of line voltage boosters with blue sparks visible at the commutator brushes. John longed to enter and to inspect this wonderful world close up - but such pleasures are denied small boys !

Many years later John stood with Bruce Dale and peered at the rotary converter set running in the old power house in Ballarat and wondered if there was any way that he could talk it

out of the State Electricity Commission of Victoria. But that was 30 years ago and the time for that project had not yet arrived.

Graeme's story is similar. He came to the Society with a passion for things driven by steam and quickly involved himself in the Kitson Steam Tram.

Some 15 years ago the Society established a large traction sub-station as a museum exhibit at Ferrymead. There was a walk-through public viewing gallery, 11Kv switchgear for power supply to the Ferrymead site and 750kw mercury arc rectifiers to provide DC supply to the trams and trolley buses at Ferrymead. A separate rectifier provided 1500v DC for electric railway supply. The tramway rectifiers were a wonderful hybrid effort incorporating parts from at least three systems. The transformers are from the old Tramway Board power house in Falsgrave Street. Some rectifier parts were from Dunedin and some further parts of the switchgear came from the Auckland Power Board's Hobson Street power house which had been the original Tramway power house for the Auckland trams. The large grass space in front of the sub-station was dedicated to the construction of a "Hall of Power" by the Ferrymead Trust.

However, as most of you will know, the Ferrymead Trust fell upon hard times and this project never proceeded. A one megawatt output steam turbine which had been purchased in 1912 by the Christchurch Tramway Board for the Falsgrave Street power house was salvaged for the Society by an employment promotion scheme in the mid-1970's and stored in the Ferrymead Trust's storage building. And there matters lay for many years until the Trust, driven by its desperate financial plight, began to dispose of all surplus items in its care. A chance reference in a letter from the Ferrymead Trust to the Society alerted us to the fact that this turbine was in imminent danger of being cut up for scrap. A rather passionate discussion at a Society Committee meeting followed up by an impassioned letter to the Trust averted any immediate risk of scrapping. But what can you do with one isolated turbine weighing 30 tonnes and stuck on the ground absolutely immovable in the middle of a large storage shed getting in everybody's way. It was obviously only a matter of time before the scrapping option arose again, and perhaps implemented successfully.

After some very persuasive and enthusiastic advocacy by Graeme, the Society's committee accepted that the only way to ensure the threat of scrapping was never raised again was to use the turbine for its original purpose to generate tramway electricity. The committee agreed to approve a project to construct a steam-driven tramway power house complete with Babcock and Wilcox chain grate fired water tube boilers, a Green's Economiser, the steam driven alternator set, and a rotary converter to produce direct current for tramway use from the alternator. The size of the project was daunting. The cost has been estimated at approximately $NZ1.5 million. We proposed to recreate a 1905 Tramway Power House - and we had no money and no equipment apart from one second-hand turbo alternator set. Some of our members were shocked ! Some were openly hostile because of the enormity of the project.

However, the sheer size and audacity of the project seemed to capture the imagination of supporters. In a little more than 12 months, two Babcock and Wilcox boilers had been donated and these are now in the process of being removed from the boiler house at Skellerup Industries. A Green's Economiser built in 1882 and in good condition, was found entombed in a freezing works at Smithfield. It had been out of use for 45 years. Gradually, funding for the project began to appear, although we could always do with a great deal more. A seeding grant of $10,000 was received to get the project started. Lottery funding of $50,000 was made available to cover the cost of removing the two Babcock and Wilcox boilers from Skellerups. In a little more than 12 months, virtually all of the equipment needed to recreate a working 1905 Tramway power house has been located, and a considerable portion of it has been offered to us.

Interested supporters with an amazing diversity of talents began to appear to provide help. Steadfast workers with drive and vision and not afraid of dirt and hard work, appeared ready to commit every spare minute to supporting this project, and they have continued to do so.
And so a successful new project has been launched. When completed in some 10 years time, it will be a new exhibit for Ferrymead, perhaps the most striking exhibit of all. In addition, the project appears to be generating new enthusiasm and new commitment amongst our members and, even more importantly, is generating new members.

For the remaining few minutes, we will show you a selection of slides showing the original power house in Falsgrave Street and some of the things we have done to collect items for this project.

DISCUSSION/QUESTIONS

Don Campbell (Sydney Tramway Museum): Asked about the type of building proposed in which to house all the equipment for the power house

John Shanks: The building will be a virtual true replica of a typical period structure. it is being designed by an architect who has sympathy with the background to the project and what it is setting out to portray.

Chris Steele (Australian Electric Traction Museum): Asked if the sub-station will be in steam.

Graeme Richardson: Explained that it was proposed to have the equipment operational on special days and produce electricity to power the tramway.

David Verrier (Chairman): Requested a vote of thanks to the speakers, which was carried with acclamation.

SESSION: HERITAGE FUND RAISING IN THE PUBLIC SECTOR

PAUL MAHONEY - GISBORNE CITY VINTAGE RAILWAY INC

A copy of this paper has not been supplied by the presenter.

Enquiries should be directed to:

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SESSION: THE CHRISTCHURCH TRAMWAY - 3 1/2 YEARS ON

SPEAKERS:

1.	Dave Hinman (Christchurch City Council)	Overall planning, construction, operation
2.	Ron Clarke (Christchurch City Council)	Design and construction
3.	Peter Atkinson (Christchurch City Council)	Traffic Issues
4.	Martin Mongan (Christchurch Tramway Ltd)	Operator's viewpoint
5.	Max Taylor (Heritage Tramways Trust/ Tramway Historical Society Inc)	Tram Supplier and historical society viewpoint

Format:

Interactive panel discussion featuring views of the above contributors.

Five minutes was allowed each speaker to give a statement of their views which were followed by questions and/or comments from the floor.

Each speaker was asked to include
a. Their expectation 3 1/2 years ago
b. Their views of the tramway as it is
c. What they might have done differently
d. Their vision/hopes in 5 years time

INTRODUCTION:

Dave Hinman introduced this session by outlining the Christchurch City Council's philosophy in setting up this project - a desire to promote the city and to create an "icon" for Christchurch, as well as setting up a project which it was hoped would prove profitable.

TRAFFIC MANAGEMENT ISSUES:

Peter Atkinson, traffic engineer, outlined the traffic constraints which governed the design of the tramway, resulting finally in the decision to treat the "tram" as just another vehicle on the road and allowing it to move in with other traffic on the streets.

DESIGN AND CONSTRUCTION:

Ron Clarke, design engineer, outlined some of the engineering issues involved in the construction of the tramway. One of the major problems experienced in engineering terms has been rail corrugations causing noisy track. Track grinding has reduced this problem but new corrugations continue to appear. Mr Clark suggested that knowing what they now know, they would have been much more careful in the selection of the second-hand rail used in the construction of the tramway.

THE OPERATOR'S VIEWPOINT:

Martin Mongan, General Manager of Christchurch Tramway Ltd, outlined the expectations of the operator when entering this project. When they gained the licence, Shotover Jet's expectations were to "make money". Patronage of 1m passengers was anticipated by the

Council, but the results have been far short of these optimistic figures. Nevertheless patronage has been large enough to make the tramway one of the most well-supported tourist operations in New Zealand.

In hindsight Mr Mongan would have sought more one-man trams to reduce costs during slack periods. Noise suppression would also have been sought with the benefit of hindsight so that the "real tram" noises were background noise rather than dominant noise.

Mr Mongan's vision for the future has to be profitability in order to give a return to shareholders and to allow funds for the development of the company, as well as completion of Cathedral Junction.

TRAM SUPPLIER AND HISTORICAL VIEWPOINT:

Max Taylor, President of the Tramway Historical Society and Secretary/Treasurer of the Heritage Tramways Trust, the vehicle suppler, outlined the considerations which applied in the provision of the tramcars for this operation. Mr Taylor outlined the unknown factors which had to be considered when leasing trams to the Company - wear and tear, restoration of the tramcars back to heritage condition and the provision of an income stream to allow the Society to further its restoration.

Questions were posed and briefly answered by the panel members.

PANEL DISCUSSION: MUSEUM TRAMS ON COMMERCIAL TRAMWAYS

PANEL: **Bill Kingsley - Bendigo Trust**
Peter Hyde - Brisbane Tramway Museum Society
Rod Atkins - Tramway Museum Society of Victoria
Howard Clark - Sydney Tramway Museum
Dave Hinman - Christchurch City Council
John Penwack - Australian Electric Traction Museum

Rod Atkins:

The TMSV have had up to four trams running on MET trackage in the street of Melbourne.

A number of matters needed to be considered. Maintenance requirements need to be addressed i.e. who is responsible, who performs, and who pays. The trams need to be transported to the MET from the museum, and again the question arises of who would pay for removal.

Some of the equipment on the heritage cars is no longer in use on the types of cars now remaining in regular use. Some heritage cars have self-lapping brakes, other are straight air. This means that present day drivers may not be familiar with the operation of the older cars, and thus the question of driver training and operating arises, along with the consequential question of who is to provide and pay for these services, and who is responsible for eventual accreditation.

Dave Hinman:

Experience with the Christchurch commercial operation has highlighted the need for compromise between the Safety Authorities and the Museum groups on the question of safety procedures with old vehicles being operated in todays traffic environment. The Museum groups would wish to see authentic operation and presentation, whilst the Safety

Authorities, in New Zealand at least, showed signs of nervousness at the implications of this type of operation.

The Commercial requirements of the operator also need to be considered, and this has been an issue in Christchurch, in particular the cost of operating two man as against one man cars, even though the cars were designed for two man operation. The commercial requirements are often at variance with the heritage type operation, particularly if the project is promoted as a heritage venture.

As a tramway had not operated in New Zealand for over 30 years, it was necessary to write new manuals for staff training, staff operations, and safety.

Peter Hyde:

A new venture is being planned for Brisbane - Briztram. The participation of the local museum will be only to provide vehicles and all training. Museum vehicles will operate only on Sundays and selected Public Holidays.

All changes made to museum trams to enable them to run in Brisbane must be reversible. There must be no structural changes, and there is to be no pantograph operation. The trams will only operate in the city centre and not in the outer route area. When museum cars are operating, they will do so along with the new trams, not instead of them.

The new trams will be low floor and wheelchair accessible. Museum cars will not be modified to meet this criteria.

Howard Clark:

Tramway museum operation must be partly commercial - not just a static display.

The Sydney Tramway Museum has been involved in two ventures with commercial operators. It has entered into a partnership arrangement with Christchurch Tramway Ltd to supply W2 No. 244 (which became available after the demise of the Newcastle Museum) and selling it for use as a restaurant car. It has also made its Rail Scrubber car available on a commercial basis for use on the Sydney Light Rail line.

In a partnership arrangement the Museum has obtained eight tramcar bodies with the aim of restoring these for operation on the SLR line. As yet no time frame has been set for this project.

The Museum enjoys a good relationship with Brussells and has obtained, with assistance from the TMSV, 3 trucks.

New tram services are proposed for Canberra and Hobart. Discussions on the Hobart proposal are underway, with the trams running along the Hobart waterfront, whilst in Canberra a new tram service is under consideration and discussions are being held with its proponents.

COMMENTS

Bruce Gamble (Museum of Technology & Transport):

In Auckland the future of light rail operation is still being discussed, whilst on the heritage scene consultants have under consideration a plan in which heritage cars would connect various tourist attractions. Purpose built cars would also operate.

Les Worthington (Tasmanian Tramway Museum Society):

Much care needs to be taken to balance the need to maintain authenticity against the needs of a commercial operator's requirements. Leases must be carefully worded to ensure that cars are returned to museum condition. The other option would be to sell old bodies to operators who can then rebuild and develop them for their own needs.

Dave Hinman:

Pointed out the groups must be aware of the question of safety and costs.

DISCUSSION/QUESTIONS:

QUESTION: Dr John Radcliffe:

What effect will heritage tramway museums feel by museum cars running on the streets ?

ANSWER: Peter Hyde:

Lease arrangements would partly offset gate loss at museums

Howard Clark:

Must also encourage travellers to visit museums.

QUESTION: Bill Kingsley:

Did use of museum cars suffer by increased use ?

ANSWER: John Penwack:

Problem was not as severe as first thought.

SESSION: REMEMBER THE SOCIETY IN YOUR WILL

DON CAMPBELL - SYDNEY TRAMWAY MUSEUM

Over the years we have all struggled, at one time or another, to support the establishment of our museums and the restoration of our vehicles. Our collective actions have brought us to where we are today, and we can all look back with pride upon our accomplishments.

The establishment of a working museum, however, is not the end of that support, and as our museums continue to expand and grow in these changing and challenging times, the support of our enterprise must also expand beyond what has been achieved in the past. We must look for new resources that might be available, that have not been tapped in the past, to provide for our Museum's future objectives.
Long-term planning must be an essential part of our Museum business plan as the future will provide many challenges and changes to the way we do business. The need for greater resources will become a pressing issue and new methods of funding will be required to allow us to complete our future objectives.

You and your fellow members appreciate the support you have been given in the past to this "labour of love", but after the inevitable occurs and you die, need that support end ? The answer is, that NO, it need not end.

Eventually we will all pass on, leaving an estate, large or small, that we have built up. With the laws and complex nature of the society in which we live, do you really know what will happen to your estate ? The laws of probate* will be complicated, expensive and time consuming for your successors. After the negotiations about who gets what are finalised, would the end result be what the person who left the estate really wanted ?

