

A steam locomotive is the central focus of the image, positioned on railway tracks. The locomotive is dark-colored with a prominent smokestack and large wheels. To the left, a person in a uniform stands near the tracks. The background shows a building with vertical slats. The entire image is covered with a semi-transparent red filter.

Tourist & Heritage Railway Sector Forum #1

**Melbourne Convention
& Exhibition Centre**

Friday 24 May 2019

Tourist & Heritage Railway Sector

Forum #1, 24 May 2019

Melbourne Convention & Exhibition Centre

Thank you for attending the first Forum for the Tourist and Heritage (T&H) rail sector.

Your sector plays an important part in preserving and displaying Victoria's rail history. However the rate of change in the public and freight transport system is having serious impacts on the sector and its future.

This is why VicTrack is leading the development of the Vintage Rolling Stock Strategy which will develop practical solutions to support the future of the T&H sector. Our aim is to preserve and build a sector for today and tomorrow – for future generations to enjoy all that we have grown up with and experienced.

Today is about the government and the T&H sector working together, exploring options and to start developing practical solutions and deciding how to implement them to secure the sector's future.

This work will continue over coming months as we develop a workable way forward for preserving our rail history.

I look forward to partnering with the tourist and heritage rail sector as we work together to secure the future for this important part of our community, the heritage of the railway sector and the proud history of the development of rail in our State.

Thank you for attending.

Campbell A. Rose AM
Chair

Vintage Rolling Stock Strategy
Stakeholder Reference Group



Agenda

Time	Topic	Speaker(s)
8:30	Open & registration	
9:00	Welcome & introduction	Campbell Rose AM Chair Vintage Rolling Stock Strategy Stakeholder Reference Group
9:15	Tourism & heritage railway sector overview	Brad Murnane Tourist & Heritage Railway Registrar
9:30	Mainline access – challenges going forward (including Q&A)	Ron Bria LPPM
10:00	Break	
10:15	Discussion panel Growing public transport usage – how that impacts the T&H sector (including Q&A) Moderator – Martin Zweep	Ron Bria LPPM James Pinder V/Line Giles Dallaway PTV
10:45	The Deakin Report – what the sector has said (including Q&A)	Hermione Parsons, Deakin University Roberto Perez-Franco Deakin University
12:00	Lunch	
12:45	Rail Safety Regulations (including Q&A)	Sue McCarrey Chief Executive, Office of the National Rail Safety Regulator
13:45	The case for a sector wide strategy	Campbell Rose AM Chair Vintage Rolling Stock Strategy Stakeholder Reference Group
14:00	Break	
14:15	Workshops	
15:30	Sum up from the Workshops	
16:00	Closure & thank you	Campbell Rose AM Chair Vintage Rolling Stock Strategy Stakeholder Reference Group
16:15	Finish	

Workshops program

Four major discussion areas have been identified for review. They are as follows:

Workshops A

The future of mainline operations

As the pressure increases on the mainline network, what does the future hold for mainline tourism and heritage restoration and operations at Newport?

A1 – The future of mainline tourist & heritage railways

A2 – Deciding what to preserve of the rolling stock at Newport

Workshops B

Preserving our heritage

We have a fundamental call to preserve Victoria's heritage. The Victorian Government will continue to assist in keeping history alive and tangible.

B1 – Role for the Government

B2 – Adding value to tourism

Workshops C

People, Communities & Committees - Governance

This sector's activities, its future and challenges are largely about people. In this workshop we will discuss topics such as the sector as a community, volunteers, the preservation of skills and knowledge, social impact and public awareness.

C1 – The sector as a community

C2 – Social impact & public awareness

Workshops D

Remaining safe

Compliance to legislation remains a key part of how a tourist and heritage railway can operate. In this workshop we will discuss topics relating to meeting the requirements that allows groups to operate.

D1 – Rail safety regulations

D2 – Other regulations

Each workshop will have an appointed facilitator and each topic has been broken down into 2 groups with a small number of people assigned to each workshop. Refer to your name tag to ascertain which workshop you have been assigned to.

Tourist & Heritage Railway Forum #1

Welcome and Introduction

Welcome and thank you for coming along, some of you from such a great distance as far as Mildura, Portland and Traralgon

First time that all of you have been gathered together like this in the one room to discuss the future of the Tourist and Heritage Rail Sector

For those who don't know me, I am Campbell Rose, Chief Executive at VicTrack and Chair of the Vintage Rolling Stock Strategy Stakeholder Reference Group

I believe that I have spoken to just about every group that is represented today – with a few exceptions who I will try and get around to at some time during the day

- *For reference only these groups are:*
 - *Locomotive Restoration Group*
 - *Heritage Crewing Committee*
 - *Melbourne Tramcar Preservation Society*
 - *Tramway Museum Society of Victoria*

I am also joined today by members of the Stakeholder Reference Group who I would like to acknowledge and thank them for their work to date and personally acknowledge them in the room:

We have:

- **James Pinder** Chief Executive Officer V/Line
- **Giles Dallaway** PTV
- **Stephen McIvor-Smith** Department of Transport
- **Neil Gibbs** Department of Transport
Rolling Stock Development
Division
- **Emily McLean** Heritage Victoria
- **Martin Zweep** Independent heritage adviser
- **Emily Korb** Department of Treasury and
Finance
- **Garry Tepper** Regional Development Victoria
- **Emma Lindsay** Municipal Association of
Victoria
- **Andy Santana** VicTrack
- **Brad Murnane** Tourist and Heritage Railway
Registrar
- I would also like to make special mention of
representation from the Heritage Crew Pool of the
RTBU.
- I would also wish to acknowledge Mick Welch who
would have loved to have been here today from the

RTBU but recently suffered a heart attack – and wish him a speedy recovery

- Lastly I would like to acknowledge Mirella Zeait, Royce Christie and Karen Shaw who have been tirelessly working behind the scenes
- There are many others in the room but I am sure we will get to know each other as the day goes on

Background

- We have a number of diverse groups represented from railways to tram operators and alike
- Some of you would be aware that under the Tourist & Heritage Railway Act 2010 there is a Tourist & Heritage Railway Registrar, Brad Murnane
- Under the Registrar's jurisdiction there are some 16 T&H organisations and operations
- However for today's forum we have cast the net wider to include organisations that are involved in the T&H Sector that are not necessarily recognised under the Act
- As you know when this project started – it was all about Newport
- That's not the full story

- It is a much bigger jigsaw puzzle than this, all be it that Newport Railway Workshops are a big piece in this puzzle
- This initiative has followed on from the successful delivery of the Retired Trams Strategy initiated through a similar process
- Following on from the strategy we are looking to find a way forward
- To build a bright future for the existing T&H operators and the related heritage rolling stock assets at Newport and other mainline and branch line operators
- This is being driven by a longer term need which we all know has been coming for quite some time with the changing uses of Newport
- The need to make it available for future operational railway uses
- One thing we all know for certain and I am sure we can all agree upon is that Newport has been a significant contributor and is pivotal to the development of our rail history and so our rail heritage
- It has had many and evolving uses over the past and will so into the future

- To take a quote from Sir Harold Winthrop Clapp who used to run the Victorian Railways and had significant influence over our sector

“Railways are 95% steel, however that contributes to 5% of their operation.

The other 95% is the men that make them work”.

- It has become clear to me the more that I have spent time with the various groups here today it is blatantly obvious that running our T&H Sector is all about people
- And the people who make this sector work
- Today, this is what it is all about
- Getting people together to look at what we have today and how we can build a bright and prosperous future for the T&H Sector for generations to come
- This sector has had, at best, ad-hoc support by government, and it has been the people in the sector who have ensured the successes it has had over the last decades
- But as we all know our city is rapidly growing towards mega city status ie. Melbourne at 8mil by 2032
- This is close to a doubling of our population

- Newport is uniquely located within 5kms as the crow flies of the city's heart
- It is connected into the railway system and is a strategic railway asset in many regards
- That will be needed for the future operation of our rapidly growing rail network, passenger and freight operations
- This success of Melbourne and Victoria has led to massive and unprecedented growth in people and freight using our rail network, both in the metropolitan and the regional areas
- We will learn more about this in depth from Ron Bria shortly
- Rightly, the government is responding to this growth with unprecedented investment in upgrading our rail infrastructure that will produce
 - More trains, more often running 7 days a week
 - New, faster, smarter rail vehicles using new technology ie. CBTC and high capacity signalling systems
 - Major new pieces of infrastructure like Melbourne Metro Tunnel
 - And the Level Crossing Removal Program

- Further with the advent of the harmonisation of national rail regulation and its oversight by the Office of the National Rail Safety Rail Regulator (ONRSR) there are a number of challenges that the T&H sector are facing to remain compliant with this regulatory framework
- We will also hear from Sue McCarrey, CEO of ONRSR today
- And I would specifically acknowledge and thank Sue and Julie Bullas for their attendance today
- We also know there are a number of issues in the sector
- And I acknowledge that some of these issues have been caused by the ad hoc way in which government has operated
- And the way in which VicTrack has historically interacted with T&H Sector and we are addressing these issues
- However the sector needs to also take some responsibility itself
- We all know that the sector relies heavily on volunteers who in the main are aging, needing support and co-ordination

- Further there is significant changing environment in safety regulation and compliance that each of our organisations grapple with as another example
- It has become apparent that there is a lack of co-ordination of an annual operating calendar which leads to competition between groups for when they run, leading to duplication of offerings which dilutes the customer base
- Collectively we can start generating solutions to some of these problems
- We have looked to what is being done in other States including the NSW Railways Museum in Thelmore, Workshop Rail Museum in Ipswich Qld, National Railway Museum in Port Dock in Adelaide
- And we have even looked to overseas examples including the much talked about “York Rail Museum”, “City du Train” in France and the MOTAT - Museum of Transport and Technology in Auckland
- Today is a step towards getting an agreed understanding to what all the issues are
- As a part of this journey there has been extensive consultation conducted by Deakin University led by Prof Hermione Parsons and Prof Roberto Perez Franco
- I would like at this early juncture to acknowledge the work and effort they have put in over the past months

in getting round to meet with you all as much as had been practically possible

- We will hear from shortly as to their findings and to play back to you what they have heard from you
- Following these presentations and the morning session the afternoon program, we will break up into a broad range of workshops to approach and discuss the major issues facing the sector
- We have broken these workshops up into the following topics:
 - What is the future for mainline operations
 - How government can partner with the sector to preserve our rail history
 - How the People in the sector can be supported to do their roles
 - How to remain safe and compliant in a changing regulatory environment
- Today is a watershed day for us all
- It is a day where we collectively can plan for the changes that are before us
- In order to develop a strategy or better still a blueprint for the future
- Of a sustainable Tourist and Heritage Rail Sector

- Driven by the 95% of people that drive the 5% of steel
- We need to acknowledge and accept :
 - that change is here and we must adapt to it
 - We need to secure the preservation of our collective rail history
 - We need a sector that works collaboratively and co-operatively – not a number of individuals and/or organisations working independently and often for different purposes
 - Together we can adapt and evolve
 - Together we will be stronger
 - And together we will be able to meet the challenges before us
- Therefore I see this day as a significant step – a first step
- We will not solve every problem by the end of the day but with everyone's collective contribution and the leadership we have been providing
- I am firmly of the belief
- And very much hope that we can make significant progress forward
- Today is about what can be

- What the opportunities are
- And how we can sensibly, prudently and responsibly work towards a sustainable future for the T&H sector
- While I have become professionally and personally invested in this process
- I cannot do it by myself and nor can VicTrack
- And for that matter nor can the government itself
- We cannot do any of this without your engagement, participation and assistance – the problems people have created can only be solved by people themselves
- In short the solutions are in front of me
- They are within the room
- They are within your hands
- This is why your attendance here is so important along with the engagements and consultations that has gone into and prior to today
- And will follow this Forum
- Today is another milestone on the journey to develop a collective blueprint for the T&H Sector
- I hope that we all will work together and with others so that this important sector has a bright and prosperous future

- I look forward to your participation and active contribution to the process of today
- Finally and in concluding this opening remarks
- I encourage you all to cast your thinking to the future of this sector and how best we may achieve it

Tourist & Heritage Railway Sector

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Brad Murnane
Tourist and Heritage Railway Registrar

T&H railway groups - current

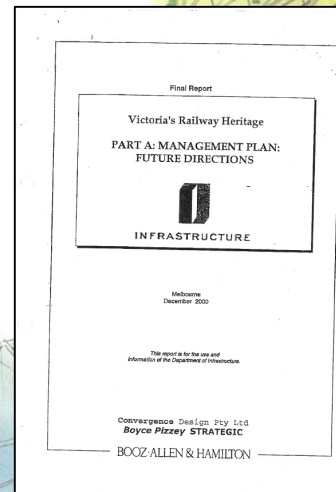
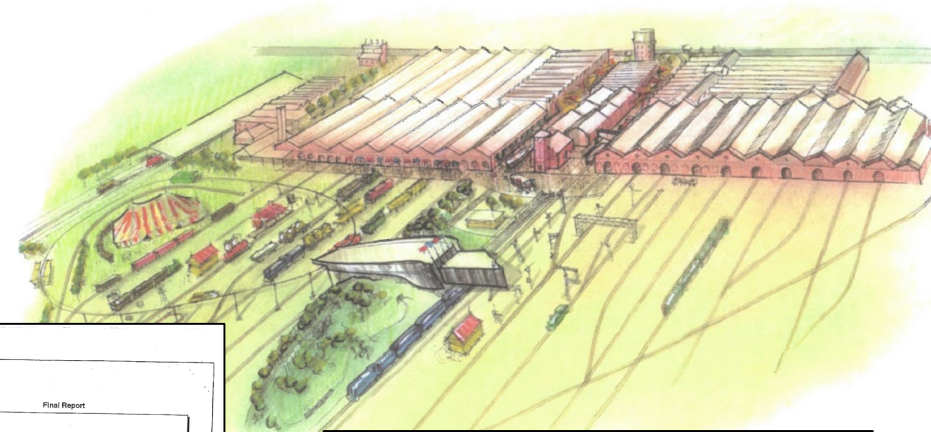
- 16 Tourist and Heritage Railway operators
 - 4 mainline operators
 - 4 broad gauge branchline
 - 4 tramway
 - 4 narrow gauge branchline
- Puffing Billy
- 6 static organisations
- Smaller community organisations with vehicles preserved

T&H railway groups - contribution

- Approximately 650,000 - 700,000 passengers per year
- Estimate \$20M – \$23M total generated income
- Estimate 100 – 120 full time equivalent jobs

Governance - historic

- Tourist Railways Act 1981
- 30 point plan for branchline railways
- State ownership of vehicles for mainline operators
- Booz Allen reports – 2000/01



East Block Exhibitions
The Workshops Tram



ANNO TRICESIMO
ELIZABETHAE SECUNDAE REGINAE
VICTORIA

Tourist Railways Act 1981

No. 9609

An Act to make Provision with respect to the Establishment, Management, and Operation of Tourist Railways and for other purposes.

[Assented to 1 December 1981]

BE IT ENACTED by the Queen's Most Excellent Majesty by and with the advice and consent of the Legislative Council and the Legislative Assembly of Victoria in this present Parliament assembled and by the authority of the same as follows (that is to say):

1. (1) This Act may be cited as the *Tourist Railways Act 1981*.
(2) This Act shall come into operation on the day on which it receives the Royal Assent.

2. (1) Where the Victorian Railways Board has closed any railway or part thereof for traffic the Governor in Council may by Order published in the *Government Gazette* grant to any person the right to occupy that railway or part thereof for a tourist railway and to manage, operate and maintain a tourist railway service thereon.

(2) Any Order under sub-section (1) may be made subject to such terms and conditions as the Governor in Council thinks fit.
(3) Any Order made under sub-section (1) may be revoked at any time by the Governor in Council.

3. While

627

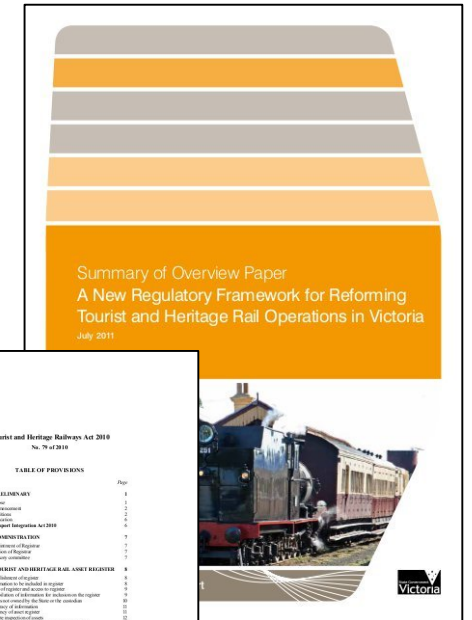
LIST OF KNOWN ROLLING STOCK FOR INCLUSION IN A REGISTER OF HISTORIC AND PRIVATELY OWNED VEHICLES.

I. ROLLING STOCK OWNED BY STATE TRANSPORT AUTHORITY.					
A. LOCOMOTIVES					
ITEM	ORGANISATION	STATUS IN CUSTODY	APPROVED TO OPERATE	REASON FOR PRESENT DISPOSITION	STATUS
A2 974	ARRS MUSEUM	X			None
A2 918	"	X			"
C 10	"	X			"
D3 614	ARRS MUSEUM	X			None
D3 638	ARRS MUSEUM	X			None
D3 639	STEWART	X		X	None
D3 653	ARRS MUSEUM	X			None
D3 268	ARRS MUSEUM	X			None
E 234	"	X			"
E 249	"	X			"
E 303	"	X			Station
H 250	"	X			Workshop
J 518	STEWART			X	"
J 559	ARRS MUSEUM	X			"
K163	STEWART		X		"
K165	ARRS MUSEUM	X			"
K173	STEWART			X	"
K184	"			X	"
K189	"		X		"
M 934	ARRS MUSEUM				"
R 704	ARRS MUSEUM			X	"
R 707	ARRS MUSEUM	X			"
R 707	PLAN R			X	Station
R 753	ARRS MUSEUM			X	Workshop
R 761	STEWART			X	"
T 94	ARRS MUSEUM	X			"

Tourist and Heritage Railways Act - 2010

The T&H act written specifically to ensure the on-going viability for Victoria's Tourist & Heritage Railways

- Establishing a Tourist and Heritage Railway Asset Registry
- Modernising land and asset tenure arrangements
- Establishing a voluntary registration scheme
- Establishing an advisory committee
- Creating the position of the Tourist and Heritage Railway Registrar



Tourist and Heritage Railways Act 2010	
No. 79 of 2010	
TABLE OF PROVISIONS	
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12. Compliance of information for inclusion in register	3
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19. Review of information	3
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Tourist & Heritage Railway Registrar

- Role and responsibilities
- Location within government
- Office – co-ordinating function
- Relationship to other government departments
- Co-ordination with the Rail Safety Regulator and other bodies
- Resourcing

Advisory committee

- Currently established to provide advice
- Composition – prescribed in the regulations
- Resourcing
- Relationship to funding activities

Voluntary registration scheme

Purpose

- For an operator to:
 - demonstrate its commitment to business best practice and continuous improvement of its operations
 - access programs and initiatives made available under the scheme

Future considerations

- Inclusion of static preservation organisation
- ETRB/Puffing Billy
- Awareness of the scheme and alignment to broader government activities
- Programs and initiatives

Asset registry – sources

- Victorian Railways rolling stock – historic records
- Official correspondence from the Victorian Railways and subsequent organisations.
- Records detailing tourist and heritage railways correspondence and activities
- Information supplied from the tourist and heritage railway groups
- Published information

STATE TRANSPORT AUTHORITY VICTORIA	
R	From: CHIEF GENERAL MANAGER: TRANSPORT OPERATIONS DIVISION
1)	Date 20th July, 1983.
OS)	Subject CREATION OF HISTORIC VEHICLES REGISTER

19 80/4203 ₄₋₆₋₁₀	00054 07.1.81
Registered.....19	3 K 62 1
	WORKSHOPS BRANCH
	- 5 FEB 1981
	1/B10

Asset registry – gathered information

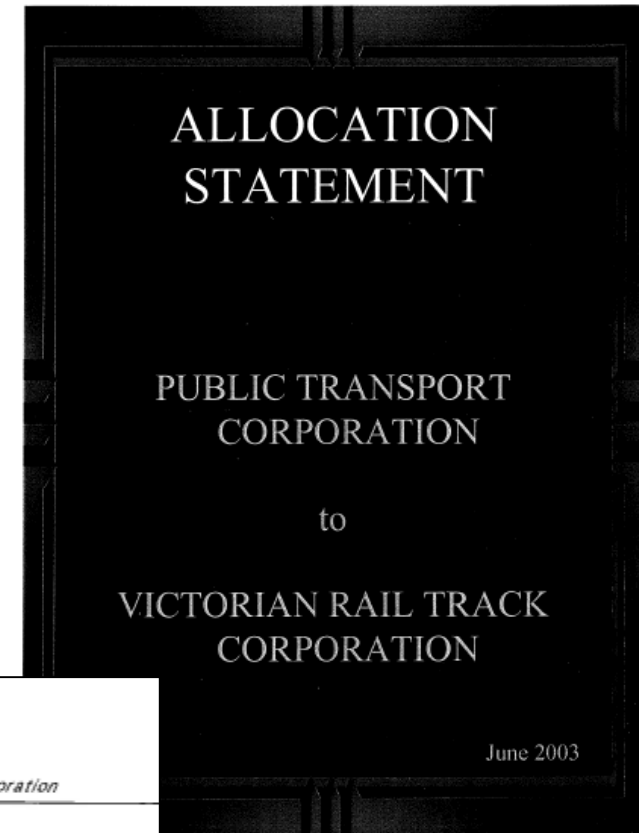
- Class and number
- Owner
- Custodian
- Location
- Image


n/a	ZLP	25	VWBP	25	Brakevan - Bagie	Warden bodied, 10 tan capacity. Entered traffic as 2625 on 15th Dec 1991	30th July 1962	1988	OR	VicTrack	Australian Railway Historical Society	Naupert - ARHS Museum	Static	April 2014			2014			Jul-15	1
1	C	28			Brakevan - Bagie Passenger	Warden bodied, primarily for passenger train use. 8 tan capacity. Entered traffic as 2625 on 15th Dec 1991	15th December 1991	3rd March 1993	Wdn	VicTrack	Daylesford Spa Country Railway	Daylesford	Serviceable					HF S'rail	relocated to Daylesford, remains stored in the shed		1
1	C	48			Brakevan - Bagie Passenger	Warden bodied, primarily for passenger train use. 8 tan capacity. Entered traffic as 2625 on 15th Dec 1991	20th October 1991	3rd March 1993	OR	VicTrack	Dormav	Naupert - West Black	Serviceable	1999					HF S'rail, to Dormav	Not	1
1	OE	13			Brakevan - Bagie Passenger	Warden bodied, 12 tan capacity	25th November 1988	?	OR	VicTrack	Steamrail	Naupert - East Black	Derelict	September 2013			2013	HF S'rail		May-16	1
1	OE	18			Brakevan - Bagie Passenger	Warden bodied, 12 tan capacity	24th February 1911	22nd August 1994	OR	VicTrack	Steamrail	Naupert - West Black	Operational	November 2015				HF S'rail		May-16	1
1	OE	19			Brakevan - Bagie Passenger	Warden bodied, 12 tan capacity	16th March 1911	30th June 1995	OR	VicTrack	Steamrail	Naupert - East Black	Stored	September 2013			2013			Nov-15	1
1	OE	31			Brakevan - Bagie Passenger	Warden bodied, 12 tan capacity	13th November 1923	9th August 1995	Wdn	VicTrack	Steamrail	Malden	Serviceable	August-2012						Nov-15	1
1	OP	4			Brakevan - Bagie Passenger	Steel bodied, 10 tan capacity	7th June 1957		Wdn	VicTrack	Seymour Rail Heritage Centre	Seymour	Stored	2012			2012	HF ??		Sep-14	1
1	OP	28			Brakevan - Bagie Passenger	Steel bodied, 10 tan capacity	17th February 1958	?	Wdn	VicTrack	Seymour Rail Heritage Centre	Seymour	Stored					HF ??	Need to clarify		1
1	OP	33	VWCP	33	Brakevan - Bagie Passenger	Steel bodied, 10 tan capacity	29th April 1958	1999	OR	VicTrack	Australian Railway Historical Society	Naupert - East Black	Stored					HF ARHS	not righted in 2012 audit		1
1	OV	1			Brakevan - Bagie Passenger	Warden bodied, 10 tan capacity	23rd July 1998	20th June 1992	Wdn	VicTrack	Steamrail	Ballerat East	Stored	Nov 2014			BE	Y HF S'rail	Stored at Ballarat East. In poor condition. Has been declared surplus Aug 2014 MRC	May-16	1
1	OV	7			Brakevan - Bagie Passenger	Warden bodied, 10 tan capacity. Fish Compartment	24th June 1906	15th October 1994	OR	VicTrack	Marrington Railway Preservation Society	Maarnduc	Stored	Aug 2014			2012	HF ARHS/Sey. 2016	They declared surplus Aug 2014 MRC	May-16	1
1	OW	14			Brakevan - Bagie Passenger	Warden bodied, 10 tan capacity	10th January 1914	9th May 1995	Wdn	VicTrack	Steamrail	Naupert - West Black	Operational	November 2015				HF S'rail		May-16	1
1	Z	174			Brakevan - Fixed Wheel	4 tan capacity. Built as 192 D, reclassified 174 Z in 1910.	24th December 1886	8th October 1971	OR	VicTrack	Australian Railway Historical Society	Naupert - East Black	Stored	rtored			2013	HF ARHS	weathered - in open	Nov-15	1
1	Z	590			Brakevan - Fixed Wheel	4 tan capacity	3rd April 1928	24th September 1994	OR	VicTrack	Steamrail	Naupert - East Black	Stored	rtored			2013			Nov-15	1
1	ZD	19	ZP	19	Brakevan - Fixed Wheel	2 tan capacity. Entered traffic as D 19. Reclassified 19 Z in 1910	1879	?	Wdn	VicTrack	Yarra Valley Railway	Hazelville	Under Restoration	July 2014			BE - 2011		Converted to ZP 20/10/1956 and ZD 26/05/1956. To be		1