A properly drafted will should solve these problems. A will lets you direct not only who gets your property, but can also direct how you want it distributed and how you want it sold. More importantly, a will can avoid a costly battle between those you want to share in your state and those you want to exclude. Take the time to calculate what you will leave behind you when you shuffle off. If you are a home owner, the amount can be quite considerable. It would be complete folly to leave your assets unassigned to perhaps unsympathetic successors. Making a will is quite easy and relatively inexpensive.

When making your will, there will be the opportunity for you to continue your Museum support by making a bequest, large or small, to allow your past work to continue. The bequest can be made to the Museum in general or specifically towards your favourite project or interest. Remember also your property such as photographic collections and libraries of books and magazines. We have all heard the stories of the unsympathetic executor, anxious to finalise matters quickly, dumping priceless stuff which is of no interest to them, and which has no immediate sale value. Your museum can take your collections and benefit their archives. Surplus items can be sold to raise funds.

The problem to overcome is how to convince your members to make a will and then have them include a bequest in favour of the Museum. At the conclusion of this address, it is proposed to throw the meeting over to discussion on this matter and seek some resolutions.

One solution may be to have a sympathetic solicitor, fully briefed on the Museum's requirements, hold seminars at your next members open day. At these seminars, the advantages of donating can be discussed and if need be the selected solicitor may offer a special rate to later perform the documentation.

The direct approach to members, asking them about their wills and what's in them has problems with privacy, however the following discussions and resolutions could provide some mans of approach. Just remember that the affluent looking member who drives a big flash car might just like big flash cars and struggles every month to pay for it. Equally the member who wears the same clothes for years may sleep on a mattress full of money. Getting to those members with your bequest proposals could be difficult and require considerable delicacy.

In conclusion, everyone should make a will. It saves untold problems for your family or executors. It can benefit your museum by allowing the member to provide for future development and to memorialise their work and accomplishments. The benefit to the Museum is a source of long-term money to allow those of us who will still be about to continue the good work.

DISCUSSION:

Richard Gilbert: Had a member , and it had been intimated that the BTPS would benefit on his passing. Unfortunately he left no will, and as a result the museum received nothing.

Don Campbell made the following additional points:

The group which you wish to benefit under your will must be specifically named.

Nobody likes to acknowledge they are going to die, but it is an eventuality that you must plan for in respect of your property.

Their may be tax and duty benefits of disposing of money/artifacts prior to dying.

Suggest that a specimen form of bequest be sent to members, included in your membership form, or your tramcars, brochures or sales outlet.

Introduce the subject to members in a humorous manner.

Make regular mention of the leaving of bequests in your Society magazines or newsletters.

Encourage the editors of Trolley Wire and Tramway Topics to make space available to promote bequests being made to museums.

Mortality can be instant - be prepared to make a will !!!

**Editorial Note. In New Zealand the distribution of an estate of a deceased person who does not leave a will, i.e. dies intestate, is governed by the Administration Act 1969. This Act provides for a distribution of assets based on the degree of kinship of relatives to the deceased. Thus the widow/widower of the deceased, if any, in general takes the greater share of intestate estate. There is no provision for the surviving partner in a de facto relationship (although this is currently subject to legislative review). Where there is no widow/widower, children are the next "in the queue". If there is no widow/widower or children surviving the deceased, the estate is then divided up on a strict priority basis, defined in the Act, amongst remoter issue such as parents, brothers/sisters etc. If no blood relatives at all survive the estate is paid into the Consolidated Fund. Where there are no close relatives, considerable expense can be sustained in attempting to trace remaining relatives, or proving that they died before the deceased did. This can involve tracing back through the family tree for generations and then coming down other branches to find eligible blood relatives.*

The point is that the Act is strict in its application, and it allows no latitude. The only way its provisions can be varied is by the mutual agreement, generally in the form of a Deed, by ALL potential parties who will share in the estate, so as to allow a distribution of the estate in terms different to that laid down in the Act, or by one party, who believes he has a prior right, taking Court Action to prove his claim.

Thus, if the deceased wish to benefit his chosen Museum after his death, he must do so by Will. As illustrated above the Museum cannot benefit, and would not have any right to claim a benefit, if the deceased dies without making a will.

It is presumed that the situation in Australia would not be markedly different.

SESSION: THE FUTURE OF TRAMWAY TOPICS

PANEL: CHAIRMAN: Dr. JOHN RADCLIFFE

ALAN SMITH (Wellington Tramway Museum)

Tramway Topics is produced on behalf of all tramway museums in New Zealand by the Wellington Tramway Museum. It covers its costs, and therefore does not require any financial assistance from the other museums. The costs are met by sales and subscriptions from museum members.

The Wellington Tramway Museum is happy at this stage to continue with producing the magazine.

BRUCE GAMBLE (MoTaT)

Bruce is the new editor of Tramway Topics, and considers that some changes may be necessary following a survey which was done to gauge the needs of readers.

In his view Tramway Topics still needs to record tramway history in New Zealand, as well as looking to the future, especially in terms of new developments that may occur.

The magazine is produced on a computer using MS Publisher '97.

There have been some delays in producing issues of the magazine, but Bruce is steadily catching up.

He feels that the magazine needs to appeal to a much wider readership than just tramway museum members.

QUESTION: Murray Sanders (Tramway Historical Society).

Does magazine intend to continue with overseas news, which he feels is important.

ANSWER: The magazine is New Zealand focused, but a suggestion is that overseas content could be in the vicinity of 15%.

QUESTION: Bob Pearce (Perth Electric Tramway Society)

Articles and distribution

ANSWER: Items on the preservation scene in New Zealand are submitted by representatives of the respective societies. As well as this articles which research the history of tramways in New Zealand are submitted by individuals.

QUESTION: Bill Kingsley (Ballarat Tramway Museum)

Bill considers that Tramway Topics is essential reading. It gives and good insight into the activities of the museums, as well as giving interesting background reading.

COMMENT: Bob Merchant (Sydney Tramway Museum)

It seems feasible that items appearing in Trolley Wire could be published in Tramway Topics and v.v. on a reciprocal agreement basis.

Mike Kerr (Tramway Historical Society).

Standards have been greatly improved over the last two issues. The information received is greatly appreciated.

The editors of both magazines are considering providing information on subscriptions to Tramway Topics and Trolley Wire which will be placed in each others magazines, with the possibility of a combined subscription allowing access to both.

SESSION: HOW TO INCREASE REVENUE FOR YOUR MUSEUM

DENNIS BELL & JILL MOORHEAD - THE BENDIGO TRUST

Before I introduce the two presenters it is only fitting I give you a brief outline of the city and the organisation that both Dennis and Jill come from.

Bendigo is 145 km north of Melbourne and was formed after the great 1851 Victorian gold rushes. The City of Greater Bendigo currently has a population of 85,000 people.

In 1970 The Bendigo Trust was established with the sole function to preserve, restore and if necessary operate and administer some of Bendigo's historic features before they disappeared. Thus in 1970/71 the first project was to develop the Central Deborah Gold Mine, the last great gold mine to close in 1954.

The Central Deborah Gold Mine operates both as a working and tourist gold mine with visitors able to walk through the second and third levels.

Also 1970 The Bendigo Trust sought to keep a section of the original 1902/3 tram track, linking the Gold Mine, Depot and North Bendigo - through the heart of the city - The Tram Depot and facilities, and the complete fleet of 23 electric tram cars (which has now grown to 33 cars with other vehicles).

The Bendigo Trust also administers the Bendigo Gas Works - the last coal fired gas works to close after the introduction of LPG and the historic Victoria Hill Gold Site. Both are to be fully developed at a later stage.

The Bendigo Trust currently employs some 45 full and part time staff, many work as volunteers with others.

The Trust attracts some 100,00 visitors annually. The Bendigo Trust earns over some $1.3m annually and is completely financially self-supporting.

Dennis Bell is the Tramways Superintendent and is responsible for the day to day operations of the Tramways.

Jill Moorhead is multi-skilled, working as a Tram Driver, Central Deborah Gold Miner guide, receptionist and .....sales.

John Phillips

Income Alternatives - Part 1 - Dennis Bell

Each Tram Museum knows the importance of sustaining an income. Perhaps the most popular and logical method is income derived from tram rides. I am sure that all of us capitalise on this form of revenue raising one way or another.

There are a number of other methods to source revenue for your museum. I will deal with one method that has been successful in Bendigo.

Advertising Sponsorship (Internal and External)

Internal and external advertising on trams is a time proven method, dating back to the turn of the century and beyond. We have continued with this highly visible method of advertising on our trams. For practical reasons we have broken advertising sponsorship into three sections.

Section 1:

Internal Advertising: This takes the form of a Sponsorship Board (usually strong cardboard) approximately 800mm x 450mm. The board is placed on the internal advertising panel of the tram. Each tram is capable of having a number of these boards fitted. The businesses most applicable for this method are the small businesses that are near the tram track. This is also the least expensive method.

Section 2:

External Advertising: (Single Board) This is the sale of a single exterior advertising board, (approximately 3m x 600mm) to medium sized businesses. These signs are placed on the top side or top (roof line) of the tram, depending on the tram type. These are the medium cost sponsor boards.

Section 3:

External Advertising: (Complete Tram) This is the sale of the complete advertising space on a tram to the sponsor. This includes the 4 exterior boards (3m x 600mm) and all the interior boards (approx. 20).

These contracts usually appeal to the big national or multi-national companies that have a large promotional budget, e.g. Insurance Companies, Banks, Coca-Cola etc. The single tram sponsor is by far the best method from our point of view. This requires just a single contract and usually repetitive signage on the tram, making the whole operation much smoother and faster to implement. This of course is the most expensive method.

The income from our advertising sponsors have given us sufficient funds to pay the wages of almost two full time maintenance officers. This of course is a tremendous help in keeping our trams operating.

Income Alternatives - Part 2 - Jill Moorhead

Another source of revenue is our Gift and Souvenir Shop.

Some people tend to think of souvenir sales as a service to our tourists - which it is, but it can also be a good extra profit maker for your museum. To do well out of your shop a little thought has to go into it.

Presentation is a key factor. Make sure your shop is in a prominent position. Some people have no intention of buying gifts or momentos but if it is front of them, nicely displayed, we can often change their minds.

Make sure most of your products are relevant to your area.

That doesn't mean you have to sell only trams or tram parts - but have your own logo on them. Most companies will charge a fee for your own design artwork, but this is usually a once-only cost and can be used on a number of products.

Some of the best selling products we find are magnets, postcards, videos, wine and beer glasses, T-shirts, caps, badges, coffee mugs, model trams, tea-towels, key-rings and stubbie holders to name a few. You may find that in different areas some products are more popular than others.

Good lighting is essential.

Heating and cooling is also important. If you are not climatically comfortable in a shop your sub-conscious tells you to get out of there.

Make sure every article is priced.

Most people don't like asking prices. Have your cash register close to your goods - not up the "other end". Near the door is usually a good position.

Plan your layout.

It is essential to leave room for bus loads of people to circulate and look without feeling rushed or pushed. Free standing gondola type stands are ideal to move around, and display goods to the best advantage. This is not always possible, but we can always look for and dream of ways for "the perfect shop". If you have a conducted tour of your museum, it is a good idea to finish your talk near the shop door - or alternatively plan time midway through it to allow people to spend time "browsing" and hopefully buying.

Another important factor is friendly, cheerful staff. Most people will not buy as much from a "sourpuss" or a "grump".

If "Aussie Host" is available in your area it is worth the money to send your staff. It is usually a full day course.

The Retail Traders Association is in most capital cities and are happy to send someone to your area to help with layouts etc.

Remember the best advertising is word of mouth - if someone has enjoyed visiting your area and purchased a momento they like to show it off and tell their friends all about your museum.

QUESTION: John Shaw (Perth Electric Tramway Society)

Do you handle the ads yourself ?

ANSWER: Yes - we also supply board but the sponsor supplies the signwriting.

QUESTION: Howard Clark (Sydney Tramway Museum)

How do you work your priorities out re exposure ?

ANSWER: The trams are rotated on a regular system plus they also get exposure in the depot.

QUESTION: Les Withington (Tasmanian Transport Museum)

Commented on problems at their museum as they are only open at the weekends.

ANSWER: Yes - it can be a problem, but try the multinational companies, also TV stations.

QUESTION: Michael Kerr (The Tramway Historical Society Inc)

Commented on ads on trailers behind steam tram and photos in local newspapers are good for sponsors as well. It is now hard to get money out of companies these days. Advance planning is necessary.

QUESTION: Frank Edwards (Perth Electric Tramway Museum)

Are you ads the original size ?

ANSWER: Internally they are the same. Externally they are the same size as the SEC used.

COMMENTS : were passed around the group re the ads on the W2 in Christchurch. The sign work that goes onto the top of your tram must be acceptable and not over the top.

QUESTION: Steve Lea (Christchurch Tramway)

Do you have a problem with shoplifting ?

ANSWER: Yes but you have to live with it.

QUESTION: Martin Smart (Perth Electric Tramway Society)

What sort of mark-up ?

ANSWER: 100%

QUESTION: Howard Clark (Sydney Tramway Museum)

Are books a good item to stock ?

ANSWER: Yes, but you need about half a dozen at least.

SESSION: TRANSPORT DEREGULATION - A PERSONAL VIEW.

WAYNE HOLTON-JEFFRIES. PASSENGER SERVICES MANAGER, CANTERBURY REGIONAL COUNCIL.

Introduction

When asked to provide this paper on transport deregulation, I admit to being a little reluctant. There are so many other things I would rather tell you.

Transport deregulation has already been well covered at a number conferences in New Zealand. However, Bruce explained that he had received a number of requests from Australian delegates, so I finally relented.