Asset registry – confirming ownership

Research into ownership

- Victorian Railways Rolling Stock Asset Registry
- Records of T&H railway operators
- History of the vehicle – when and where
- Correspondence



	<i>Public Transport Corporation</i>
	Date: 22 October, 1990
Inter Office Memorandum	File No:

Rolling stock information – volumes A & B

Two volumes – vehicles owned by the state

- Tourist and Heritage Railways
- Static museums
- Vehicles in storage



Asset registry – ownership consideration

Eventual ownership

- 829 total number of broad gauge vehicles
- 423 vehicles owned by the state

Consider what can be or should be retained by the state

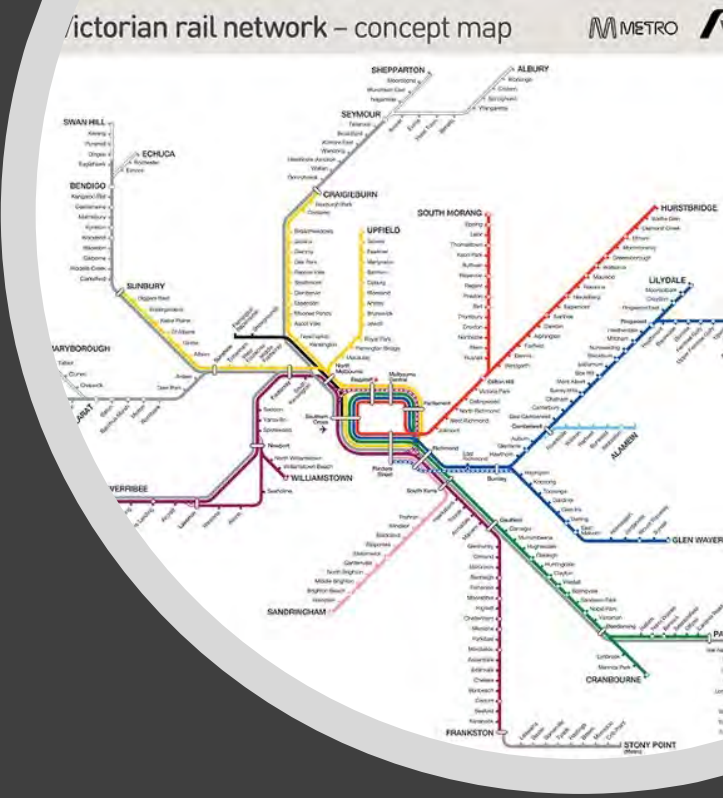
Thoughts on a state collection policy for railway heritage

Tourist & Heritage Railway Sector



Forum #1, 24 May 2019

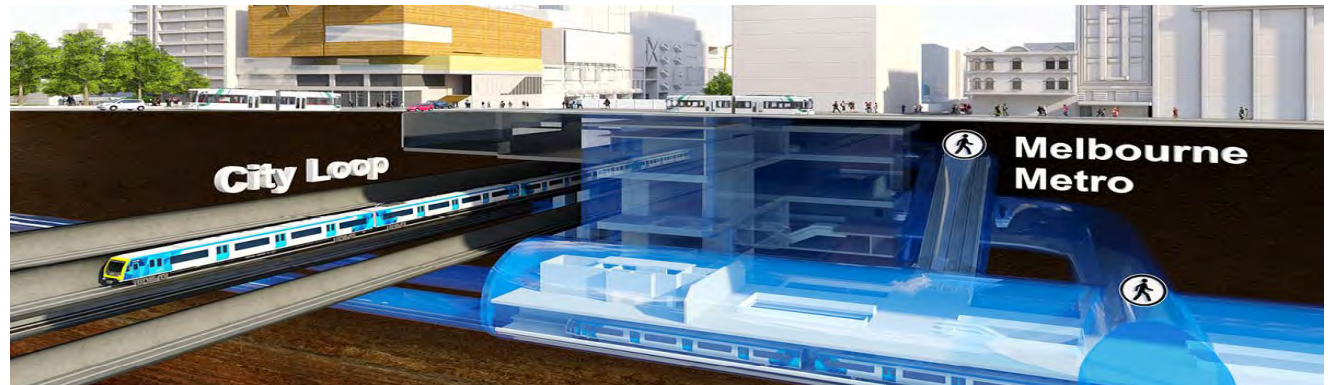
Questions?



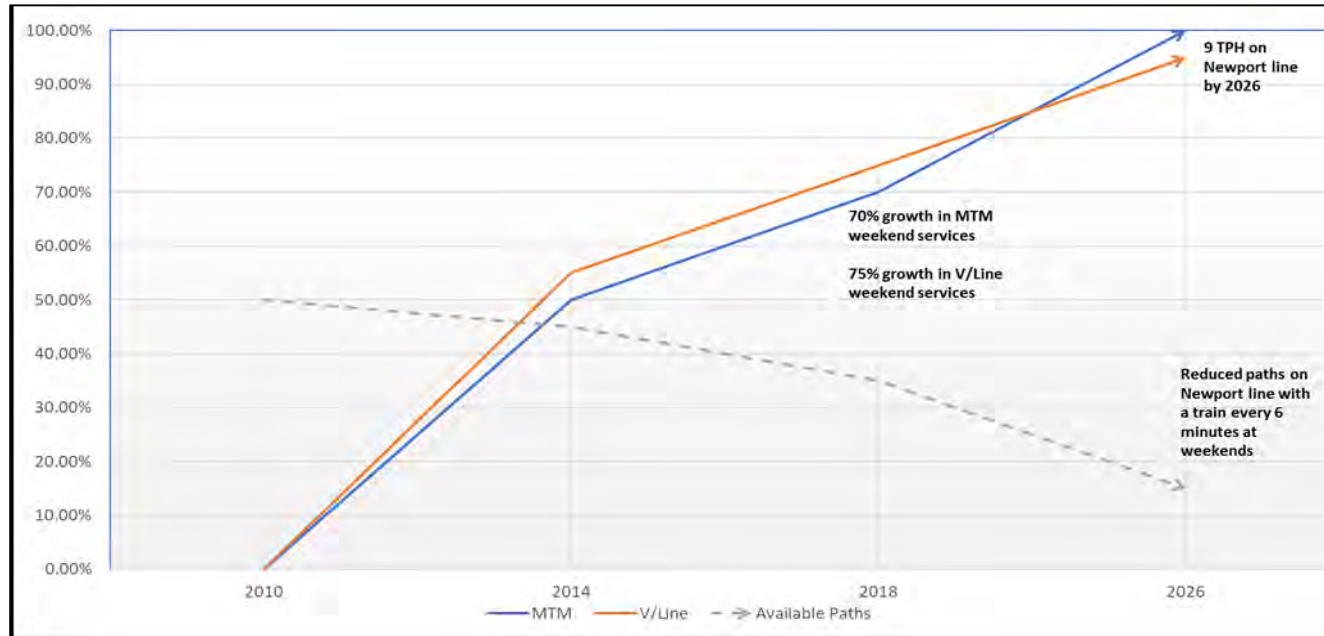
Tourist and Heritage Mainline Access

The Changing Face of the Network

- The Victorian network is growing and modernising
- The State government is investing billions of dollars to transform the network into a modern “turn up and go” railway for both Metropolitan and Regional passenger
- New technology is transforming the way the railway is run and safe working practices are being changed to meet these new demands
- Train services are increasing to meet the demand of a growing Victoria.
- It is estimated that 130,000 people move to Victoria each year.



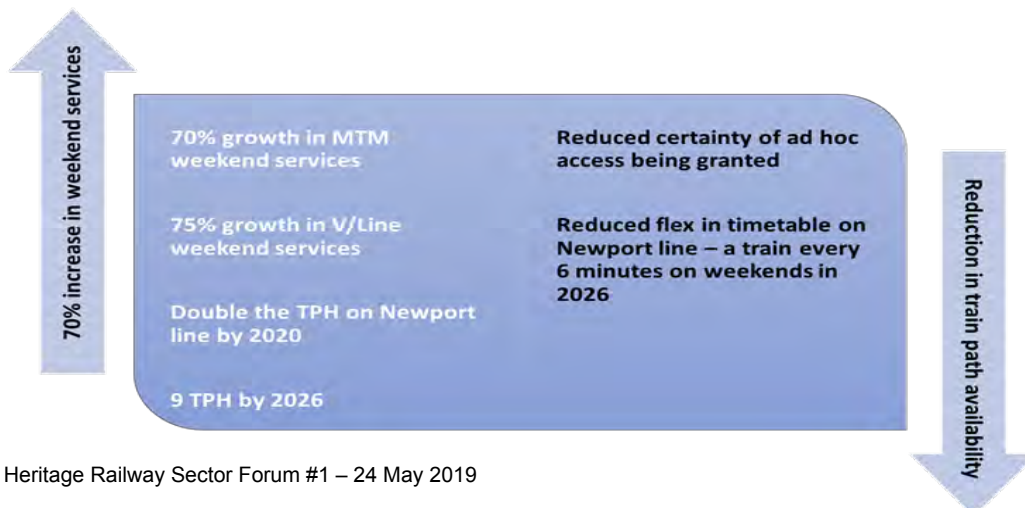
Service Growth and Path Reduction



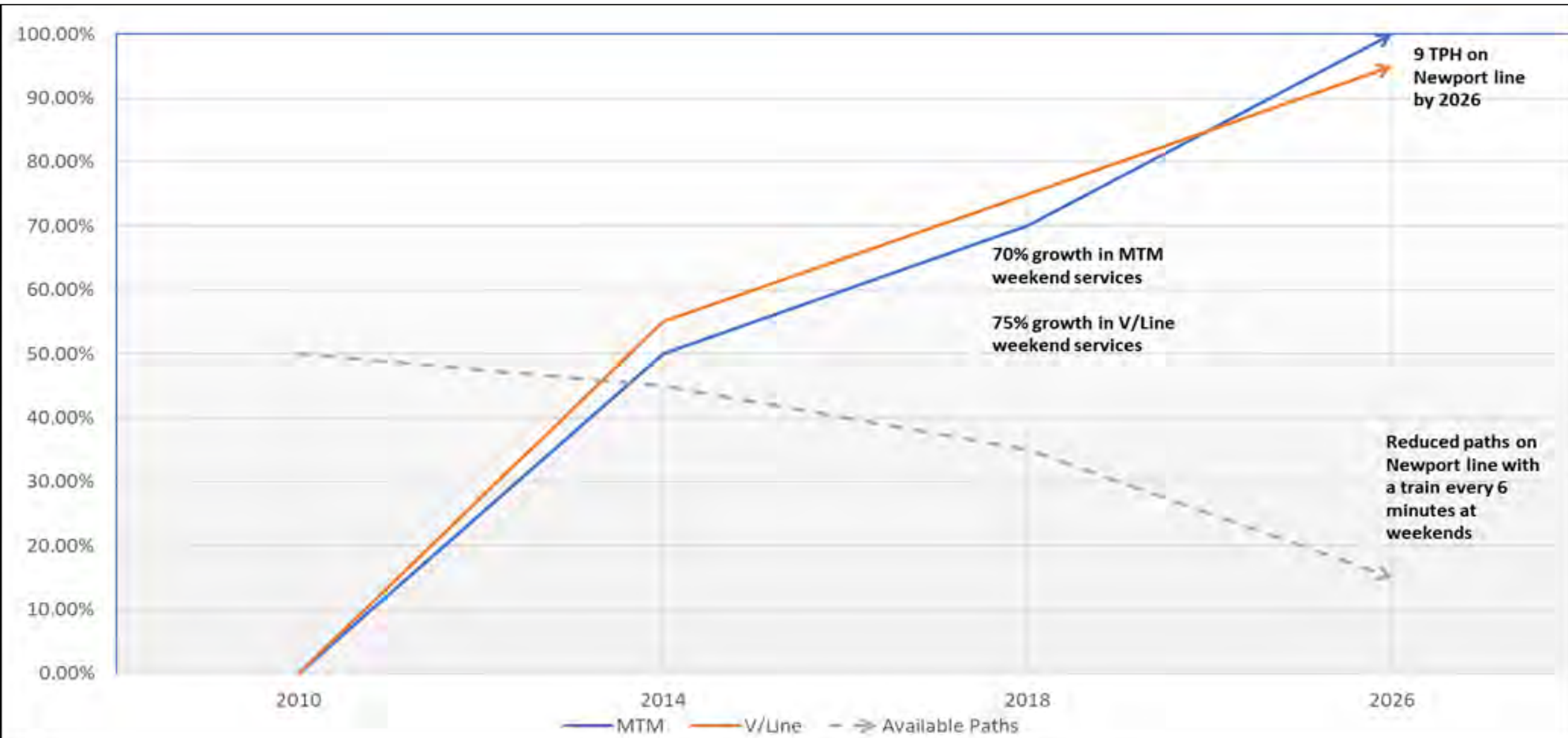
- To meet the growing population demand Metro's weekend service have increased by 70% since 2010 and Vline service have increased by 75%
- With the commissioning of the Metro tunnel in 2026 there will be a significant increase in capacity and services for both operators

Services are increasing and will reduce future train path availability

"With all of the infrastructure works on the network there is going to be increasing areas of conflict from a rail asset perspective with heritage fleet that will require managing...",
Executive Director,



Service Growth and Path Reduction



Service Growth and Path Reduction

Services are increasing and will reduce future train path availability



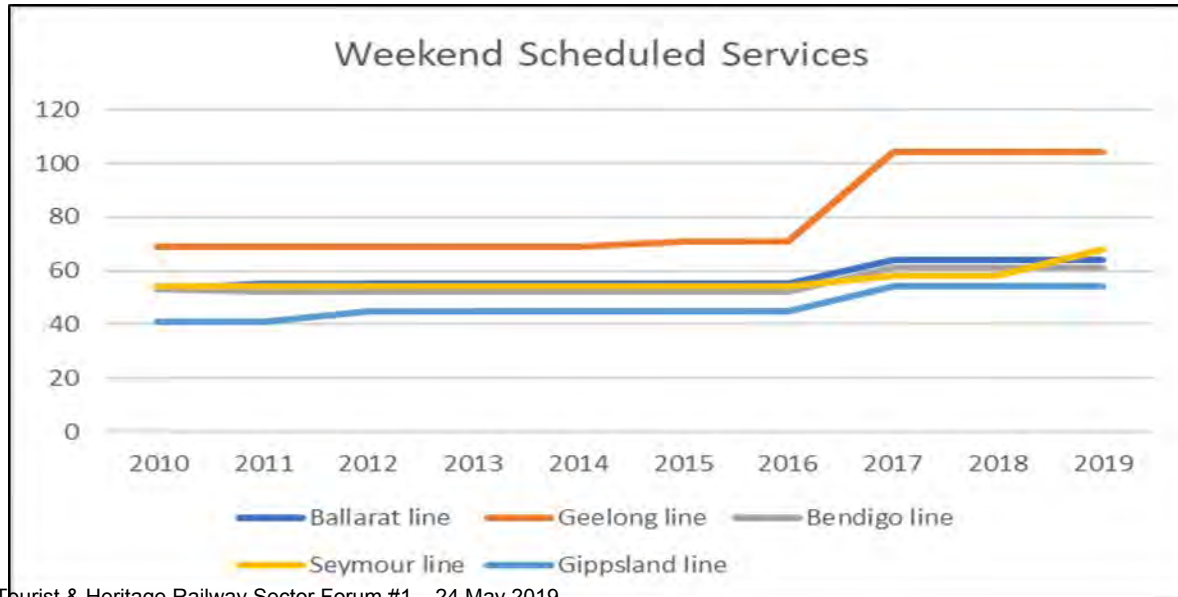
Access Constraints



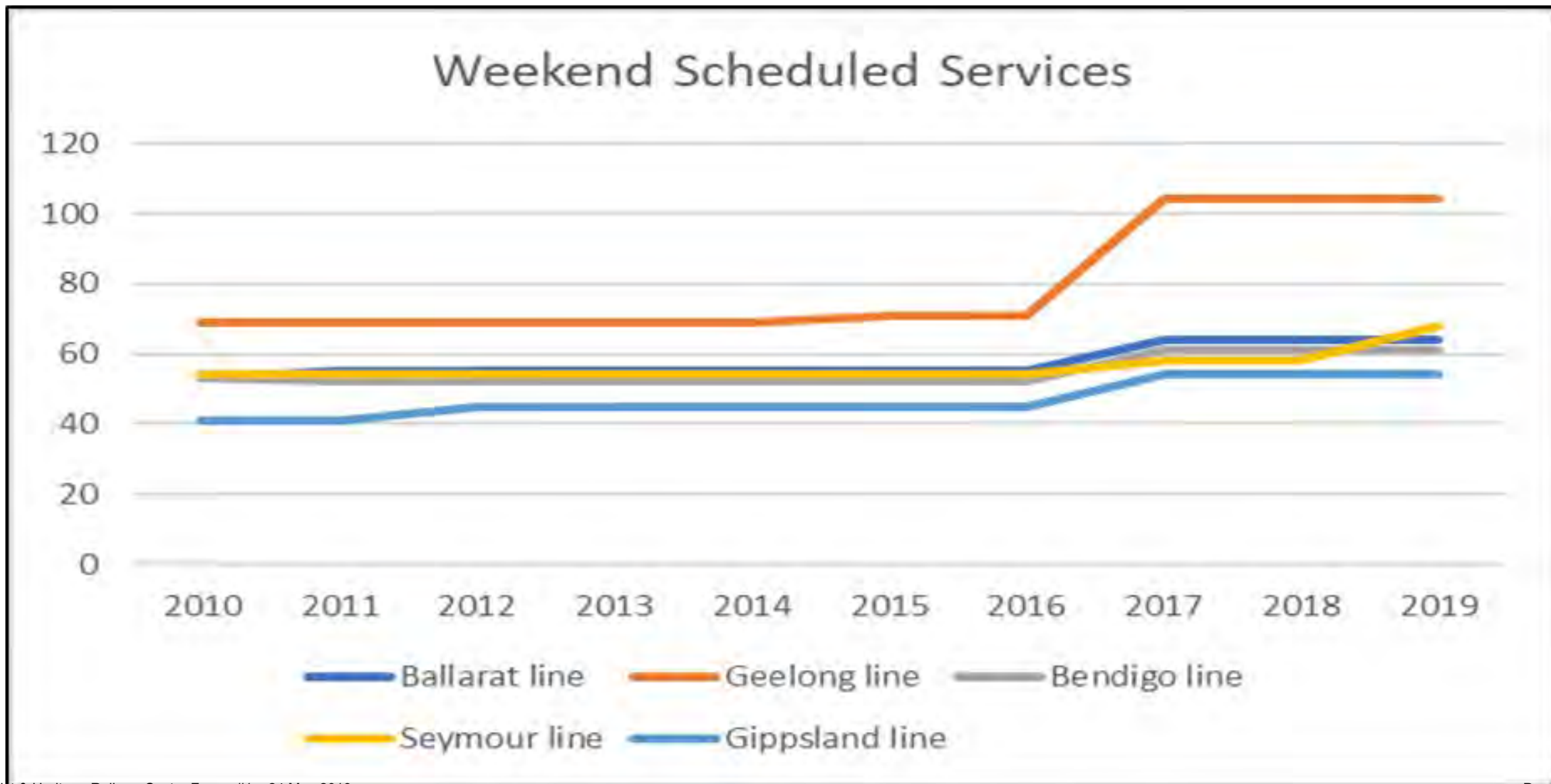
- The growth in services is impacting the number of train paths available for ad-hoc heritage and tourist services to operate without impacting mainline services
- The ability for Centrol and Metrol to provide paths is problematic

*“The manner in which mainline heritage operators seek access from V/Line is broad and undefined which means V/Line needs to assess every request no matter how problematic...”,
Senior Manager, V/Line*

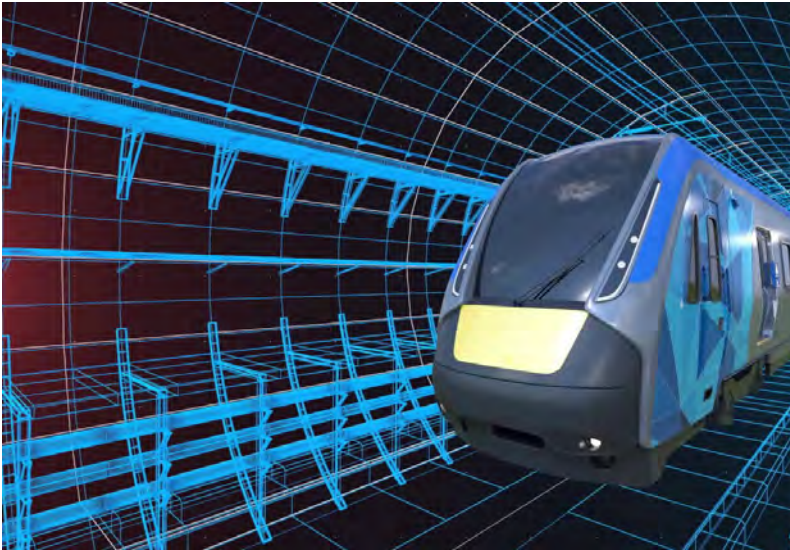
“The network of today is not the network of the future. Rail is changing and heritage trains are trickier to accommodate...” Senior Planner, MTM