I must admit that being able to present a personal view on the subject however, has some distinct advantages.

It also has some obvious disadvantages - how many Canterbury Regional Councillors are present in the audience ?

It is obviously pertinent at this stage for me to highlight that **this is very much a personal opinion and should not in anyway be assumed to represent the opinion of the Canterbury Regional Council, Councillors and/or staff.**

When it all began

Transport deregulation had been talked about for many years. In fact rumour has half-a-dozen "suits" from Wellington appearing on the scene at the Christchurch Transport Board offices (now a plush hotel) in the late 1970s.

Noticeable impacts began to take effect in 1989 with far reaching local government reforms that saw the demise of the Christchurch Transport Board (my employer for more than a decade).

Ownership of the buses was handed to the Christchurch City Council along with everything that previously came under the Christchurch Transport Board.

As far as public passenger transport was concerned, legislation required full deregulation to be implemented in July 1991.

The main aim of the reforms was to separate planning and funding from service delivery. The responsibility for planning and funding went to Regional Councils and bus operators became service providers.

In Christchurch and Timaru, buses make up a major part of the public passenger transport system. However, let's not forget the taxi industry, which has also been deregulated.

Most regional councils adopted a fairly stringent deregulation process. Central government had provided options to support incumbent operators. In most regions these were largely ignored.

One regional council adopted a softly, softly approach. In this particular region they allowed the incumbent a 25% weighting on their tender price for contracts let in the first year. This was in line with the Competitive Pricing Procedures of the day.

It is claimed that this weighting, though included in the tender documents, was never actually applied. Strangely enough nobody tendered against the incumbent operators in this region !

This weighting had to reduce to 12.5% for contracts tendered in the second year.

I do not believe that there was any wrong choice made here. Without the 25% weighting the incumbent (mostly council owned) operators faced redundancy payments.

With the 25% weighting, the number of redundancy payments reduced but contract prices were generally higher.

My Mistakes and theirs

There were some mistakes made along the way.

For my part, I took the redundancy payment and became a salesperson convinced I would have nothing more to do with transport, especially public transport.

My mistake was not leaving the industry, but rather to believe I could stay away from transport. However, the time away from the industry showed me that private enterprise did not manage their businesses very well.

To his credit, I could now see that throughout my employment with the Christchurch Transport Board the then General Manager of the Board had implemented significant advances in staff management techniques and positioned the Christchurch Transport Board extremely well for the competitive environment.

The purchase of the M.A.N. urban buses and a superb fleet of tour coaches were other good investment decisions made during this time. I have no doubt that decisions made at this time have contributed to Christchurch Transport Limited's ability to compete in the competitive market against some very lean privately owned companies.
In my opinion, some mistakes that were made leading into deregulation by the Canterbury Regional Council and Christchurch Transport Limited could have been avoided. I would however, point out that I was on the outside looking in with the advantage of 20/20 hindsight vision.

Regional Council Mistakes

I feel the Regional Council should have realised that changes to the service provider through the Competitive Pricing Procedures would be significant enough without introducing other changes at the same time.

Some of the changes that could have been implemented at a later date include:

- Significant changes made to a number of routes
- The fare structure - off peak fares were dropped and zones introduced. Transfer tickets were promised but not delivered until March 1997
- Vehicle quality standards were not set high enough. Small but important items such as heaters had not been specified.

One change that made tendering easier, but possibly could have been held over was to drop through routing (buses travelling from one destination through Cathedral Square to another destination).

Operator Mistakes

In my opinion the biggest mistake made by Christchurch Transport Limited was the decision to put the old Bristol REs in storage rather than sell them.

If their major competitor had been able to purchase these Bristols instead of the Mercedes 0305s they eventually purchased from the Yellow Bus Company in Auckland, they may have gone broke.

They certainly wouldn't have been able to rebuild the Bristols to the same high standard as the Mercedes 0305 !

New operators entering the urban public passenger market relied quite heavily on staff they had acquired from the old Christchurch Transport Board. In some cases buses were apparently arriving the weekend before new services were due to start !

The combination of revised routes, unfamiliar buses and drivers new to the urban market led to total confusion within the industry. The end result of all this was total confusion on the roads.

All operators underestimated the staff training required to familiarise their staff with the changes. Even the Big Reds were going the wrong way on now unfamiliar routes. Trips ran late and at times did not run at all.

Nobody really won any friends in the first weeks of July 1991. Patronage continued the steep decline that had begun in 1989 and was not arrested until 1993.

Who was the biggest loser

The biggest loser through deregulation had to be the bus users. They faced a number of changes that even the most avid public transport follower would have been hard pressed to keep abreast of. Keep in mind that 1 July is heading into the middle of winter.

- Bus routes have changed
- Buses had not only changed colour, but were not up to the high standard that Christchurch passenger had become accustomed to.
- Buses with no heaters, narrow doors, high steps, high floors, narrow aisles etc.
- During evenings and weekends some routes were serviced by 10 seater taxi vans
    - How would the intending passenger know which is the bus service and which is a taxi ?
    - Often the taxi van was full and intending passengers had to wait for another vehicle to be diverted to cover the bus route
    - Vans are all very nice and friendly when you book them as a taxi with your friends. Used as a bus people were often reluctant if they had to squeeze into the back with someone they didn't know.

And the winners

Ratepayers and taxpayers appeared to be the winners once the issue of redundancy payments had been resolved. Funding for passenger transport reduced from $14m to $9m.

But had they really seen any significant savings ? The age-old arguments come into play at this point.

Someone must pay for the increased congestion on the roads. These costs can be felt in a number of areas such as:

- Increased vehicle accidents.
- Increased impact on health services.
- Increased expenditure on roading.
- Increased vehicle pollution.
- Increased use of fossil fuels.

- Decreased use of alternatives such as cycling - it is no longer safe to cycle.

The problem is that nobody to date has actually been able to identify the cost shifting.

The real winner, on the surface, had to be central government. Transfund contribution reduced in most regions.

What has been achieved ?

In the years since July 1991 we've all learnt a great deal.

- The decline in patronage in Christchurch has been turned around for the first time in a number of years.
- Cost recovery overall has increased from around 40% pre-1991 to around 50% over the past few years.
- Routes that previously stopped within a residential area have been extended to terminate at identified attractions such as shopping malls.
- Frequency passing major attractions such as Canterbury University has been increased to meet demand.
- Low floor wheelchair accessible buses have been introduced across a number of routes. Contracts have been let in the past 18 months that require 43 low floor wheelchair accessible buses.
- We are currently averaging around 20% patronage growth on routes that have had these enhancements introduced.

At the regional council we've learnt a number of valuable lessons such as:

- People really do want a good bus service and are willing to pay a reasonable subsidy towards it.
- Some people will never give up the freedom that their motor car gives, even if the buses are free. To their credit however, most of these people can see the benefit of subsidising public passenger transport.
- Re-investment in fleet and infrastructure is vital to maintaining patronage growth. People like to be proud of their city's public transport system and they don't want to travel on "dungers" or stand in the rain waiting.
- People want to be consulted about any changes to their services. They want to have an input and in doing this they will take ownership of their public passenger transport system.
- If the council doesn't set minimum standards high enough, then the service the successful tenderer will provide will not satisfy most users. In other words you get what you are prepared to pay for.
- In the competitive market we now have, bus companies will cut corners to keep price down. Invariably cuts will impact on the front line staff with impractical schedules that a formula one driver would be pressed to keep. The end result is unhappy, stressed drivers and this impacts directly on the passenger.

This is unfortunate as we have found it becomes necessary to become very prescriptive in our tender documents to reduce the operator's ability to cut corners. We haven't got the balance for contract conditions and incentives right yet. Somehow we have to find a method that encourages the bus operator to take ownership of the service.

- We still have a long way to go to get the public passenger transport network in our two main urban areas right.

- Timaru is currently facing declining patronage numbers and will require some lateral thinking to generate patronage growth. The local council recently removed buses from the CBD providing better parking and access for the motor car. While bus routes were only moved one block away, that block is uphill from the CBD.

- Christchurch needs significant upgrades to infrastructure (such as shelters, seats, bus lanes, traffic priorities), improved scheduling and customer focused service.

  Major arterial routes need to be straightened with increased frequency, express services. Community services with smaller buses feeding into arterial routes at major attractions need to be introduced.

- In late 1995 we reviewed all existing contracts, routes and major arterial flows. The city was then divided into five sectors based on this information. Since 1996 we have been realigning contracts into these sectors.

  It is hoped that the end result of all this, around 2002, will allow output based funding with bus operators able to franchise a sector of the city and become more proactive in establishing routes and services to meet the needs of residents and businesses in their area.

  The finer details of this programme are still to be worked through.

Increased congestion

We have to get it right as recent research has shown that between 1991 and 1996 traffic in Christchurch has grown by 18%. Christchurch will face a predicted 43% increase in traffic over the next 20 years. Journeys will take 60% longer, vehicle pollution will increase and motorists will start 'rat running' between major thoroughfares.

The Canterbury Regional Council and the Christchurch City Council have almost finalised a passenger transport strategy called "Our Future, Our Choice".

Along the way we've received some shocks and surprises. Over 840 submissions were received. 825 of these were from individuals.

Over 85% asked us to make significant passenger transport improvements over the next 20 years. This has now been incorporated into bold targets including:

- 400% patronage increase

- Hold traffic growth down around 20 - 30%

- Don't allow journey times to increase by any more than 35%

- Increase investment in passenger transport and less on roads
- Reduce pollution and noise

Some others who made submissions felt we were still not doing enough !

QUESTIONS:

QUESTION: Frank Doherty (Tramway Historical Society Inc)

Low floor buses - How many wheelchair passengers do you carry ?

ANSWER: One wheelchair per bus contracted. If more than one wheelchair passenger waiting, the second one has to wait for the next bus. Semi-mobiles (persons able to walk short distances etc) can be carried in addition to the wheelchair-bound passenger. Delay in loading - 30-45 seconds.

QUESTION: Gerard Cooper (Tramway Historical Society Inc)

How many wheelchair passengers do you carry per week ?

ANSWER: Minuscule, compared to total loads.

COMMENT: Barry Ollerenshaw (Wellington Tramway Museum)

Stagecoach Wellington had converted 4 buses to carry wheelchairs, but had stated that it would be cheaper to give every mobility impaired person a disabled equipped car than to convert the entire bus fleet.

QUESTION: Christopher Steele (Australian Electric Traction Museum)

In complimenting Wayne on his paper he questioned why do transport planners avoid providing services to Airports ?

ANSWER: From Christchurch's perspective; Midland ran to meet most arriving aircraft and ran at a loss, however the Christchurch Transport Board ran to a frequency but not meeting every aircraft and ran at a profit. This operation continues.

QUESTION: Bill Kingsley - Bendigo Trust

In your timetables, do you identify Low Floor operated routes ?

ANSWER: Yes. The contract obliges operators to identify that service.

QUESTION: Don Potts - Elecrail Melbourne

Are there any benefits from centralising all bus services on Cathedral Square compared to through routing ?

ANSWER: Through routing is a curse. Delays and breakdowns have a flow on effect across at least two routes and across the suburbs. Hubbing services at the Square provides a better service. Effects from delays and breakdowns are minimised to one route. Buses can be positioned to take up position when delays occur, thus minimising flow on effects and passengers are given a better and wider range of services emanating from one place.

SESSION: ACQUIRING TRAM PARTS FROM CALCUTTA

LINDSAY RICHARDSON - PERTH ELECTRIC TRAMWAY SOCIETY

Lindsay commenced by explaining that this was the story of an unsuccessful attempt to acquire equipment.

In 1981 the Perth Electric Tramway Society was formed and was faced with the task of obtaining electrical and mechanical equipment for the tramcar bodies which had been acquired.

In 1984 Ric Francis suggested Calcutta as a possible source so he and Lindsay visited the city in 1985. They discovered an incredibly run-down system operating two styles of bogie/articulated trams and single truck cars with trailers.

A meeting with the traffic superintendent resulted in a tour of the system and the workshops where a considerable stock of spare, scrap 21E truck frames, airbrakes and other components were observed. They were advised that to acquire such equipment they would require an export permit from the Department of Supply and obtained the necessary forms.

Upon returning to Australia a letter was sent to the General Manager of the system requesting equipment. Despite several follow-up letters in 1986-88 no response was ever received.

Lindsay mentioned that he had subsequently been advised that a better process might be to first contact the Indian High Commissioner in Australia before visiting/contacting the operator.

John Shanks (THS) noted that the film of trip which was screened during the session showed Dick Kerr controllers of the type needed in Launceston.

Lindsay Richardson reported that PETS eventually obtained equipment from Kagoshima in Japan where the sister city relationship with Perth was a factor in their success. Dr. John Radcliffe (AETM) confirmed that they had obtained trucks from Nagasaki in Japan and John Shanks (THS) commented on their experiences where the fact that the person was a tram enthusiast was a key factor.

Howard Clarke (STM) made several comments:

- another member suggested to him that Sydney had sold motors to Calcutta in 1961.

- Whilst they had been successful in obtaining the PCC car from San Francisco, when they tried to obtain the promised spare B3 trucks they were thwarted by lobbying from local enthusiasts.

- he found that European operators (Berlin, Brussels and Italy) were very efficient and professional in dealing with requests for cars and equipment by comparison with other situations described in the workshop.

John Phillips (BTM) described the more recent "exchange" of tramway publicity between the Calcutta and Melbourne tramway systems instigated by a South Melbourne tram conductor.