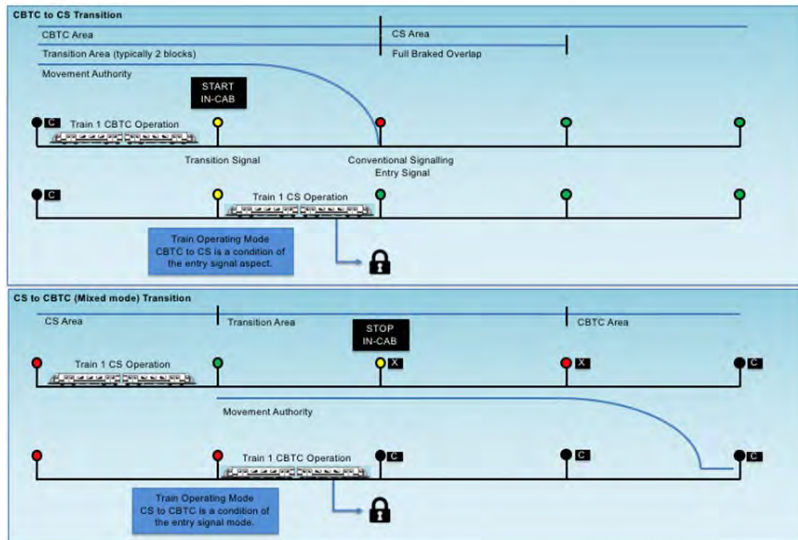
Access Constraints



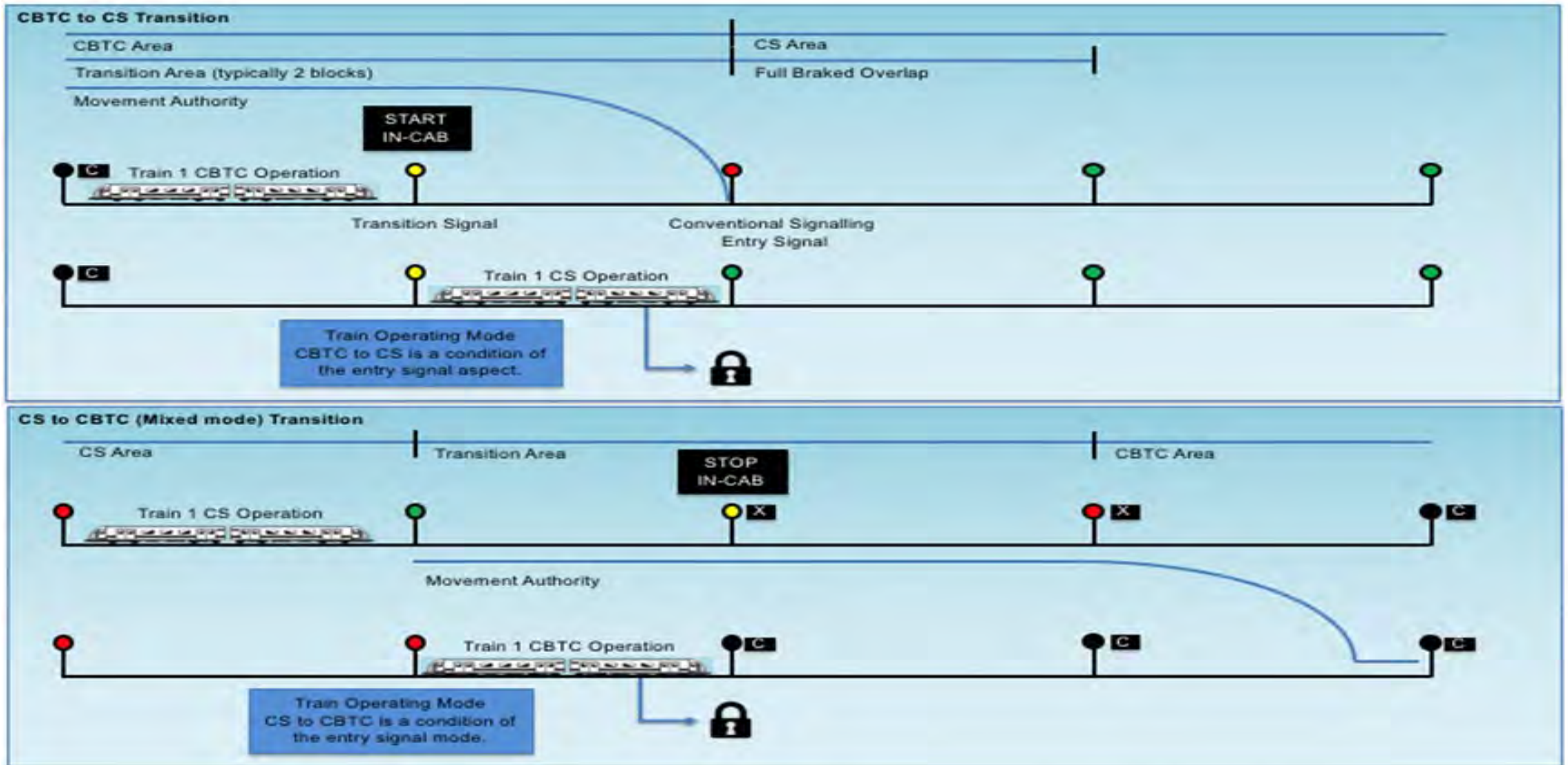
New Technology



- With the introduction of High Capacity Signalling we will see trains running closer together with reduced headways.
- They will be automatically controlled to keep the maximum capacity and on time running
- These changes will restrict the Heritage trains further without significant investment
- Accreditation scrutiny from the regulator will be difficult to achieve, with some parts of the Network becoming no go zones
- Today we are seeing restrictions on the mainline due to platform strikes on newly built DDA compliant platforms. These incidents have a significant impact on mainline services

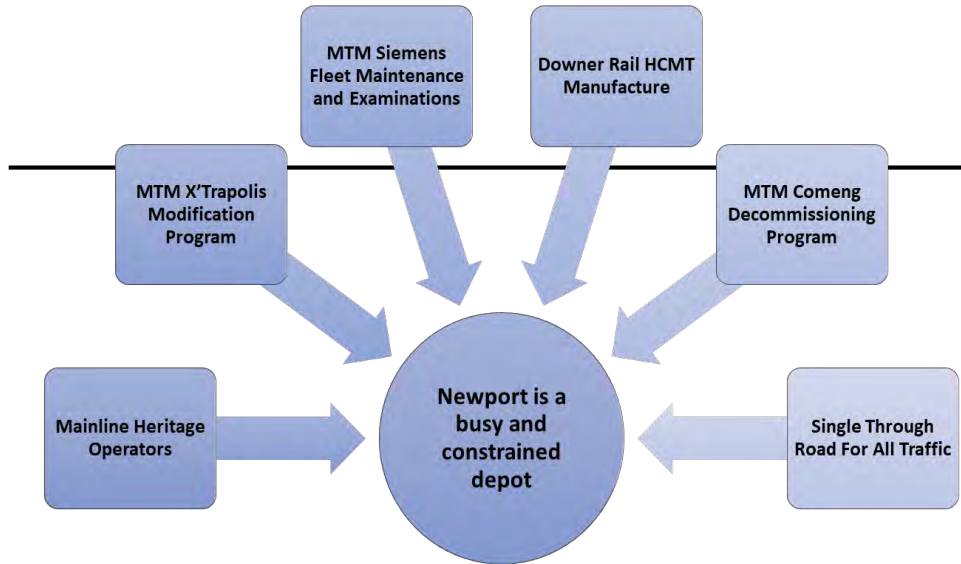


New Technology



Newport

Newport Depot accommodates multiple activities and is constrained

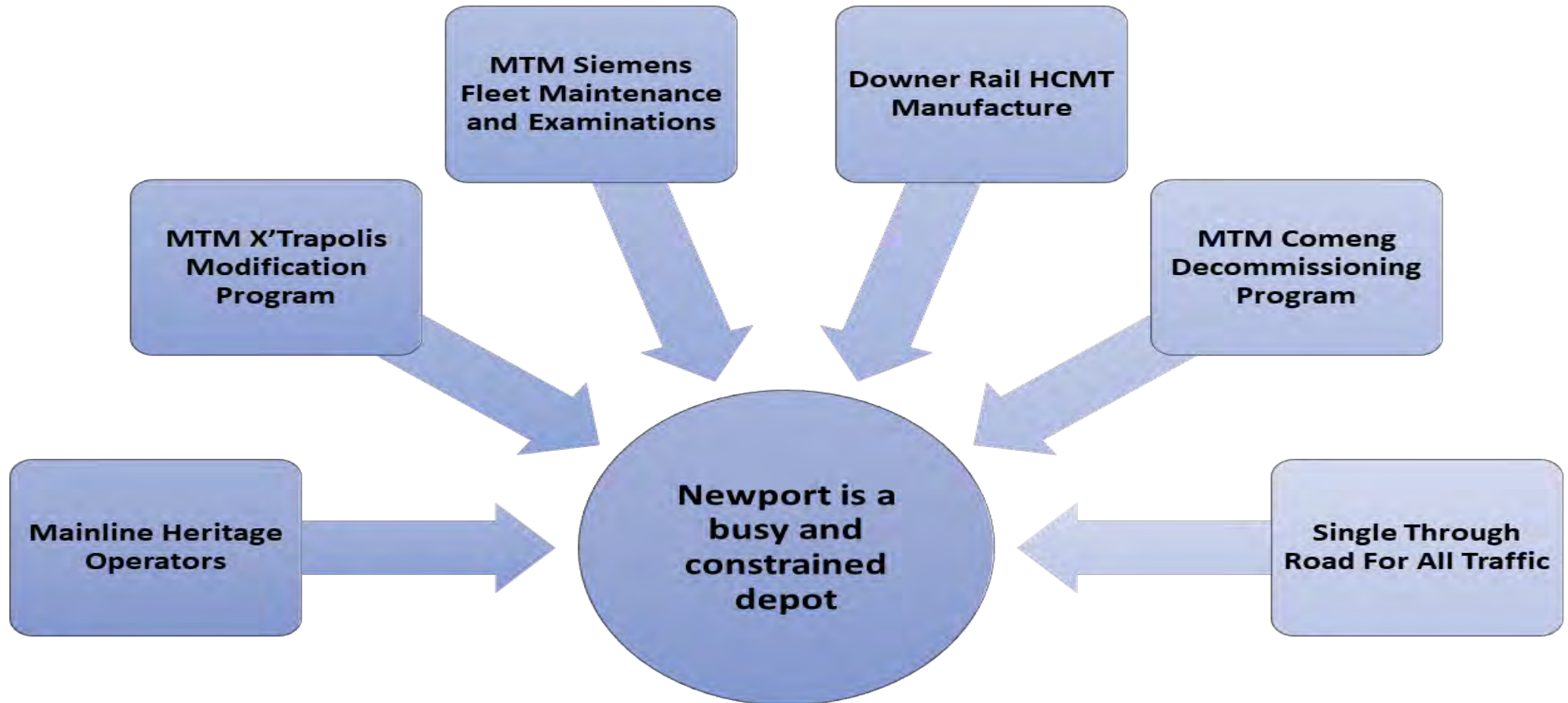


- Newport is a very complex site with multiple users requiring 24/7 access
- There is only one path in and out of Newport making it very difficult to plan ad-hoc movements without impacting mainline operations



Newport

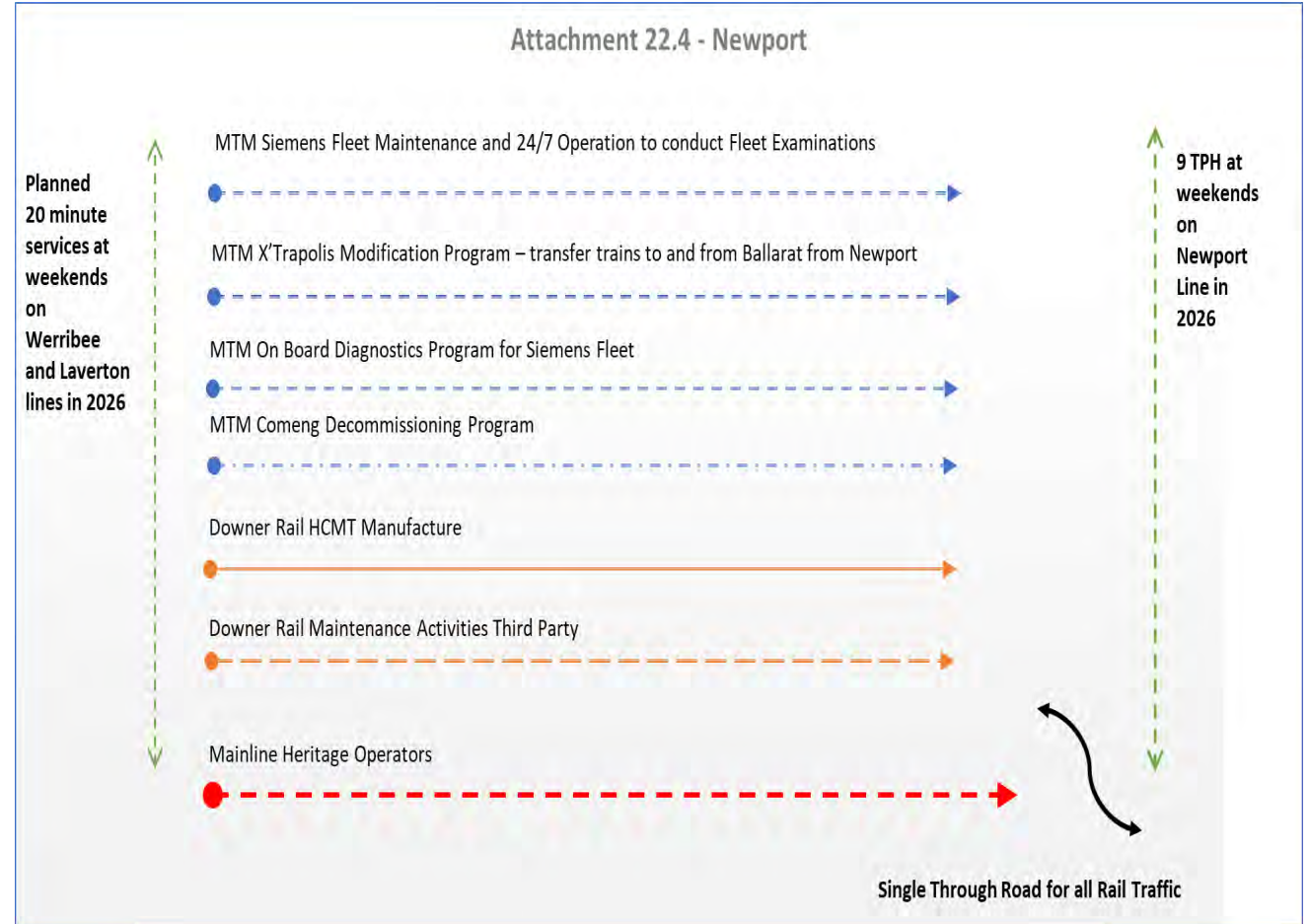
Newport Depot accommodates multiple activities and is constrained