SESSION: MODEL TRAMWAY CLINIC

IAN ROBERTSON - COMMERCIAL OPERATOR

Ian gave a talk on his background, aspirations and achievements on what he hopes will be the start of a new era in modelling in New Zealand.

Enquiries should be directed to:

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COUNCIL OF TRAMWAY MUSEUMS OF AUSTRALASIA INC CHAIRMAN'S REPORT 1998 TO THE 14TH CONFERENCE OF TRAMWAY MUSEUMS - CHRISTCHURCH N.Z.

It is with pleasure that I present this report for the period following on from the previous Conference meeting held in Hobart, Tasmania, on 4 September 1996.

MEMBERSHIP

Following the election of the Launceston Tramway Museum and Rockhampton City Council (Steam Trams) as full members and Portland Cable Trams as an associate member and the loss of Motor Coach Museum Trust our membership number have grown to 16 and 2 affiliates.

OFFICE BEARERS

No changes were made to the executive structure at the Hobart Conference General Meeting and those continuing in office were as follows:

Chairman	Lindsay Richardson
Deputy Chairman	Bill Kingsley
Executive Officer	Richard Gilbert
Assistant Executive Officer	John Lambert
Treasurer	Carolyn Dean
Australian Executive Member	Howard Clark
New Zealand Executive Member	David Hinman
Immediate Past Chairman	John Radcliffe

Robert Paroissien was re-elected as Honorary Auditor.

The Operations Group in Victoria under the Chairmanship of Bill Kingsley continues to carry out a valued role. The other Members of the group are Richard Gilbert, Carolyn Dean, Craig Tooke and John Phillips who replaced Andrew Hall following his re-location to Sydney. Since the Hobart Conference the group has met on three occasions and dealt with substantial agendas and I extend appreciation on behalf of all COTMA Members to this group.

Meetings

The 1997 Annual General Meeting was held in Melbourne at the Newport Steamrail Workshops and attended by 4 Members of the Executive and 7 representatives of Members. At that meeting advice was received that our legal officer, Tony Sell, could not continue in office. An approach had been made to Campbell Duncan to take on this office to which he agreed and was endorsed by the meeting.

Policy Issues

No meetings have been held with Public Transport Commission executives since the last Conference. Given the splitting of the tramway system into two parts operating as Swanston Trams and Yarra Trams under the umbrella of the PTC and with the intention of the State Government to fully privatise the tramway operation in the near future it leaves matters in a state of flux insofar as COTMA is concerned.

Having said that, however, it could well be that the opportunity will arise for a review of the need of the stored W class trams and associated equipment into the future. COTMA through its Melbourne based Executive Members and others with connections will need to

keep a close ear to the ground and move rapidly to establish contact with key players in the event that a disposal or part or all of the stored tram fleet becomes a probability.

COTMA Operations Group will be in a prime position to flag to member Museums through the Executive Officer any opportunity to participate in any equipment redundancy which may arise. This need to act rapidly when situations arise is highlighted by what I believe to be a last opportunity for some time to acquire the W2 wheel tyres located at Preston.

Notable Events

The renaissance of tramways within the cities of the COTMA member base has brought a new dawn for the enthusiast. First it was our host city, Christchurch, in February 1995, which is operated on a commercial and museum basis. Next it was Sydney with a commercially operated Light Rail system on the fringe of the CDB with state of the art articulated tramcars, but most importantly with the expectation of extensions of the system from its present terminus at Wentworth Park to Lilyfield and also into the heart of the CBD to Circular Quay via Pitt Street and return to Central Station via Castlereagh Street.

There was other good news associated with the development of this system with the involvement of the Sydney Tramway Museum and the hiring of their track scrubber car to the SLR on commercial terms. Should the CDB route de developed to Circular Quay it is to be hoped that an opportunity will be available to the Museum for operation of some of its heritage cars along this precinct.

Not to be outdone the Queensland Government (yes, it is election year) unveiled on 25 February last an ambitious $210 million light rail system for the City of Brisbane and extending to inner suburban areas with an expected route length of 15Km and expected to be completed within the next 3 years. This fascinating project seems set to embrace the Brisbane Tramway Museum Society in funding the restoration of up to 20 former Brisbane trams at a facility to be developed at their Ferny Grove site with the intention that these new cars would provide service operations on Sundays on the new system by BTMS. For members of that Society these developments must be akin to holding onto the live end of an electric cattle prod.

As if this wasn't enough for the "true blues" amongst us came the news that the Australian Capital City of Canberra has proceeded past the contemplation stage to the development of a discussion paper for the introduction of a heritage tramway to the area of Civic within the central area of Canberra. It was again pleasing to note the participation of the Sydney Tramway Museum in the ongoing discussion group. What exciting times we live in !

Member Museums

Again over the past two years there has been a mix of steady and sustained progress by most Museums in both our countries. The developments that take place in our Museums are well chronicled in the journals "Trolley Wire" and "Tramway Topics" and I do not propose to itemise individual Museum developments, acquisition or other happenings other than to say how pleasing it is to see the progress being achieved towards the development of operating tramways by our new members, Launceston Tramway Museum and Portland Cable Trams.

An aspect that our Museums should reflect on is what if any impact will be felt from those cities that develop light rail or heritage tramways on the patronage of Tramway Museums located in those cities. Perhaps we can glean some information on trends of patronage at Ferrymead since the City Tramway commenced operations.

I have accepted voluntary early retirement from State Rail to take effect from the end of August 1998 so *Trolley Wire* will become a daytime job instead of one carried out at night and on weekends. This change should also assist in having the magazine prepared for printing earlier, and it should appear early in the month displayed on the cover instead of at the end of that month as at present.

In closing I would like to place on record my thanks to the many correspondents and photographers who provide news of their museum each quarter. Without their input *Trolley Wire* would not be the success it is.

Thank you

Bob Merchant
Editor, Trolley Wire

MINUTES OF THE 4TH ANNUAL GENERAL MEETING HELD AT THE ARTS CENTRE, CHRISTCHURCH, NEW ZEALAND ON TUESDAY 2 JUNE 1998 AT 9.15AM

Present: Lindsay Richardson (Chairman), Bill Kingsley (Deputy Chairman), Richard Gilbert (Executive Officer), Carolyn Dean (Treasurer), Dave Hinman (New Zealand Representative), John Radcliffe (Immediate Past Chairman)

Representatives:

David Verrier	-	Tasmanian Transport Museum Society
Bob Merchant	-	Sydney Tramway Museum
John Phillips	-	Ballarat Tramway Museum Society
Alan Smith	-	Wellington Tramway Museum
John Pennack	-	Australian Electric Transport Museum, Adelaide
Bruce Gamble	-	Museum of Transport and Technology, Auckland
Bob Pearce	-	Perth Electric Tramway Society
Graeme Richardson	-	Tramway Historical Society, Christchurch
Dennis Bell	-	The Bendigo Trust
Jim Webber	-	Rockhampton City Council and Heritage Museum
Philip Archer	-	Launceston Tramway Museum Society
Peter Hyde	-	Brisbane Tramway Museum Society
Rod Atkins	-	Tramway Museum Society of Victoria
Steve Lea	-	Christchurch Tramway Limited
Warren Doubleday	-	Ballarat Tramway Preservation Society

Apologies:

John Lambert	-	Brisbane Tramway Museum Society
Craig Tooke	-	Melbourne Tramway Preservation Society
Dean Filgate	-	Portland Cable Tramway
Jim McCrum		

Affiliates and Observers:

Howard Clark	-	Sydney Tramway Museum
Keith McGavin	-	Wellington Tramway Museum
Gus Weir	-	Wellington Tramway Museum
Barry Ollerenshaw	-	Wellington Tramway Museum
Trevor Dennhardt	-	Perth Electric Tramway Society
Donald Campbell	-	Sydney Tramway Museum
Brendon Carter	-	Tramway Historical Society

Keith Kings	-	Tramway Museum Society of Victoria
Peter Kahn	-	Sydney Tramway Museum
Duncan McVicar	-	Perth Electric Tramway Society
Frank Edwards	-	Perth Electric Tramway Society
Christopher Steele	-	Australian Electric Transport Museum
Michael Kerr	-	Tramway Historical Society
Peter Letheby	-	Australian Electric Transport Museum
Chris Andrews	-	Australian Electric Transport Museum
Les Withington	-	Tasmanian Transport Museum Society
Martin Grant	-	Perth Electric Tramway Society
Max Taylor	-	Tramway Historical Society
Ken Stockdale	-	Sydney Tramway Museum
Keith Stodden	-	Tramway Museum Society of Victoria
Jill Moorhead	-	The Bendigo Trust
John Shanks	-	Tramway Historical Society
Peter Stock	-	Steam Tram and Railway Preservation Society

1. Past Friends

Bob Pearce referred to the untimely passing of Noel Gibbs from Haddon

The meeting stood in silence for one minute as a mark of respect for Noel.

2. Minutes of Previous Annual General Meeting

It was resolved: That the minutes of the Third Annual General Meeting of the Council of Tramway Museums of Australasia, held on 25 May 1997, as circulated at the meeting, be confirmed subject to the inclusion of an apology received by the Perth Electric Tramway Society, an apology from Bill Kingsley representing the Wellington Tramway Museum, and the minutes recording that the heading "Patterns" should have been included under the heading Matters Arising.

(Hyde/Phillips)

3. Business Arising from the Minutes

a). Pro Bono

Mahlab had been advised the costs if this listing; however, it had been concluded that it was not worth proceeding further.

b). Record of Patterns

PETS had supplied a lengthy list of former M&MTB patterns belonging to COTMA and held at Bylands. There were patterns from No. 9 trucks from W3 and W4 cars.

The Operations Committee proposed to determine the location and storage of these patterns. A list of other patterns held was to be circulated to all museums by Ric Francis.

c). 2001 Tram Interchange

Peter Kahn commented on the possibility of there being a gathering of trams in Melbourne to mark the new Millennium. He noted that a tram low loader may be needed. The suggestion was that there could possibly be an interchange of trams between museums and also an assembling of representative tramcars from other cities to run in Melbourne.

It was agreed that, if the idea were to proceed, funding and someone to drive the project would be needed. It was also suggested that the costs of this project are probably prohibitive in view of the distances involved.

d). Welcome to Steam Tram and Railway Preservation Society Representative

Peter Stock, the representative of the Steam Tram and Railway Preservation Society, Parramatta Park, was welcomed to the Conference.

e). Contract with PTC

This matter was held over for discussion on a future occasion.

f). Annual Sticker

The Meeting considered a recommendation from the Operations Committee: "That an annual sticker, framed, be presented by COTMA to each museum to record the membership of that museum."

It was resolved: That the recommendation of the Operations Committee be adopted.

(Bell/Atkins)

g). Archives

Bill Kingsley spoke expressing concerns over the archival records of the MET/M&MTB now that the tramway system was being privatised.

Mr Kingsley advised that the records held by the Preston Workshop are safe and will remain there. However, there are further records at the Public Records Office and at the Newport Workshops. The official Depository of Archives for the M&MTB is at the Museum run by Norm Maddock at the Malvern Tram Depot.

John Phillips spoke of the PTC Photographic Archives of over 40,000 negatives of which he was in charge and which was being relocated to the former PTC office building. Some other archival records which have been held in the Photographic Archive are to be relocated to the Department of Infrastructure at Nauru House.

Members were urged to be vigilant to ensure that archive material was kept secure.

4. Treasurer's Report and Financial Statement

The Treasurer presented her Report and Financial Statements for the year ended 31 March 1998 and answered questions from the floor.

The Treasurer recommended that the COTMA Membership Fees for the 1998/99 year be reduced to one-half with the exception of Affiliates in view of the lack of opportunity to purchase spare parts from the PTC.

Speakers, however, emphasised the need for COTMA to be able to move quickly to secure spare parts and archives in the present uncertain situation.

The recommendation moved by J Phillips and seconded by D Bell "That the fees to large and small museum groups for the 1998/99 year be reduced to one-half with the exception of Affiliates" was put to the meeting and was declared LOST.

It was resolved: That the Treasurer's Report and Financial Statements be adopted

(Phillips/Pearce)

5. Acquisitions Sub Fund

Bill Kingsley reported on the sum of $1,200 now held for the acquisition of spare parts from the MET. The question was whether this fund should now be consolidated into general COTMA funds for special purposes.

It was resolved: That this fund now be transferred to the General Fund of COTMA but that the six contributing museums be offered their money back in the first instance and that the residual balance be transferred to the general funds of COTMA.

(Merchant/Atkins)

The Annual General Meeting of COTMA concluded at 10.15am.

MINUTES OF THE 13TH COTMA GENERAL MEETING HELD AT THE ARTS CENTRE, CHRISTCHURCH, NEW ZEALAND ON TUESDAY 2 JUNE 1998 AT 10.15AM IMMEDIATELY FOLLOWING THE CONCLUSION OF THE 4TH ANNUAL GENERAL MEETING OF THE COUNCIL OF TRAMWAY MUSEUMS OF AUSTRALASIA (INC)

Present: Lindsay Richardson (Chairman), and the 43 Members and Representatives of Member Groups, and Affiliates present at the 4th Annual General Meeting.

1 Minutes of the 12th Conference General Meeting held at Hobart on 4 September 1996

It was resolved: That the minutes of the 12th Conference General Meeting be taken as read.

(Merchant/Verrier)

2 Business Arising

a) Overseas Museums

It was resolved: That kindred bodies associated with COTMA be referred to as "Kindred Organisations".