Newport

- Currently the new HCMT trains are being assembled at Newport which is placing added pressure to this site
- In the future Metro will have to decommission the Comeng fleet with Newport being the preferred site

“Newport is a very busy depot with complicated train movements through one access point...”, Senior Manager, MTM



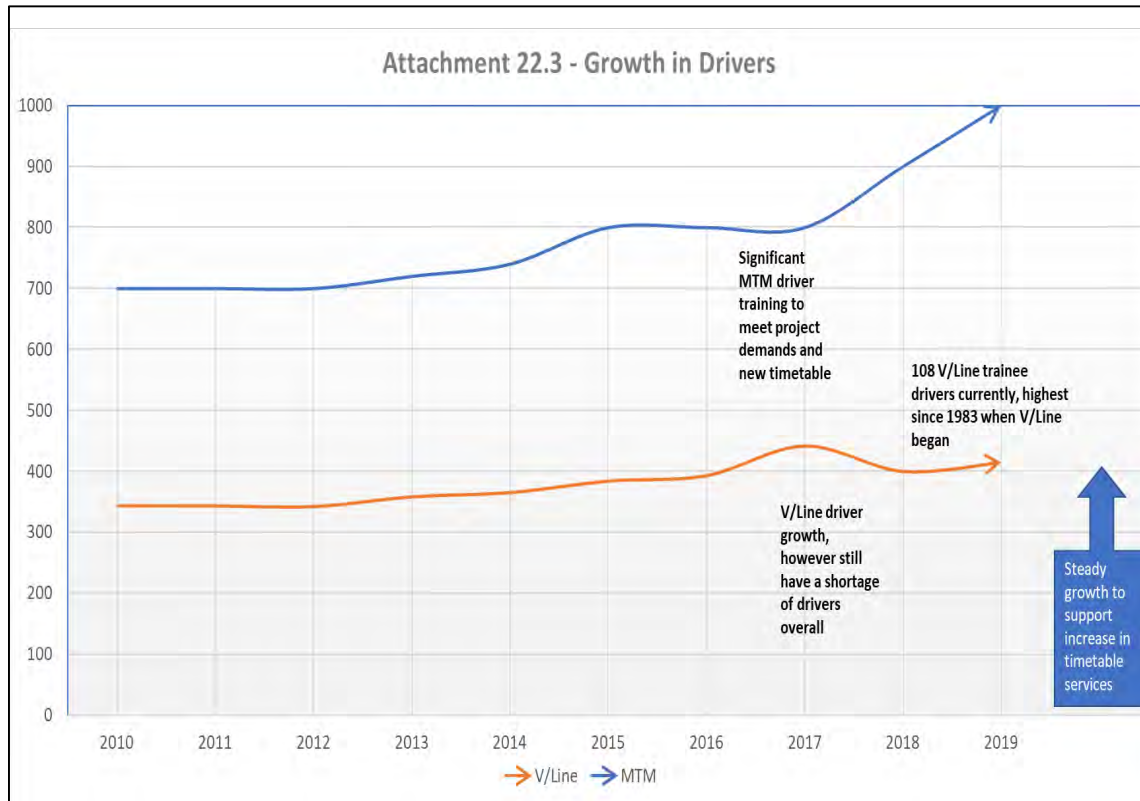
Changing Regional Network

Regional Rail Revival Program	Part of the Regional Network Development Plan, RRR is designed to deliver service upgrades and line upgrades that will improve capacity and reliability of the regional network.	RRR program will inform V/Line's future timetable offering. It will support the concept of "20/40/5" which will offer 20-minute peak services and 40-minute off peak services including weekends, to 5 of V/Line's commuter lines. Increased service frequency here will further constrain ad hoc train path availability for Mainline Heritage Operators.
Murray Basin Rail Project	The main elements of MBRP are the expansion of the Victorian standard gauge network, and the improvement of line capacity via increased axle loads, both of which are intended to facilitate more efficient intrastate rail connections.	Conversion of tracks from broad gauge to standard gauge will reduce the available network on which Mainline Heritage Operators can run. The progressive rollout of this project means that some freight lines in Victoria will not be accessible to Mainline Heritage Operators. For example, Mildura line and Geelong to Ballarat lines. While some heritage fleet types can be converted to run, the cost of these modifications is significant, possibly uneconomic and may not be technically feasible.

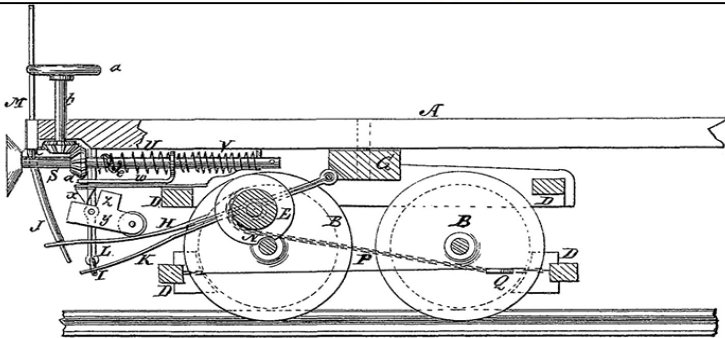
"It's valid to suggest that V/Line's timetables need to provide more frequent weekend services to support growing demand, and that's something that we are planning towards..." Senior Planner, V/Line

"We have observed that some of the heritage operators have already responded to the restrictions brought about by gauge conversion by cutting back on their product offering..." Senior Manager, V/Line

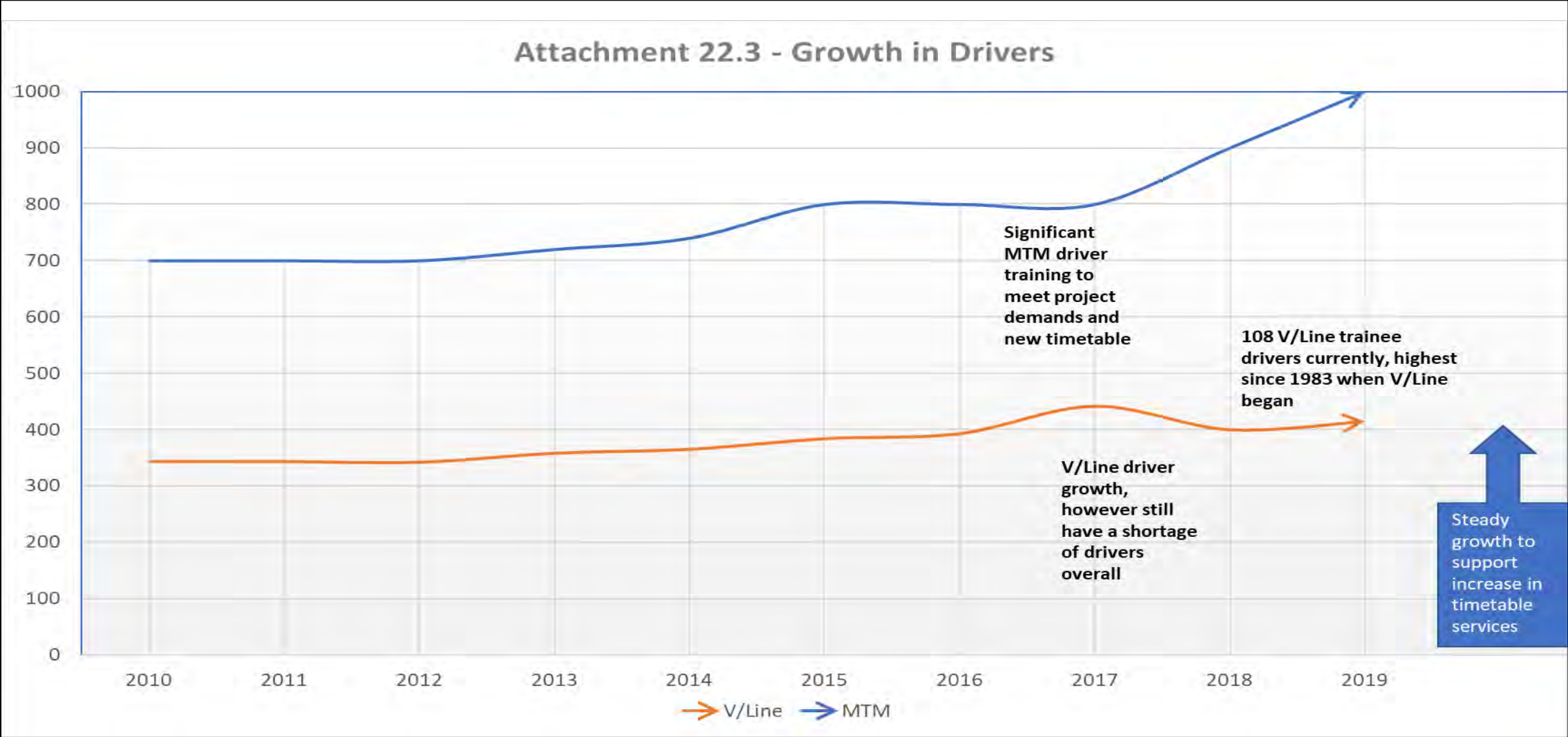
Driver Availability



Driver availability was reported as a future constraint by V/Line. Whilst V/Line currently provides qualified drivers from its driver pool, the numbers of drivers is very small and the training of new drivers for heritage services is not specifically planned or funded. In addition, new drivers would probably not be trained in the equivalent technology compared to the previous generation of drivers, for example, Westinghouse brake equipment would not be required knowledge to learn to operate modern VLocity fleet. This would mean further training for new drivers wishing to qualify for heritage operation. V/Line is also experiencing a driver shortage overall for timetable services, putting further pressure on driver numbers and availability for crewing scheduled passenger services.



Driver Availability



Supporting Major Events



- Trains carry 7 million people to major events every year in Melbourne
- 6,000 special train services per annum
- We deliver 36% of total attendance

Major events add \$1.4 billion to the Victorian economy every year



Reflection

“The manner in which mainline heritage operators seek access from V/Line is broad and undefined which means V/Line needs to assess every request no matter how problematic...”, Senior Manager, V/Line

“With all of the infrastructure works on the network there is going to be increasing areas of conflict from a rail asset perspective with heritage fleet that will require managing...”, Executive Director, MTM

“While it is the case that a lot of the capacity freed up by the upgrades to lines will service peak demand, there is forecast to be an uplift in weekend services...”, Senior Manager, V/Line

“The network of today is not the network of the future. Rail is changing and heritage trains are trickier to accommodate...” Senior Planner, MTM

“Newport is a very busy depot with complicated train movements through one access point...”, Senior Manager, MTM

“We have observed that some of the heritage operators have already responded to the restrictions brought about by gauge conversion by cutting back on their product offering...”, Senior Manager, V/Line

“It’s valid to suggest that V/Line’s timetables need to provide more frequent weekend services to support growing demand, and that’s something that we are planning towards...” Senior Planner, V/Line

“Newport is the only location where Comeng trains can be decommissioned and the area is constrained...”, Manager, MTM

“Newport is at the centre of a busy area of the network for MTM and this is a challenge...”, Senior Manager, MTM

Conclusion

- While there are no absolutes in considering the issues documented in this report, it is apparent that the cumulative effect of a number of different events will make it harder for operators to find train paths and for Mainline Heritage Operators to have flexibility in when and where they run.
- Rather than protecting the future viability of Mainline Heritage Operators, their location at Newport appears to be working against this given operational constraints associated with that location.

Further consideration should be given to:

- Relocating Mainline Heritage Operators so that their operations can be sustained at a better location (this could be achieved in conjunction with an ongoing transport project so that it receives sponsorship).
- Mainline Heritage Operators developing a predictable and sustainable product offering that is not reliant on mainline access;
- Future train stabling requirements to ensure that new rolling stock can be accommodated and considering the future use of land at Newport;
- How Comeng fleet decommissioning can be performed at Newport and whether land should be given over to this purpose; and

Conclusion



As the current custodians of the of the Tourist and Heritage rolling stock, it is our responsibility to ensure this great heritage is not land locked and viable for future generations.

We need to consider future developments and changes to the network and act as soon as possible.



There is a need to evolve to survive and keep our proud past and develop a bright future



The Victorian heritage rail sector ... consultation process

Prof Hermione Parsons

Industry Professor

Director, Centre for Supply Chain &
Logistics (CSCL)

Dr Roberto Perez-Franco

Senior Research Fellow - Supply Chain Strategy
Centre for Supply Chain & Logistics (CSCL)



The consultation process and next steps

Conducted 26 interviews with the rail and tram groups and experts
(25 March – 8 May 2019)

The process of gaining approvals for all interview reports is underway

The detailed consultation report is a work in progress (due end of July) The **priority has been the 14 rail groups ... the focus of this presentation**

The full report will be shared at a second conference later this year

CSSL is a neutral and independent research group



The interviews



Council of Tramway Museums of Australasia

To promote and support excellence in tramway heritage in Australia

Melbourne Tramcar Preservation Association



Yarra Valley Railway



SEYMOUR RAILWAY
HERITAGE CENTRE



Ballarat Tramway Museum



Yarra Valley Railway



ALEXANDRA TIMBER TRAMWAY



RAIL FUTURES



The Rail Groups

Vision

Challenges

Opportunities

... and the way forward



Diesel Electric Rail Motor Association of Victoria (DERMPAV)

The vision

In 20 years, DERMPAV would like to still be operating DERMs on the mainline



The challenges

- The Newport relocation means it will be without a home (must be metropolitan and no co-location)
- High V/Line costs (currently ticket costs are high to be able to cover costs)

The opportunities

- Rethink Newport
- Relocate to Spotswood?
- Use a 2-person crew (no conductor)
- Move to standard gauge

Diesel Electric Rail Motor Association of Victoria (DERMPAV)



The way forward

Clarity (DERMPAV seeks clarity and honesty from Vic Track ... on when the Newport groups must vacate and whether there is another location available)

Permanency (if DERMPAV has to move ... it requires permanency in the new location ... documented in writing and without a rental fee for the use the new location)

Stay on mainline (if offered a future without access to the mainline “we will pack up and close”)

707 Operations – mainline steam train trips

The vision

In 20 years, 707 Operations will provide first-class tourist adventures on the mainline for the general public (9 - 12 trips per year, hauled by steam and diesel locomotives)



The challenges

- A mainline connection
- Diminishing access to the mainline and a reduction of the network for heritage rail
- Harder to operate with the removal of sidings and increasing regulatory requirements
- Lack of expedience with approvals

The opportunities

- Move to standard gauge
- Improve the appearance of the rolling stock
- Raise our brand profile

707 Operations – mainline steam train trips

The way forward

A new home with dual gauge, suitable workshops, access to engineering support and yard facilities

Funding to defray the cost of converting some of the rolling stock to standard gauge

Better communication from V/line regarding confirmation of track availability for 707 trips

It would be useful to have **visibility into the heritage levy ...** to know how much they have used, and how much they have in the kitty



Steamrail

The vision

In 20 years Steamrail will be operating from a Heritage Rail Precinct at Newport's West Block, now converted into a museum, restoration, maintenance, training and operational base for heritage rail



The challenges

- The proposed eviction from Newport

Preference 1 – remain at Newport with reduced scale of operations

Preference 2 – new site in metro Melbourne

Preference 3 – main workshop in a country location with mainline access, plus a staging area close to Melbourne

The opportunities

- Develop Newport into a living heritage site
- Upscale offers – with quality catering and 1st class service
- Conferences, cruises and charters

Steamrail

The way forward ...



If Steamrail is evicted from Newport it needs ...

Maintenance facilities (designed to service and overhaul both carriages and steam locomotives)

Under-cover storage (for both carriages and locomotives when they are not in use)

Storage facilities (under cover for items being held for future restoration or for spare parts)

Access to standard gauge (so that Steamrail can target the interstate market)

Seymour Rail Heritage Centre

The vision

To maintain its pattern of operations, using two train combinations: the steel blue and gold train based on the Spirit of Progress and the red wooden Picnic Train.



The challenges

- **Capital for growth** ... the capital to restore and expand its facilities (an estimated \$5 million)

The opportunities

- **To go all the way to Sydney** to meet cruise tour operator demand
- **Replace V/Line crews** ... we are talking to a heritage operator called Lachlan Valley Railway
- **Hire a regular path**
- **Saturday dinner train**

Seymour Rail Heritage Centre

The way forward

To maintain its pattern of operations SRHC needs...

More carriages (to restore more carriages to support its offers)

More sheds (to conduct these restorations and for storage)

More land (SRHC wants to buy some more land at Seymour for the sheds)

Hire a GM (as it continues to grow, the group may need to hire a General Manager)



Daylesford Spa Country Railway

The vision

After suffering significant bushfire damage in 2009, DSCR's vision is to expand, developing its terminus at Bullarto to resemble a 1930s railway station. As an accredited museum, it will continue with restoration work and run services seven days a week



The challenges

- **Capacity** ... additional rolling stock in order to meet demand
- **Volunteers** ... we have 39 volunteers; 24 core

The opportunities

- **Extension to Trentham** - requires \$4million plus materials
- **Rebuild station master's residence** as an office, museum and for overflow accommodation
- **Recreate Bullarto station** to represent a 1930s railway station

Daylesford Spa Country Railway



The way forward ...

Daylesford Spa Country Railway needs ...

Additional operational railmotors (through restoration of assets and new items)

More volunteers

Move to paid staff to supplement the volunteers

Heritage listing on the basis of the building's uniqueness

New types of rolling stock to recreate Sunday excursion trains and capture additional markets, such as fine dining and a potential sleeper car service

Victorian Goldfields Railway

The vision

In 20 years we will have substantial infrastructure to house and maintain carriages and locomotives; our volunteers will have access to excellent facilities, and our passengers will enjoy an exceptional tourism experience



The challenges

- **Access to surplus track materials with** support from government is needed. We need help to overcome a major challenge - bureaucratic barriers
- **More locomotives and carriages** (may be overcome, depending on VRS outcome)
- **Flashing lights and boom protection** on at least three of our level crossings

The opportunities

- **3-Way Partnership** with a training RTO and the local Aboriginal Collective to train unemployed indigenous people
- **Development of themed trains on the branch**
- **Castlemaine could be a base for regular steam tourist trains** from Castlemaine to Echuca via Bendigo and return
- **Run R class locomotive (R711) to Swan Hill/Echuca** during school holidays (currently leased to Steamrail)
- **Partner with V/Line** in the operation of the complete Castlemaine Station business

Victorian Goldfields Railway

The way forward ...

We need

Significant investments (for additional facilities for locomotives and carriage repairs and storage)

Surplus materials (especially ballast, concrete sleepers and rail from current mainline projects)

Complete the secure operational depot storage (including facilities for major restoration work)

Funding to restore the heritage fabric of the Castlemaine station buildings

Restoration of locomotive water columns (at each end of the Castlemaine platform)



Mornington Railway

The vision

In 20 years, our railway is self-sufficient and a valued partner to other tourist and heritage ventures in the region. We operate trains every day of the week from Baxter to Mornington and are connected to the mainline track to Stony Point and possibly into Frankston and beyond



The challenges

Access to funding (we are not in the Regional Development Victoria (RDV) catchment pool)

Aging infrastructure (like the Balcombe Creek culvert, and the platform at Tanti Station)

Volunteers (a challenge because people are time-poor)

Environmental sustainability ... We will not be able to burn coal forever

The opportunities

To be connected to and run on the mainline

Premium services for affluent customers

Trade Centre (offered through the local TAFE college)

Plastic sleeper trial on the line between Baxter and Moorooduc

Interchange at Baxter so that people can come in on a Metro train, get off on a platform, cross over to the other side and get on our train

Mornington Railway

The way forward ...

We need

Line to Baxter ... we have the lease on the land that would be used

More carriages ... at least 10 traditional wooden body carriages, and 10 first class carriages capable of higher speeds, for premium services and our mainline operation

More locomotives ... at least 3 branch line locomotives (to operate the Baxter/Mornington service) and 2 high speed main line locomotives to service the mainline

Access to sleepers ...to construct the line from Moorooduc to Mornington to Baxter

Sheds ... for storage of rolling stock and maintenance equipment

A dedicated engineering and carriage workshop ... to maintain our equipment and provide quality facilities to volunteers



Yarra Valley Railway

The vision

In 20 years, Yarra Valley Railway will be successfully running a world-class, regular timetabled daily tourist and heritage railway service between Healesville and Yarra Glen, with a potential connection to Lilydale



The challenges

- **We do not have a lease on our land** (Order-in-Council expired in 2015)
- **Insurance cover** for buildings, infrastructure and rolling stock assets
- **Access to Victoria Government rail assets** released from the mainline
- **Access to funding** (locked out of Regional Development Victoria (RDV) funding)

The opportunities

- **Refreshment rooms** (reinstating the arrangement with Healesville Refreshment Rooms)
- **Reintroduce locomotives** ... expanding service offering through the re-introduction of loco-hauled train services
- **Covered storage** for rolling stock assets

Yarra Valley Railway

The way forward ...

We need:

Secure land tenure

Public liability insurance (Continued Public Liability Insurance support above \$20million)

Additional rolling stock (4 operational steam locomotives; 3 mainline/branch line diesels; 2 additional shunting diesels; 2 railmotors; 4 operational 6 car carriage sets)

Additional infrastructure (carriage shedding; carriage restoration and workshop facilities; locomotive shedding and servicing facilities; a turntable at Yarra Glen)



Walhalla Goldfields Railway

The vision

In 20 years Walhalla Railway will be part of a larger tourist area ... and a 'Sovereign Hill' for Gippsland



The challenges

- **Lack of government support** ... not recognised as a major tourist attraction by the Latrobe Authority and Regional Development Victoria (RDV)
- **Human value of volunteering not recognised**

The opportunities

Facilities for apprenticeships particularly in skills no longer needed in mainstream rail

Extend the line to Erica

Walhalla Goldfields Railway

The way forward ...

We need

To extend our line to the town of Erica

New rolling stock (regauge and restore 2 additional locomotives and build another set of carriages)

Funding for restoration (funding for the conversion of 2 locomotives \$250,000 + \$350,000)

Grow the volunteer base (appealing to new retirees who may not necessarily be rail enthusiasts)

To commence dialogue with government and communities to increase support



Bellarine Railway

The Vision

We are a thriving tourist and heritage railway helping to build our community ... generating value through regional tourism, railway heritage preservation, skills training, engineering capability, environment conservation, and community cohesion

The challenges

Maintenance ... with increasing lifecycle maintenance issues

Volunteers (a challenge because people are time-poor)

Evolving regulation in a hazardous industry (including conflicting requirements between safety and environment)

Finance generation and governance requirements.



Bellarine Railway

The way forward ...

We need to

Generate capability in people ... volunteers, skills training, expertise in boiler repairs and timber carriage building

Generate capability through infrastructure ... workshop facilities and equipment, workplace amenity, track maintenance machinery

Manage assets boiler repairs, bogie repairs, asbestos removal, rail replacement, sleeper renewal, track surfacing

Improving the product offering of the: Blues Train, DOWT, heritage service, driver experience, coach charters, and the Q train



Red Cliffs Historical Steam Railway

The Vision

In 20 years' time, we will continue to be operating with the volunteers needed to do the work and keep things going. Our sleepers would be replaced with plastic sleepers, and we would have certainty of our lease agreement with VicTrack



The challenges

- **Volunteers** (no railway staff are nearby and we are not close to a large population base)
- **Compliance** (we currently qualify our own drivers, but will that be sufficient in the future?)
- **Paperwork** (not many rail people want to join the railway to do paperwork) we are increasingly struggling for volunteers
- **Funding** (we tried sausage sizzles and souvenirs)
- **We need support from local businesses**

The opportunities

Plastic sleepers ... replace all our wooden sleepers with plastic sleepers. They are made of composite recycled plastic which will last at least 80 years compared with 5 years for wooden sleepers

Red Cliffs Historical Steam Railway

The way forward ...