(L. Richardson/Merchant)

b) Operation Safety Committee

It was reported that Craig Tooke was working on safety systems. The Wellington Tramway Museum was thanked for providing a copy of its safety system.

c) Museums Association - Special Interest Group

It had previously been suggested that COTMA should generate a special interests group under Museum Australia. John Radcliffe spoke further suggesting that there was little merit in pursuing this matter further at this stage.

Peter Kahn suggested that a wider "transport" grouping to include railway and bus preservation interests might be valuable in the absence in Australia of any group equivalent to the National Federation of Rail Societies in New Zealand.

In response, Dr Radcliffe pointed out that it depended on who was prepared to "drive" such a grouping and what benefits would be secured by pursuing this.

It was agreed not to pursue this matter further.

d) Hobart Commemorative Video Tape

John Phillips advised that video tapes of the Hobart Conference were available for $A30.00 posted.

e) List of Museum Experts

Bill Kingsley reported that it had proved very hard to achieve the definitive list of tramway experts that was being sought and recommended that this exercise now be discontinued.

The meeting agreed with this recommendation.

f) Proposed Amendments to Constitution and Definition of "Tram"

It was agreed that this matter be held over for discussion at a future meeting.

g). 'B' Van at Bylands

Richard Gilbert reported on this matter.

It was agreed to remove spare parts from the van and to allow the TMSV the opportunity to use the van for storage. Keith Kings has provided a complete list of spare parts stored in the van and belonging to COTMA. All parts and patterns are to be removed to a new storage barn to be built on BTPS land at Bungaree.

h) Internet Site

Richard Gilbert reported that Warren Doubleday had provided an Internet listing of all COTMA groups.

It was resolved: That COTMA establish an internet site and that Warren Doubleday of BTPS be appointed to maintain this site.

(Pearce/Smith)

i) Production of a Calendar

Bob Merchant suggested that COTMA should not pursue the production of a Tramway Calendar as Top Mill Press was producing a calendar again for the 1999 year retailing at a price of $9.95.

j) Museum Information

Bill Kingsley thanked the individual museum groups for their assistance in providing information on their organisations to the Operations Committee.

k) COTMA Descriptive Handout

It was reported that Craig Tooke was co-ordinating this project.

l) Legal Officer

It was resolved: That this Conference General Meeting recognises and appreciates the assistance provided by Tony Sell of TMSV over many years as Honorary Legal Officer to COTMA and that the Council's sincere appreciation be conveyed to Mr Sell for his willing voluntary assistance over many years.

m) Hobart Proceedings

David Verrier advised that the proceedings of the Hobart Conference would be available in the next few months.

n) Midalia Steel

The meeting was advised that the firm of Midalia Steel, a firm in Welshpool, Western Australia, is able to supply tramway grooved rail from a supplier in France to museum groups if the order is tacked onto an existing order for newly rolled tramway rail from a commercial operator.

3. Reports

a) Chairman's Report

The Chairman presented his report (copy included in the official Conference Proceedings) for the period since the last Conference in Hobart in 1996. The report was **received** with applause.

b) Deputy Chairman's Report

The Deputy Chairman reported orally on his activities since the last Conference, making particular reference to the work of the Operations Committee, of which he was Convenor.

The Deputy Chairman's written report (copy included in the official Conference Proceedings) was also presented.

The Deputy Chairman's reports were **received** with applause.

c) Executive Officer's Report

The Executive Officer, Richard Gilbert, presented his report (copy included in the official Conference Proceedings) on his activities since the last Conference.

The report was **received** with applause.

d) Trolley Wire Report

Bob Merchant presented the Trolley Wire report (copy included in the official Conference Proceedings).

The report was **received** with applause.

e) Tramway Topics Report

Bruce Gamble presented the Tramway Topics report

The report was **received** with applause.

f) IATM and Conference Report

John Radcliffe reported orally on the International Association of Transport Museums and on the newsletter received from this Association and suggested that it may now be appropriate to circulate this newsletter to museum groups.

Dr Radcliffe reported that the next Conference of the IATM was to be held in Adelaide.

The report was **received** with applause.

4. Proposed Constitutional Amendment

It was resolved: That the Executive positions of Deputy Chairman, Assistant Executive Officer, Australian Executive Member, New Zealand Executive Member and Immediate Past Chairman be added to those positions required by the Constitution.

(Pearce/Merchant)

5. Election of Officers

a) Chairman

At this point in the meeting, The Deputy Chairman assumed the Chair and called for the nominations for the position of Chairman.

Lindsay Richardson was nominated.

(Merchant/Bell)

There being no further nominations, Lindsay Richardson was declared elected to the position of Chairman on COTMA.

Mr Richardson then resumed the Chair.

b) Deputy Chairman

Nominations were invited for the position of Deputy Chairman. Bill Kingsley was nominated.

(Archer/Hyde)

There being no further nominations, Bill Kingsley was declared elected Deputy Chairman.

c) Executive Officer

Richard Gilbert advised that he was not seeking re-election.

The meeting was advised that Craig Tooke was interested and willing to undertake the role of Executive Officer.

Craig Tooke was nominated.

(Phillips/Gamble)

There being no further nominations, Craig Tooke was declared elected.

The Chairman thanked Richard Gilbert most sincerely for his work in the role of Executive Officer during the past four years.

d) Assistant Executive Officer

John Lambert was nominated for the position of Assistant Executive Officer.

(Pearce/Hyde)

There being no further nominations, John Lambert was declared elected.

e) Treasurer

Carolyn Dean was nominated for the position of Treasurer.

(Merchant/Bell)

There being no further nominations, Carolyn Dean was declared elected.

f) Australian Executive Member

Howard Clark was nominated for the position of Australian Executive Member.

(Atkins/Merchant)

There being no further nominations, Howard Clark was declared elected.

g) New Zealand Executive Member

Dave Hinman was nominated for the position of New Zealand Executive Member.

(Gamble/Smith)

There being no further nominations, Dave Hinman was declared elected.

h) Immediate Past President

This was a Constitutional appointment. John Radcliffe, the Immediate Past

President continues in this role.

i) Non-Executive Appointments

The following appointments were made:

IATM Representative - John Radcliffe
National Federation of Rail Societies (NZ) Liaison - Dave Hinman
National Tramway Museum (UK) Liaison - Craig Tooke

6. Appointment of Auditor

It was resolved: That Mr Robert Paroissien of Paroissien and Company be re-appointed Honorary Auditor of the Council of Tramway Museums of Australasia (Inc).

(Atkins/Bell)

7. Applications for Membership

There were no applications for membership or membership upgrading.

8. Future Conferences

a) Year 2000 - Ballarat and Haddon

This conference was to be held the week of Melbourne Cup, i.e early November 2000.

b) Year 2002 - Brisbane Conference

Peter Hyde extended an invitation to COTMA to come to Rockhapmton and Brisbane in the year 2002.

It was resolved: That the year 2002 COTMA Conference be hosted in Brisbane by the Brisbane Tramway Museum Society and include a visit to the Rockhampton Steam Tram.

(Hyde/Pearce)

The above resolution was **carried** with applause.

c) Year 2004 - Auckland Conference

Bruce Campbell extended an invitation to COTMA to hold the year 2004 Conference in Auckland.

The AGM of the National Federation of Rail Societies (New Zealand) had expressed the desire to continue the practice of combined Conferences with COTMA. Dave Hinman asked COTMA to consider its stance on this matter. A problem was foreseen in that the first weekend in June was approaching the end of the financial year and was thus a very busy time for many people.

It was suggested that the NFRS be asked to consider a date other than the New Zealand Queen's Birthday Weekend.

The concept of joint Conferences in New Zealand was supported.

d) Year 2010 - Launceston

Philip Archer extended a tentative invitation to COTMA to meet in Launceston in the year 2010.

9. General Business

a) Rail Heritage Trust in New Zealand

Bill Kingsley outlined the function of the Rail Heritage Trust in New Zealand and wondered if there were a role for a similar organisation in Australia, especially in the tramway field, and whether there was a function for COTMA in this matter, i.e. a "Tram Heritage Trust".

It was suggested that this question be referred back to the Operations Committee for consideration.

b) Tramcar Award

Bob Pearce commented on the NFRS Awards in New Zealand for Excellence in restoration and suggested that a similar system to provide commendation awards for particularly meritorious restoration or preservation of vehicles and artifacts be considered for COTMA based upon a process of nomination and self-justification by member organisations.

It was agreed to refer this question to the Executive Committee.

c) Lisbon Controllers

John Shanks advised that K.10 controllers were probably not likely to be made available from CARRIS, but that THS would ultimately have to face making K.10 controllers and would be interested in discussing this with any other museum group requiring K.10 controllers in an endeavour to reduce the unit costs of manufacture.

d) Museums Australia

John Radcliffe advised that he had copies of the Museums Australia document "Caring for our Culture" available for member groups.

e) Reciprocal Visiting Arrangements

Bruce Gamble advised that tramway museum visitors were always welcome to visit MOTAT. Dr Gamble also suggested that a New Zealand contact person for the National Tramway Museum (UK) should be considered.

f). Trolley Bus Overhead Parts

Bruce Gamble advised that MOTAT has surplus trolley bus overhead parts available.

g) Trolley Bus Maps of New Zealand

Chris Steele advised that he had route maps of trolley bus systems (other than Christchurch) available for sale a $5.00.

h). SW6 Tram

Rod Atkins expressed concern that the privately owned SW6 tram which was exported to New Zealand with Dacet approval from the Commonwealth Department of Communication and the Arts in Canberra had left the country without any reference to COTMA or to local interests. It was suggested that Federal authorities should be advised that COTMA would be an appropriate body to consult on such exports.

i) Thanks to Tramway Historical Society

The Chairman expressed the thanks of COTMA to the THS, and particularly to Bruce Dale and his organising team for a very smoothly run and well organised Conference which attendees had greatly enjoyed.

Bruce Dale formally presented to Lindsay Richardson and Richard Gilbert the coloured cartoon paintings of them which had graced the Conference sessions to retain as momentos of the Conference.

10. Conclusion

The Chairman looked forward to meeting all Conference attendees again in Ballarat for the 25th Anniversary Conference in the year 2000.

The Conference General Meeting was declared closed at 12.50pm.

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SOME IMPRESSIONS OF THE PRE-CONFERENCE TOUR

CONTRIBUTOR: Christopher Steele

I boarded the big InterIslander ferry "Arahura" in Wellington for the three hour crossing of Cook Strait to the port of Picton in the South Island. Here a connecting train "The Coastal Pacific" was ready to depart at 1.30pm for the 5 1/2 hour journey to Christchurch.

All New Zealand's main-line passenger trains have been privatised, the franchise having been granted by the government to the United States-based company Tranzrail. At this stage I was beginning to meet some of the other conference delegates en route, principally those to join the six-day pre-conference coach tour which was to embrace sightseeing across the Canterbury Plains - the flattest expanse of country in New Zealand supporting agriculture, sheep and cattle raising, the lofty snow-capped Southern Alps, passing the huge man-made lakes of the hydro-electricity commission, and spending the first night at spectacular Queenstown on glacial Lake Wakatipu which can have up to 70,000 people resident at the height of the tourist season. Here we stayed at a luxurious hotel. A veritable highlight of our stay in Queenstown was to dine one evening at the Skyline restaurant perched on a peak at the rear of the town with superb views over the lake and mountains both before and after sunset. I took the opportunity of going to the Kiwi and Birdlife Park in Queenstown to observe the kiwi - the New Zealand National Emblem - for the first time. It is about the same size as the domestic fowl, but being a nocturnal bird is rarely seen. The park has a special kiwi enclosure with dim illumination to make viewing possible.

On leaving Queenstown we rode the "Kingston Flyer" steam train for a few kilometres of its route from the Southern End of Lake Wakatipu. After being picked up by our coach we proceeded to the town of Te Anau, going by boat the same night glow worm caves across the lake. This is like looking at stars in the sky. The following day, in rare sunny conditions, we made a round trip to Milford Sound, voyaging on a cruiser past the mile high Mitre Peak to the open sea. Our final destination that day was Invercargill which was reached after dark for a 'one night stand' following a long drive.

The next morning we boarded Tranzrail's "The Southerner" express for the 219 km journey to Dunedin. Our coach, loaded with all the luggage etc out-paced the train to arrive before us ! Peter Stevenson, the coach driver, had been specially chosen and briefed by the conference organisers to be amenable to our sundry unusual requests of what to see and do. He said he learnt a lot about his own country from the experience of hawking us foreigners round !

Our Dunedin stopover mainly consisted of a return excursion along the former Otago Central Railway as far as Pukerangi, 58 km distant. The 7 days a week tourist train is owned by the Dunedin Regional Council and operated by a Trust. It is Otago's principal tourist attraction, running on a line opened over 100 years ago through the rugged gorge of the Taieri River. There are over a dozen high viaducts and at least 10 tunnels along the way - truly a triumph of 19th century civil engineering. That night we dined in the ornate 1906-style Dunedin railway station, currently undergoing restoration. Indeed, this Scottish founded city is full of magnificent buildings of an earlier era, many constructed of granite.

The coach tour ended in Christchurch the next evening. This final day began with an inspection of the former Dunedin cable tram winding house at Mornington on the steep slope west of the city. This line was the last to close in the Southern Hemisphere, in 1957. Dunedin has a simple two lane motorway that enables easy egress towards Oamaru, and Timaru further north. We arrived at the latter city about lunch time to be hosted by the operators of the nearby 2km Pleasant Point Railway and Museum. Without question, I

thought this was the exemplar of how to run such an entity successfully - a fitting note before the commencement of the conference which had the theme "The Way Ahead".

SOUTH ISLAND TOUR ITINERARY:

Friday May 22	Arrive in Christchurch
Saturday May 23	To Mount Cook and Queenstown across the Canterbury Plains through Burkes Pass to Lakes Tekapo and Pukaki and on to Mount Cook for lunch. In the afternoon to Queenstown through the McKenzie Country, Lindis Pass, Central Otago and the Kawarau Gorge.
Sunday May 24	At Queenstown. Tour of Queenstown and historic Arrowtown, visiting vintage lake steamer TSS "Earnslaw". Afternoon free. Evening dinner at the Skyline restaurant accessible only by gondola.
Monday May 25	To Te Anau. After a free morning in Queenstown travel by coach along the beautiful shores of Lake Wakatipu to Kingston, home of the Kingston Flyer. Ride the Flyer to Fairlight, and then reboard the coach onwards to Te Anau. Optional evening visit to the Te Ana au glow worm caves.
Tuesday May 26	Coach tour though the Fiordland National Park to Milford Sound through stunning scenery with high mountains and deep glacial valleys and the Homer Tunnel. Lunch cruise on Milford Sound, past Mitre Peak to the open sea. Upon return board coach for the trip to Invercargill passing through the rich rolling farmlands of Southland.
Wednesday May 27	Board the Southerner Train for the trip to Dunedin. After lunch board the Taieri Gorge excursion train for a trip through the rugged and difficult Taieri Gorge. Marvel at the skills of the 19th century engineers who struggled against the elements to build this line.
Thursday May 28	Drive north to Timaru and the Pleasant Point Railway and Museum where lunch and steam train rides can be enjoyed. After lunch cross the vast Canterbury Plains to Christchurch.

AN AUSSIE VIEW OF TRAVEL ON THE TRANZALPINE LINE

CONTRIBUTOR: Russell Hicks

For an Aussie who had never been to New Zealand, everything was new. The scenery was wonderful and the people friendly. It therefore seemed natural to take advantage of those two facts and arrange to be on what I hoped would be the steam trip of the year - the trip from Christchurch to Jacksons via Arthur's Pass and return behind a Ka.

Being Australian and coming from a place where flatness is almost overdone, the thought of a train ride with a steam engine on the sharp end climbing through snow topped mountains was irresistible.

And so on a cool crisp morning in Christchurch I, together with about 200 others, watched the normal TranzAlpine train pull out and head into the distance. Shortly after that departure a quite immaculate steam locomotive appeared - the first New Zealand engine I

had ever seen. Smaller that I expected, but showing signs of all the power that would be needed, it bore the name "Nigel Bruce".

This came as a surprise as the last time I had heard this persons name was when he played opposite Basil Rathbone in the Sherlock Holmes film "The Hound of the Baskervilles". I had not realised that he was a train buff - but then I was informed that this engine was named after another Nigel !

We piled into three very comfortable carriages with full height panoramic windows and in one case, sheepskin seat covers - this was New Zealand after all. I half expected complementary travel moccasins to be put out ! "Nigel" steamed out purposefully and soon we were feeling like the occupants of a low flying magic carpet, which is the feeling you should get during any good quality train trip.

Across the Canterbury Plains we saw sheep, sheep and more sheep in what was a very English style landscape, although the occasional group of *Eucalyptus Globulus* did remind Australians on the train of home. This was confirmation of earlier sights we had seen whilst driving around - squashed possums and gum trees - signs of contact across the Tasman in days gone by.

Shortly after Rolleston, we started climbing in earnest with tunnels coming with increasing frequency. Views of stone covered river beds far below and mountain peaks above told us we were climbing, as did the steam and smoke from "Nigel". After a photo stop on the Broken River Bridge it was back to the sheepskins and packaged lunches. After sustained effort, "Nigel" was rewarded with a rest at Arthur's Pass whilst a diesel took us through the tunnel to Jacksons. It was here that the hitherto immaculate efficiency of the trip went into temporary decline.

To allow for the diesels to run around a 25 minute stop was necessary and, as the Jacksons pub was only a three minute walk away, it seemed a natural thing to adjourn to it. However around a hundred persons descending unannounced on what was a small country pub caused chaos - the publican had departed to the next town 5 minutes previously leaving the customers in charge of the bar ! A courageous move I thought.

They were, as is the way of Saturday afternoon customers, fairly well tanked at this stage and to suddenly have to become bar staff in their condition called for a major effort of concentration. Service was slow and erratic, but the prices charged made up for the wait.

A good slug of whiskey for two dollars made the duty free prices at Fiji Airport seem like an extortion racket. Unusual interior decoration including Scottish claymores and Australian car number plates together with locally crafted salt and pepper shaker sets of erotic appearance completed a slightly bizarre picture of a New Zealand country pub.

Hooting from below the pub told us our train was ready to depart and with an unsteady gait the happy passengers returned to the train. Fortunately it was downhill. I don't know if any passengers were left behind, but I would not have been surprised.

A quick return was made to Arthur's Pass and a welcome BBQ with mustard covered sausages etc, to ward off the cold. And it was cold - the sun doesn't seem to reach the bottom of the pass for long. "Nigel" was there to take on the return journey that was memorable for a lot of good company and ribald good humour. The combination of food drink and comfort had an inevitable effect and I did sleep for a small amount of the return to Christchurch.

It was, truth to be told, one of the best trips by train I have ever undertaken. If it were ever run again I would say go - but make sure they stop at Jacksons. The customers give you a good run for your money.

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Council of Tramway Museums of Australasia Inc and National Federation of Rail Societies Inc (NZ)

CONFERENCE'98
THE WAY AHEAD

Christchurch - New Zealand May 29 - June 4

CONFERENCE PROGRAMME, CHRISTCHURCH 1998

Day & Date	Time		
Friday, 29 May	5.00pm	Meet, greet and registration at **Camelot Hotel, Cathedral Square**	
	6.30pm	Move to **Noahs Hotel, Oxford Terrace.**	
	6.45pm	Start of "**THE WAY AHEAD**". Finger food. Drinks - own cost.	
Saturday, 30 May	6.45am	BREAKFAST	
	7.45am	Leave Hotels by tram.	
	8.15am	**Late Registrations** available at **Academy Theatre**	
	8.30am	**OFFICIAL OPENING** - Clive Peter. **Academy Theatre, Arts Centre**	
	8.40am	*"Integrating the Volunteer and the Professional"* - PhilA'Vard	
	9.00am	*"Recording/Preserving today for tomorrow"* - Alan Smith	
	9.45am	MORNING TEA	
	10.15am	Transfer by bus to **Ferrymead**	
	10.45am	Official photo at Square Shelter, adjacent Trambarn.	
	11.15am	Practical Workshops Trambarn/Trolleybus/Model Railway	*"Steam Locomotive Driver Accreditation"* - Trevor Burling
	12 noon	Transfer by tram or train to **Ferrymead Township**	
	12.15pm	**MEALS ON WHEELS**-Packed lunch available from Moorhouse Station, Ferrymead Township.	
	1.15pm	Leave Trambarn by bus, for transfer to **Arts Centre**	
	1.15pm	***PARTNERS' Shopping Tour, departs Trambarn by bus.***	
	1.45pm	*"Adding Value to Your Product"* - Phil A'Vard	
	2.30pm	*"Internet Help for the Voluntary Society"* - Warren Doubleday	*"What to do until the Coroner Arrives - Accidents on Preserved Railways and Tramways."* - Phil A'Vard
	3.15pm	AFTERNOON TEA	
	3.45pm	*"Computer Cataloguing Your Collection"* -Warren Doubleday	*"The Role of the Regulator in Rail Transport System Safety - The Standback Approach."* Terry Atkinson, LTSA (The NSW scene will be examined.)
	4.30pm	*"ElecRail Train Preservation in Victoria"* Don Potts	
	5.15pm	End of Sessions	
	5.30pm	Transfer by Tram to **Hotels**	
	6.30pm	Depart Windsor & Camelot Hotels by Tram for ride to **CONFERENCE DINNER.** Presentation of NFRS Awards Guest Speaker - Phil A'Vard	
	10.00pm	Return to **Hotels** (by bus, if wet)	

Sunday, 31 May	7.30am	BREAKFAST	
	8.30am	Transfer by bus to **Railway Station**	
	9.15am	**RAIL EXCURSION to Arthurs Pass and Jacksons**	
	6.10pm	Return to Christchurch and Hotels. **Free Evening.**	
Monday, 1 June	7.15am	BREAKFAST	
	8.00am	Leave Hotel by tram to **Arts Centre**	
	8.30am	*"History is More than Rolling Stock - Remember the Infra-structure"* - G Richardson & J Shanks	*"Heritage Fundraising in the Public Sector"* - Paul Mahoney (D.O.C)
	9.00am	***PARTNERS' Tour to Hanmer departs from Hotels by Minibus.***	
	9.15am	*"Christchurch Tramway - Three and a half years on."* ChCh City Council, HTT and Christchurch Tramway Ltd.	N.F.R.S. **A.G.M.**
	10.00am	MORNING TEA	
	10.30am	*"Museum Trams on Commercial Tramways"* - Panel Discussion	
	11.15am	*"Remember the Society in your Will"* D.Campbell	*"The Future of Tramway Topics"* - Panel Discussion
			N.F.R.S. **A.G.M.** (continued)
	12 noon	LUNCH at **Y.M.C.A.**, Hereford Street	
	12.45pm	*"How to Increase Revenue for Your Museum"* D Bell & J Moorhead	*"Transport Deregulation – A Personal View"* -Wayne Holton-Jeffreys, CRC
	1.30pm	*"Acquiring Tram Parts from Calcutta"* - Lindsay Richardson	*"Model Tramway Clinic"* - Ian Robertson
			N.F.R.S. **A.G.M.** (continued)
	2.15pm	*"Screening of the M & MTB Promotional Film - Citizen Tram"* - John Phillips	
	3.00pm	Depart for **WEKA PASS** by bus. (COTMA & remaining NFRS Delegates)	AFTERNOON TEA
	4.00pm	On Weka Pass Railway	Airport Transfers
	6.15pm	Transfer by bus to **WOODEND HOTEL**	
	7.00pm	DINNER AT **GATEWAY RESTAURANT,** Woodend Hotel	
	9.00pm approx.	Depart by bus for Windsor & Camelot Hotels.	

COTMA AND REMAINING NFRS DELEGATES

Tuesday, 2 June	7.45am	Breakfast
	8.45am	Transfer to **Arts Centre by tram.**
	9.00am	***PARTNERS' Tour to Akaroa departs Hotels by Minibus***
	9.15am	**Annual General Meeting/Conference General Meeting -Arts Centre.**
	10.45am	MORNING TEA
	11.15am	**CGM** continued and **"Come Clean!"** session.
	12.45pm	Transfer to **Canterbury Vintage Brewery** by bus or walk.
	1.00pm	LUNCH and free time at **Canterbury Vintage Brewery.**
	3.00pm	Return to **Arts Centre** by bus or walk.
	3.15pm	Museum Reports (Time limit 15 minutes) **Arts Centre.**
	4.00pm	AFTERNOON TEA
	4.30pm	Museum Reports continued.
	7.45pm	EVENING MEAL for Delegates & Partners at **YMCA,** Hereford St.
	8.30pm	Museum Reports continued **Arts Centre.**
	10.30pm	Transfer to Hotels by bus or walk.
Wednesday, 3 June	7.30am	BREAKFAST
	8.15am	Transfer to **City Trambarn** (Windsor by tram, Camelot walk)
	9.00am	Transfer to **Ferrymead** by bus
	12.30pm	BOXED LUNCH at **Ferrymead Cooperage (licensed)**
	1.15pm	Transfer to **Lyttelton** by bus for Steam Tug Cruise.
	1.45pm	Cruise on **Lyttelton Harbour.**
	3.30pm	Transfer to **City** by bus via old **Sumner** tram route
	5.30pm	Transfer to **Papanui Station Restaurant** by bus.
	6.30pm	EVENING MEAL **Papanui Station Restaurant.**
	8.30pm	New Zealand Tram Slide Show **Papanui Station Restaurant.**
	10.30pm	Transfer to Hotels by bus and end of Conference.
Thursday, 4 June	8.00am	BREAKFAST for those remaining in Hotels.

NOTE: In the context of this programme, ***PARTNER*** refers to those who are attending the Conference with a delegate and have paid a full ***PARTNERS'*** registration fee.

Council of Tramway Museums of Australasia Inc and National Federation of Rail Societies Inc (NZ)

CONFERENCE'98 THE WAY AHEAD

Christchurch - New Zealand May 29 - June 4

PORTFOLIO ALLOCATIONS

FOR COTMA/NFRS CONFERENCE 1998

Conference Convenor	Bruce Dale
Conference Accommodation & Manager	Ian Rivers
Programme	Bill Cox, Clark Simmons
Equipment	Colin Dash, Graeme Clephane Alan Robb
Transport: Bus	Tony van Poppell, Frank Doherty Douglas Johns
Transport City Tram	Sean Rooney, Martin Mongan
Souvenirs:	Bill Cox
Conference Proceedings:	Douglas Johns
Tram Slide Evening:	John Shanks
Rail Excursion:	Alan Campbell & Mainline Steam
Canterbury Railway Liaison:	Bruce Shalders
News Release/Publicity:	Douglas Johns
Display Space:	Bill Cox
L.G.B. Equipment for Tables	Bill Pierson, Graeme Clephane
Sponsorship/Advertising:	Dave Hinman, Bruce Dale
On-Train Raffle:	Mike Kerr
Trolley Bus System:	Dave Hinman

Participating Delegates COTMA/NFRS

Nicholas Allen	THS	Waikuku
Chris Andrews	AETM	Glenalta
Phillip Archer	LMTS	Launceston
Rod Atkins	TMSV	Melbourne
Terry Atkinson	Rail Safety	Wellington
Phil A'Vard	Puffing Billy	Menzies Creek
Dennis Bell	Bendigo Trust	Bendigo
Bryan Blanchard	PPRHS	Timaru
Graeme Breydon	Puffing Billy	Highett
Allan Campbell	Mainline Steam	Rangiora
Don Campbell	SPER	Carramar
Brendon Carter	THS	Blackburn
Janet Carter	THS	Blackburn
Darrell Chadwick	Bowral	Bowral
Howard Clark	STM	Croydon
Graeme Glover	Steam Inc	Wellington
Gerard Cooper	THS	Redwood
Graham Cornish	Puffing Billy	Box Hill
Bill Cox	THS	Blenheim
Grant Craig	OETT	Wellington
David Critchley	STM	Kirrawee
Bruce Dale	THS	Christchurch
Larry Day	THS	Christchurch
Carolyn Dean	BTM	Ringwood East
Trevor Dennhardt	PETS	Mt Lawley
Paul Dillicar	GVR	Onehunga
Warren Doubleday	BTM	Flemington
Francis Edwards	PETS	Embleton
Carol Edwards*	PETS	Embleton
Bruce Gamble	MOTAT	Epsom
Richard Gilbert	COTMA	Mordialloc
Robert Graham	WTS	Auckland
Martin Grant	PETS	Beechboro
Ron Hann	BTM	Christchurch
Paul Heighton	GVR	Auckland
Jan Hicks		Bayswater
Russell Hicks		Bayswater
David Hinman	THS	Christchurch
Nigel Hogg	OBR	Christchurch
Peter Hyde	BT	Mt Glorious
Colin Jenner	BTC	Huntly
Jan Jenner	BTC	Huntly
Dale Jonker	OBR	Dunedin
Geoff Joyce	GCVR	Gisborne
Niki Joyce*	GCVR	Gisborne
Peter Kahn	STM	Killara
Stuart Keenan	STM	Revesby
Michael Kerr	THS	Fairlie
Keith Kings	TMSV/VBT	Burwood
Bill Kingsley	COTMA	East Burwood
Alastair Kissel	OBR	Dunedin
Steve Lea	CTW	Christchurch
Peter Letheby	AETM	Royston Park
Peter McCallum	GVR	Dunedin

Delia McGavin*	WTM	Wellington
Keith McGavin	WTN	Wellington
Euan McQueen	RHT	Wellington
Duncan McVicar	PETS	Mundaring
Lilian McVicar*	PETS	Mundaring
Paul Mahoney	DOC	Wellington
Robert Merchant	STM	Sydney
Wayne Mills	GTR	Nelson
Martin Mongan	CTW	Christchurch
Jill Moorhead	BT	Bendigo
Bob Murray	GTR	Marybank
Dennis O'Hoy	BT	Bendigo
Barry Ollerenshaw	WTM	Miramar
Kevin O'Neill	GFR	Hamilton
Donald Parkes	STM	Sydney
Bob Pearce	PETS	Karawara
Jack Pennack	AETM	St Kilda
Bryce Pender	WTM	Wellington
Clive Peter	CTL	Christchurch
John Phillips	BTM	Ringwood East
Julie Pointon	GVR	Whangaparoa
Ted Pointon	GVR	Whangaparoa
Don Potts	Elec Rail	Heathmont
John Radcliffe	AETM	Unley Park
John Rayner	GVR	Waiuku
Graeme Richardson	THS	Christchurch
Lindsay Richardson	COTMA	Ardross
Robin Richardson*	PETS	Ardross
Alan Robb	THS	Christchurch
Elayne Robertson	Model Tramway	New Plymouth
Ian Robertson	Model Tramway	New Plymouth
Andrew Robinson	OBR	Dunedin
Arthur Rockliff	TGR	Dunedin
Janette Rosenthal*	TM	Killara
Jan Rowan	WPR	Christchurch
Philip Rowan	WPR	Christchurch
Murray Sanders	THS	Christchurch
John Shaw	PETS	Freemantle
John Shanks	THS	Christchurch
Clark Simmonds	GVR	Upper Hutt
Alan Smith	WTM	Lower Hutt
Christopher Steele	AETM	Wattle Park
Ken Stockdale	STM	Baulkham Hills
Peter Stock	STRPS	Monterey
Keith Stodden	TMSV	Elsternwick
Glen Summers	NZRLS	Wellington
Anna Taylor	THS	Christchurch
Max Taylor	THS	Christchurch
Paul Thomas		Reefton
Clive Thompson		Whitby
Barbara Tibbles	Shantytown	Greymouth
Ian Tibbles	Shantytown	Greymouth
Craig Tooke	Haddon	Fawkner
David Verrier	TTMS	Berriedale
Philip Walden	GVR	Auckland
Stella Webber*	RCC	Rockhampton
Jim Webber	RCC	Rockhampton

Graham Weir	WTM	Johnsonville
Ron White	AETM	Plympton
James Whyte	WPR	Christchurch
Tony Whyte	WPR	Waipara
Andrew Wilson	West Coast Railway	Inangahua
Kevin Wing	GVR	Waiuku
Russell Wiseman	Fielding	Feilding
Les Withington	TTMS	Rose Bay
Bruce Worthington	STM	Wollstonecraft
Keith Wright	WTS	Auckland

NATIONAL FEDERATION of RAIL SOCIETIES INCORPORATED
NEW ZEALAND

Please reply to:
5 Central Terrace
Kelburn
Wellington 5

Annual Report for the Year Ended 31 March 1998

Membership:

During the year the Federation admitted 3 new members to bring total membership to 49:

- Craven Crane Preservation Group
- Ormondville Rail Preservation Group
- The Tawhiti Bush Railway

Executive:

The Executive remains as elected at the 1997 Annual General Meeting. Business has been dealt with by mail, telephone and, with all members of the Executive now connected to email, by email. A meeting of the Executive was held in July 1997 when all were in Wellington for a meeting of the Mainline Operators with Tranz Rail

Convenors:

The Convenors also remained as elected in 1997 and reported to the Executive as necessary on their activities.

Financial:

Again the Treasurer reports a healthy financial position and the Treasurer's Report contains all the relevant details.

Newsletters:

The Federation Journal remains the principal means of informing the membership of issues affecting them and the work of the Executive and Convenors. A total of 5 issues were published at regular intervals during the year.

Safety Regime Matters:

The year has been remarkably quiet in respect to the new safety regime. Generally speaking rail operators have settled into the new environment remarkably well. We are aware that the Land Transport Safety Authority limited the operations of one operator following some concerns with their audit report but the deficiencies were quickly rectified and the restrictions lifted. Another operator has also been audited under the provisions of the Land Transport Act and we are unaware of any problems arising from this audit.

Tranz Rail Interoperability:

Unlike previous years where we have consistently reported virtually no progress on interoperability issues during the year this year has been seen almost continuous activity.

The root of this activity goes back to October 1996 when a Steam Inc train lost a gangway between one of its carriages and a carriage supplied by Tranz Rail. Although no one was injured, the incident was investigated by the Transport Accident Investigation Commission. As reported in last year's Annual Report, this investigation raised questions about the interoperability arrangements between Tranz Rail and Federation members. As a result, Tranz Rail banned mixed consists the Land Transport Safety Authority conditionally approved the Transport Services Licences of the mainline operators. The condition of the Licence was to require an acceptable interoperability agreement before any further operations on Tranz Rail's tracks.

This led to some frantic activity for two weeks in early June 1997 to draw up an interim agreement acceptable to the Federation, the operators, the LTSA and Tranz Rail to enable Mainline Steam Trust to operate a trip in the second half of June. This was achieved however, after taking legal advice, Tranz Rail senior management refused to sign the agreement. However, as a sign of good faith, Tranz Rail agreed to take full responsibility and operate the Mainline Steam Trust trip and all subsequent trips under its own licence pending a full review of the commercial and operating arrangements.

Early in 1997 Tranz Rail had appointed Mr John Moriarty to the position of Group General Manager Passenger. Formerly from Telecom, John Moriarty brought a fresh commercial orientation to the Passenger Group and he had concerns about the nature of the commercial arrangements between Tranz Rail and our members. The Executive and the key mainline operators met with John Moriarty and his staff in July and Tranz Rail's concerns and initial thoughts were outlined to us.

Tranz Rail agreed to honour all trips they had quoted for until the review was completed. In December 1997 we were advised of the new pricing arrangements and also that, in the normal course of events, wooden panelled open platform carriages would not be allowed on Tranz Rail's tracks. The pricing arrangements changed from a unit cost basis to a wholesale ticket price approach. The new pricing arrangements failed to recognise that fact that our operator members were effectively paying twice for the use of their assets and after an exchange of correspondence including a letter to the Chairman of Tranz Rail, Mr Ed Burkhart, Tranz Rail accepted this flaw and undertook to adjust its pricing accordingly. At the end of the financial year we were still waiting for an acceptable outcome to this issue.

In respect to the wooden panelled open platform carriages, due to limited resources, the Federation nor the carriage owning groups are able to afford appropriate engineering advice to counter Tranz Rail's decision. However, we protested the sudden imposition of the decision and after further correspondence (including the above mention letter to the Chairman) and discussion the apparent ban has been relaxed to a restriction on the routes these carriages may be operated. We have agreed to work with Tranz Rail to develop a list of routes and conditions under which these carriages can be operated.

There is considerable work still to be done in respect to interoperability arrangements with Tranz Rail and the 1998/99 year will be heavily dominated with activities in this area.

Legislative Matters:

There has been limited activity in the legislative area over the past year. However, we have monitored developments in respect to carbon emissions. At this stage the Government's preference is for a system of tradable carbon credits which would be applied universally with no exceptions. However, NZ's response will be driven largely by agreements in the international arena.

We can expect in the next year or two a full review of all land transport legislation with the aim of combining a number of Acts into a single Act. While it is unlikely to significantly change the current general safety framework this will involve considerable work by the Federation.

Training and Qualifications:

The unit standard for operation of steam driven vehicles and the Code of Practice which supports the Unit Standard were completed during the year and distributed to members with steam locomotives. Towards the end of the year the Ministry of Transport initiated work on the framework for the appointment of assessors who will determine when trainees have attained the required level of competency and this should be published soon.

The Federation expects to have a significant role in the steam qualifications process which will require a review of our role and the way we are organised. In addition, we expect that there will be no specific legislation requiring steam drivers to be qualified although the safety systems of operators will need to cover the training and qualifications required.

Industry Marketing Initiatives:

Publicity Book

This is being developed in conjunction with the New Zealand Railway & Locomotive Society for publication in the coming year.

National Publications
Various national publications have been approached proposing they include articles on Rail Museums in NZ with little successful response so far.

Internet Site
During the year the Federations internet site was established to provide an advertising and information presence on the internet for the Federation and member groups, in particular those without the resources to establish their own. Information is still being added and the site will be further developed this year.

Thanks:

Thanks go to the New Zealand Railway and Locomotive Society for their efforts in hosting a very enjoyable and well organised conference in Wellington over Queens Birthday Weekend 1997.

The Future of the Federation:

The Federation is being recognised more and more by Government Departments and Agencies and Tranz Rail as the representative and voice of our industry. Accordingly, we do not expect the workload to decrease, in fact it is likely to increase and having set high standards in our analysis and submissions we cannot afford to let our standards drop. This is going to place additional pressures on the Executive in coming years and with the pressures the face in their daily work and personal lives, it is likely that the Federation will have to go professional sooner rather than later. This will require members to consider what they want from the Federation, whether they are prepared to pay for it and how it will be pay for. These decisions are unavoidable and stem from the success of the Federation over the years.

The alternative is to downgrade the role of the Federation. The choice is for the membership to make.

I.L. Stewart
for the Executive

21 May 1998

REPORT OF THE TRAMWAYS CONVENOR

Firstly it is a pleasure to welcome all of you to Christchurch where two of our tramway member groups are domiciled and both of which by now you will have experienced in operation.

I hope that the experience of again meeting with the Australian tramway groups as well as our New Zealand tramway members has been of mutual benefit. We first did this informally in Auckland in 1984 when by chance both the COTMA and NFRS conferences were being held in Auckland, and then in 1990 in Wellington the first of the combined conferences was held. Some feedback on the wisdom of continuing to hold combined conferences when COTMA comes to New Zealand would be very helpful (the same question will be asked at the COTMA AGM). Just as a reminder, COTMA conferences are held every two years and every third conference is offered to New Zealand.

As all tramway members of the Federation are present at the Conference I do not intend to list the main achievements of each over the past year - you should have heard from each of them by now, and if not please ask !

All seem to be coping well with the now established safety regime, and it has been interesting to note that our Australian colleagues are only now starting to move into this area.

In the light rail field I note that the question of future rail options for Auckland remains to be resolved, and similarly for Wellington. I understand that Christchurch has recently commissioned a report on future light rail options and the outcome of this will be interesting to observe. There continues to be suggestions in Dunedin about the reinstating of one of their famous cable car lines, a debate fuelled by the recent guest appearance of the Tramway Historical Society Roslyn Cable Car as part of the Otago 150th celebrations. Meanwhile across the Tasman it is actually happening, with the Sydney system (first stage) in operation, and Brisbane getting under way, and investigations proceeding for tourist/heritage lines in Hobart and Canberra.

I look forward to another successful year ahead in the tramway area and leave you with the passing thought - the year 2000 rapidly approaches and are the tramway groups on the bandwagon yet for special events etc, noting the possibility of external funding targeted for that year.

D D Hinman
Tramway Convenor

REPORT OF THE TRAINING AND QUALIFICATIONS CONVENOR

INTRODUCTION

The past four years or so have been super active for this role, considering the question of what to put in place when the old Boilers Lifts and Cranes Act is repealed.

Reasonable progress was made fairly early on with the obtaining of an acknowledgment from the authorities that the vintage steam operators were entitled to special consideration when new rules and standards were put in place. The first attempts at accommodating our needs were looking like we would have been lumped in with the industrial energy enterprises, which was totally unsatisfactory.

As time passed, and with a bit of lobbying, it was recognised by the authorities that special case treatment was appropriate, and progress was positive from there on.

It was important from our point of view to accept that change was not only going to happen, but was also necessary, and once the key and knowledgeable people within the Federation got onto the case, much progress was made toward what we have today.

My task over the recent past has been to co-ordinate the views of members of the production of the unit standards.

The many resourceful people in the museums willingly gave of their time and knowledge to achieve an outcome that would be acceptable to the members.

DEVELOPMENT

Unit Standards

Firstly the Unit Standards had to be written and now that they are completed the next phase of development is the formalising of the driver training programmes that exist and to establish a competency assessment process so that museums can move forward with driver and driver assistant training. We were always conscious of the need to keep it simple and many hours were spent discussing the details with Government Officials, NZQA, and the Unit Standards writer in an effort to create a training and assessment programme that was realistic and workable in a heritage tramway and railway environment. I am confident that this has now been achieved.

Code of Practice (CoP)

Once the working draft of the CoP was completed it was then appropriate to progress with the Assessment Guides for the measurement of the competencies of a candidate against the Unit Standards Performance Criteria. Translated this means that someone will turn up at your site and decide whether your trainee is capable of driving a locomotive.

The Dairy Industry Training Organisation (DITO) will now be able to set up an assessor programme that will allow the steam groups within the Federation to operate without the need for trainees to travel to the likes of Manukau Polytechnic for a course which would be totally out of the question.

MUSEUM SITE-CANDIDATE ASSESSMENT

At present DITO is in the process of registering the National Certificate in the (Operation and Maintenance of Steam Driven Vehicles).

This will put in place a system to replace the traditional means of certification with which your are probably familiar.

Those people who are at present working through the qualification under the old system will not need to abandon their present course of study because the new qualification will accommodate that experience and knowledge, as will the qualifications of those who have completed the (Land Engine Drivers Certificate). It must be clearly understood that those who have qualified under any previous examination do not need to requalify under the new system.

SHOW **ASSESSMENT GUIDES**

OHP FOIL A series of assessment guides have been prepared for the use of the assessors in the following fields

ASSESSMENT GUIDES

Inspect and report the condition of a steam driven vehicle. Practical.
Unit number 11155

Demonstrate knowledge of the maintenance and repair of steam driven vehicles. Theory and Practical Assessment.
Unit number 11156

Operate a steam driven vehicle
Unit number 11154

Manoeuvre a steam driven rail vehicle
Unit number 11158

These assessments are the means by which a trainee (candidate) will acquire their qualification to drive a steam powered vehicle on a tramway or railway.

Once all of the required procedures are in place, and the DITO and the Federation have appointed the assessors, we will move to the point of collecting together the names of people who are working through the present system and those who wish to begin at some time in the future.

An administrative procedure will need to be worked out with the DITO so that we can start the new system as soon as the green light comes up.

The next year or so will be critical to the operation of this new set up, as we will now see how our new creation will perform. Fortunately with this system there is an opportunity for review and adjustment as we gain more experience in the system.

It won't be until the first few have progressed through the assessment procedures that we will be able to confirm that

A). the training is adequate, and

B). the assessment procedure is appropriate.

SHOW

The Process of (Workplace) Rail Operator Site Assessment OHP FOIL

Should anyone require further information please contact me at (04) 234-7199 or 025-246-7255 or t&mburling@xtra.co.nz

I apologise for not being present to present this report, but some important work related activities caused me to have to change my plans.

Trevor Burling
Qualifications and Training Convenor

ASSESSMENT GUIDES

A series of assessment guides have been prepared for the use of the assessors in the following fields.

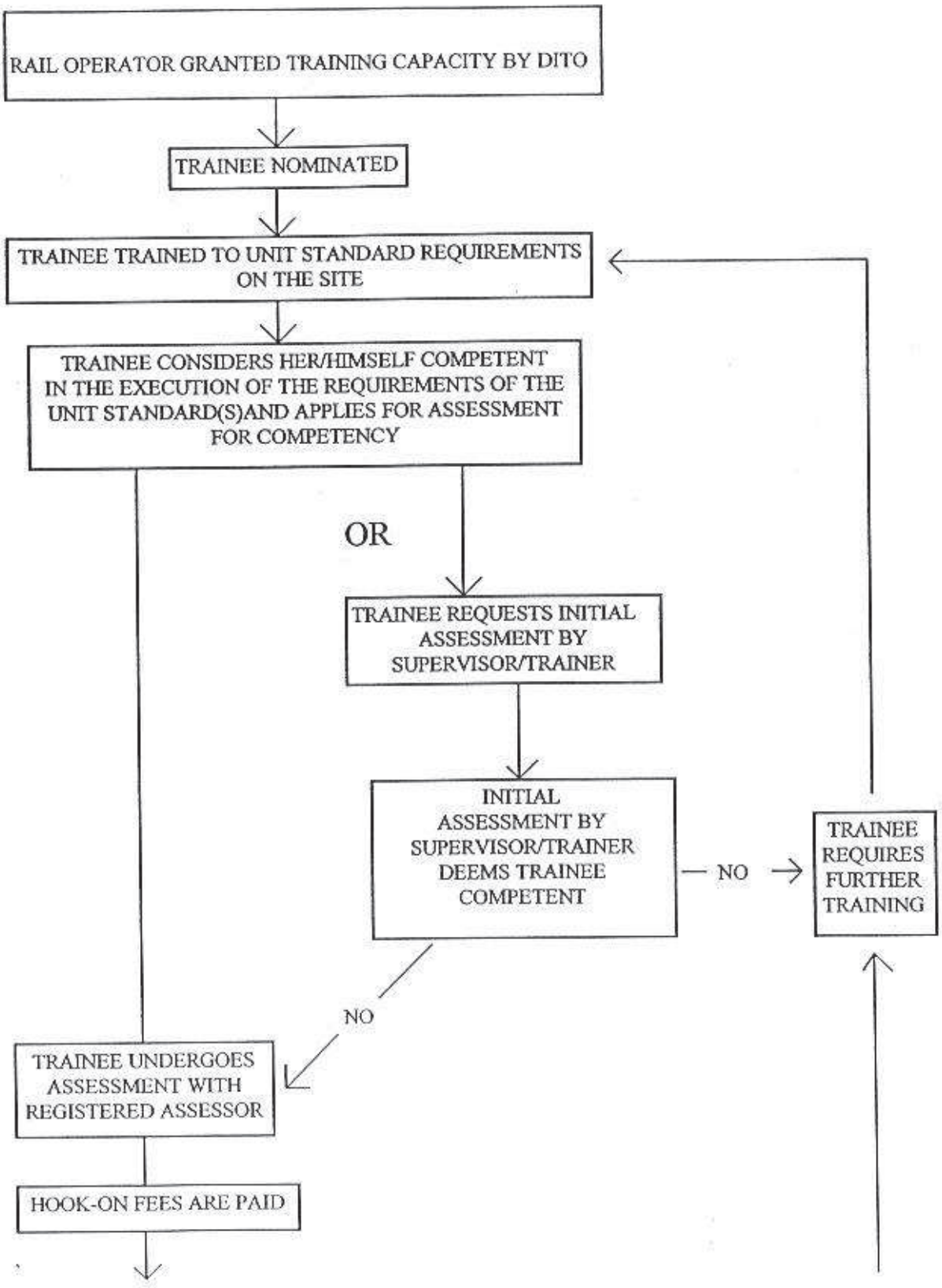
- **Inspect and report the condition of a steam driven vehicle; Practical.**
- Unit number: 11155

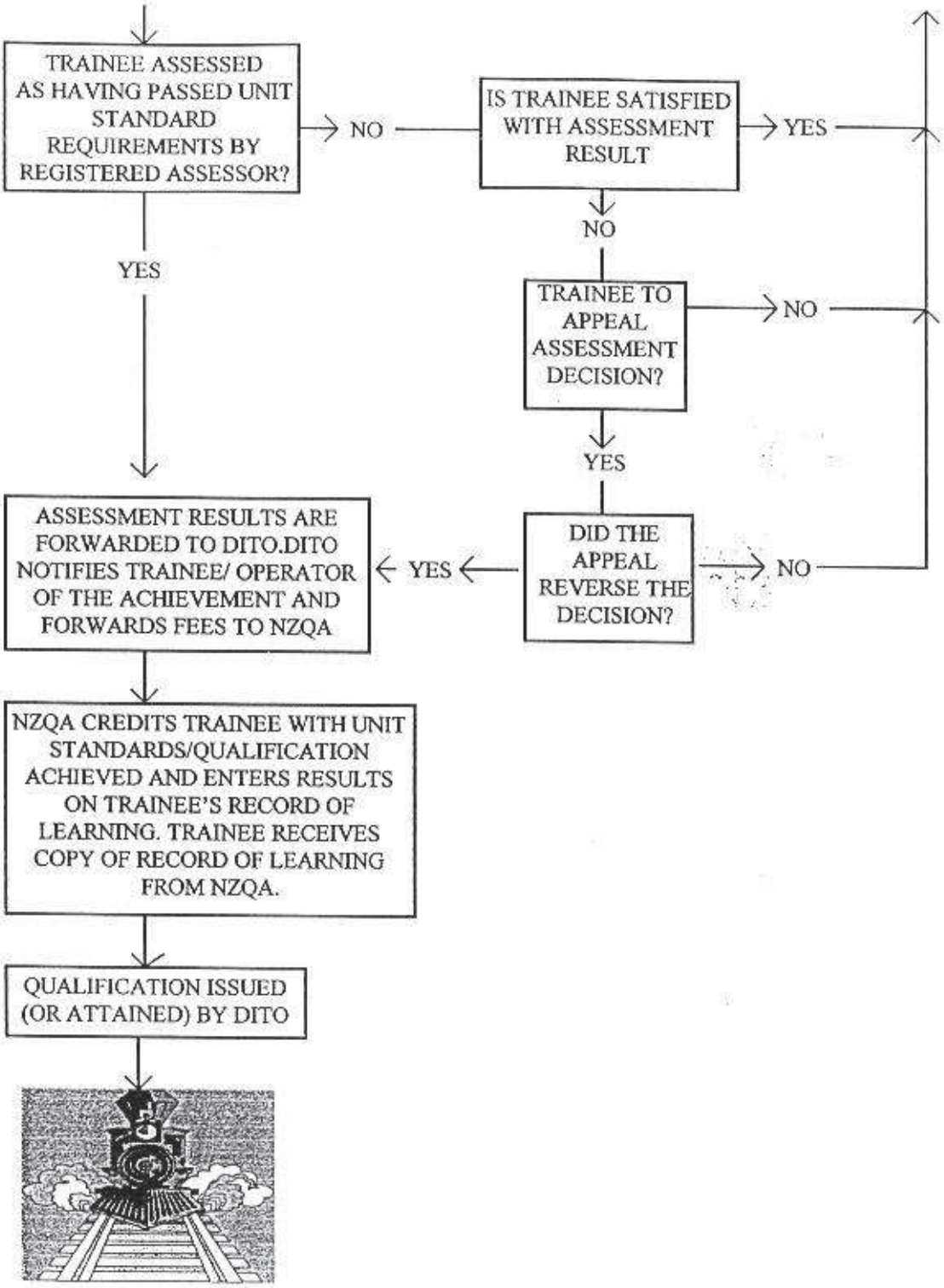
- **Demonstrate knowledge of the maintenance and repair of steam driven vehicles; Theory and Practical Assessment.**
- Unit number: 11156

- **Operate a steam driven vehicle.**
- Unit number:11154

- **Manoeuvre a steam driven rail vehicle.**
- Unit number: 11158

THE PROCESS OF (WORKPLACE) RAIL OPERATOR SITE ASSESSMENT




TRAINEE ASSESSED AS HAVING PASSED UNIT STANDARD REQUIREMENTS BY REGISTERED ASSESSOR?
NO
IS TRAINEE SATISFIED WITH ASSESSMENT RESULT
YES
NO
TRAINEE TO APPEAL ASSESSMENT DECISION?
NO
YES
YES
DID THE APPEAL REVERSE THE DECISION?
NO
YES
ASSESSMENT RESULTS ARE FORWARDED TO DITO.DITO NOTIFIES TRAINEE/ OPERATOR OF THE ACHIEVEMENT AND FORWARDS FEES TO NZQA
NZQA CREDITS TRAINEE WITH UNIT STANDARDS/QUALIFICATION ACHIEVED AND ENTERS RESULTS ON TRAINEE'S RECORD OF LEARNING. TRAINEE RECEIVES COPY OF RECORD OF LEARNING FROM NZQA.
QUALIFICATION ISSUED (OR ATTAINED) BY DITO