We need:

Volunteers (young people, railway people and business people)

Security with our lease (we have no formal agreement with Vic Track)

Funding for plastic sleepers (\$90,000 to replace 1.6 km of track)

Funding for manpower (replacement of sleepers would be a special project, but is only possible with funded manpower)



Alexandra Timber Tramway

The Vision

In 20 years, we will continue to showcase the region's industrial history and the significant role of tramways ... open every weekend, and two to three times during the week



The challenges

- **Volunteers** (particularly during the week and attracting those with the skill to operate a steam engine)
- **Funding** (our distance from Melbourne works against us)
- **Visitors** (many people don't know about Alexandra)

The opportunities

- Expand the property and buildings to better display, preserve and protect the equipment (we need at least two sheds)
- Extend the railway, creating a destination experience, possibly in conjunction with others in the area

Alexandra Timber Tramway



The way forward ...

We need

Volunteers ... (interested and capable volunteers who will keep the knowledge, capability and passion for the association going)

Funding ... (\$1 to \$1.5million to get the museum and tramway to where we can expand the visitor experience and preserve and store both exhibits and rolling stock)

Lease ... (the lease expired in 2015 and has not been transferred to us - it is owned by VicTrack through the shire)

Visitors ... (we see a role for the state tourism bodies in promoting both the region and the tramway, ideally as a weekend experience)

Puffing Billy Preservation Society

The Vision

The future of the Puffing Billy Preservation Society is about preservation heritage and tourism, and about supporting the operator (Emerald Tourist Railway Board). Puffing Billy has lost some of that beautiful heritage feel and we would love to see that come back through the little details. We want to be part of creating an environment where tourists really experience something different. When you go to Sovereign Hill, you experience a heritage environment - we believe it is possible to do this and be commercially viable



The challenges

Maintaining membership in future generations (keeping an interest in preservation high across different generations, and keeping the members and volunteers coming in, and not disappearing to other railways)

The opportunities

Serve as an advisor on heritage (especially regarding narrow gauge in Victoria)

A more authentic Puffing Billy (looking at alternative ways to operate while being truer to heritage)

Puffing Billy Preservation Society



The way forward ...

Clarity of our role and asset ownership (currently we are in discussions with the Emerald Tourist Railway Board on our future role, our contribution to the Railway, and we seek confirmed acknowledgement of the Society's assets)

Emerald Tourist Railway Board

The Vision

An enduring operation that benefits future generations and the state of Victoria, holding its place as one of childhood's memorable experiences. Fundamental to the continued operation of the railway is the issue of safety. Another aspect of this vision is to more closely relate our offering into the community within the Dandenongs. Our aim is that people choose to come inland more often, and when they do, they stay and 'live' in the environment for a while.



The challenges

- **Clarify ownership and roles**
- **Preserving the rail**
- **Volunteers are reluctant to commit to change**
- **Workplace safety** (particularly after a critical ombudsman's report)

The opportunities

Discovery Centre (we have grant funds to put a Discovery Centre into Lakeside)

Marketing and social media (families take photos and videos, and enter them in a social media platform. We would like to enhance that)

Emerald Tourist Railway Board

The way forward ...



We need:

A corporate structure (to ensure Puffing Billy continues to be viable and is a lasting legacy for the State of Victoria)

Children safety (We've appointed an expert on working with children to ensure that safety incidents do not go unreported)

To resolve issues with Puffing Billy Preservation Society (an important aspect of this is to provide a core responsibility for the PBPS, as friends of the association, the living face of the railway's supporters, without whom it doesn't survive)

We need to develop our staff on how to develop and deliver strategies

We need to encourage a diverse mix of volunteers (including gender and age)

Association of Tourist and Heritage Railways Australia (ATHRA)

The Vision

ATHRA will be well funded and deliver a full suite of services to the T&H sector including training and assessment, regulations, development of codes of practice, insurance schemes, accreditation, and IT systems ... saving our members money and volunteer hours and improve safety



The challenges

- **Funding** (seed funding for back office services, funding for specific projects)
- **Recognition** (from State Government Corporations)
- **A divide and conquer** approach from State Corporation bureaucracies
- **Lack of an independent quasi government body overseeing the whole T&H sector**

The opportunities

- **Work closer with government** to identify funding sources (seed funding for back office services and projects that deliver real benefits to the sector ... monetary savings, volunteer manpower savings and improvements in safety)

Association of Tourist and Heritage Railways Australia (ATHRA)



The way forward ...

We need

Initial seed capital to establish our full potential and deliver substantial benefits more quickly

A new arrangement The existing arrangement (PTV / VicTrack / Registrar) is not benefiting the sector. A new body, independent and lean, with a positive relationship with the sector, is better

Educate the government on the community benefits (financial and social) of the sector so they can actively support it through constructive policy and procedural activities

A formal secretariat to deliver a range of services to members and representation to Government in a timely fashion

Australian Railway Historical Society Victoria

The Vision

A first rate visitor experience in an all-weather facility open every day in our current location in easy reach of Melbourne. Our collection includes pieces that are last in their kind and as an accredited railway museum we are standard bearer of the industrial era. We are self-funded generating surpluses that enable us to improve the site and preserve exhibits

The challenges

- **Lack of bipartisan agreement, vision and support** from government and the sector (no business case; issues over location; proposal for a roof)
- **Shortage of volunteers** (especially younger people)
- **Heritage listing of assets** (would assist in accessing funds)

The opportunities

A collections policy (based on expert views, with a coherent thought process behind it, so that our activities are harmonised with government policy)

A marketing exercise to rebrand the museum and better represent the offering of the museum.



Australian Railway Historical Society Victoria

The way forward ...

We need:

Recognition/acceptance ... by all key stakeholders that Melbourne has a railway museum

A clearly enunciated, far-sighted and holistic view developed by a broad group including Heritage Victoria, Museums Victoria, VicTrack and other stakeholders

Government Policy ... once the overall view of the sector is decided, there needs to be a policy to support it

Visitors ... to do what is needed to get visitors in sufficient numbers to visit the museum

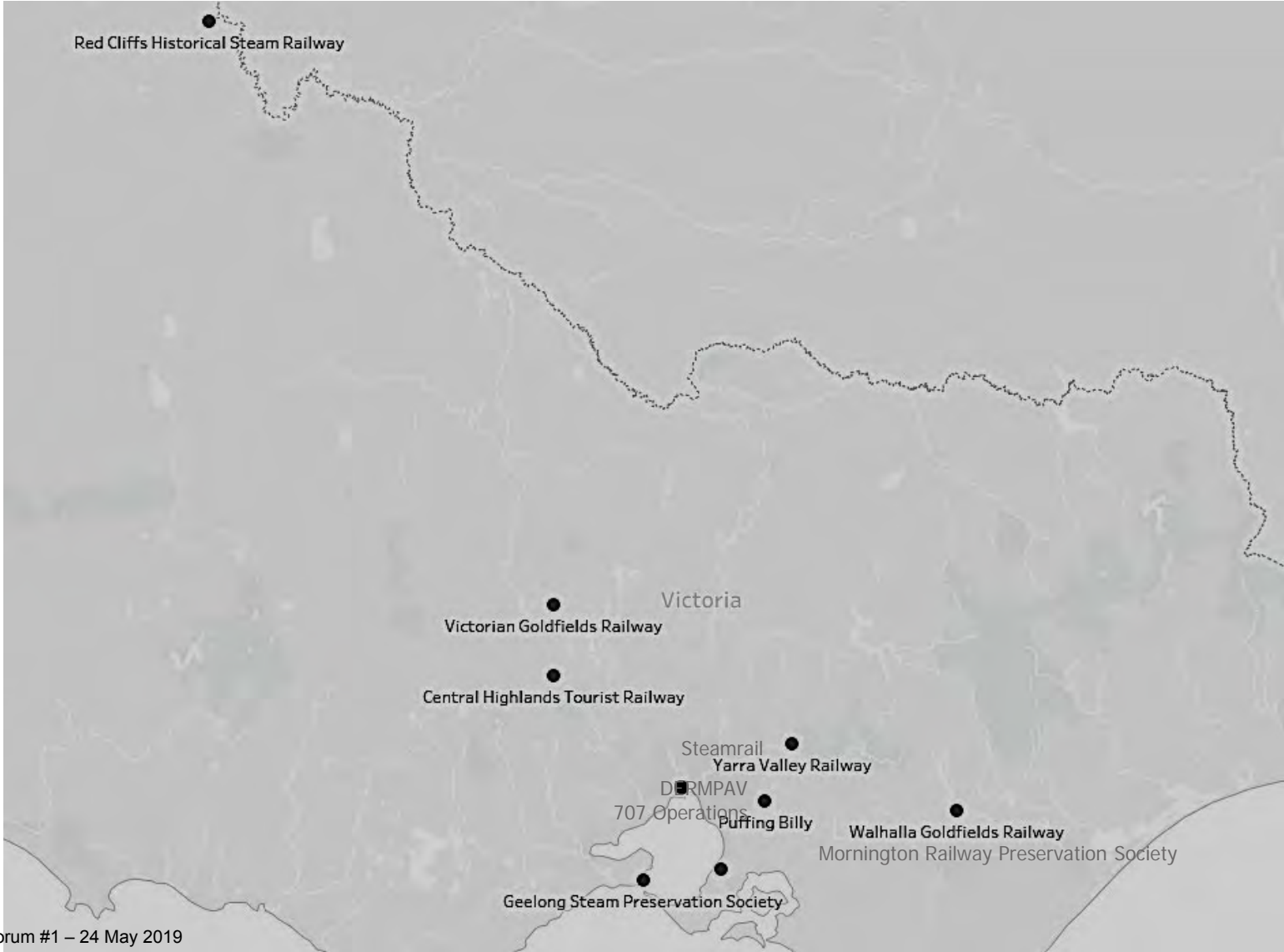
A Roof... we need a roof to protect all the exhibits in our collection





The volunteer base ...

Rail groups



Rails groups

Option 2

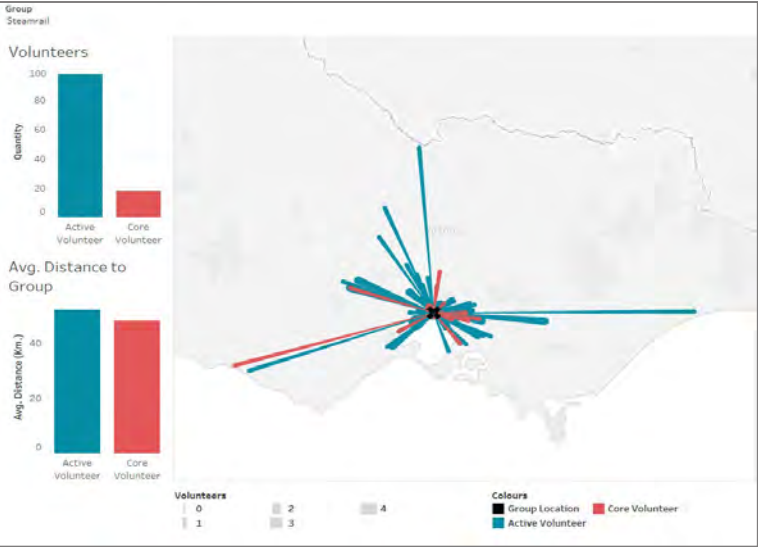


Geolocation of volunteers

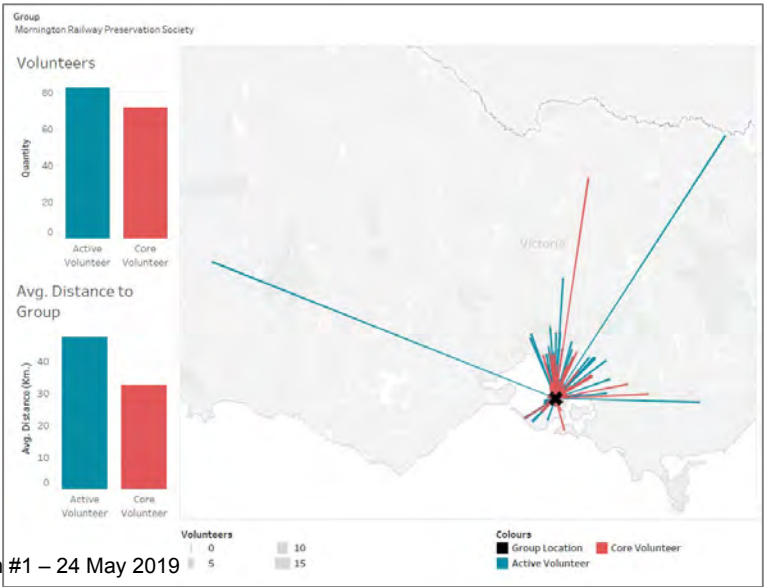
DERMPAV



Steamrail



Mornington Railway Preservation Society

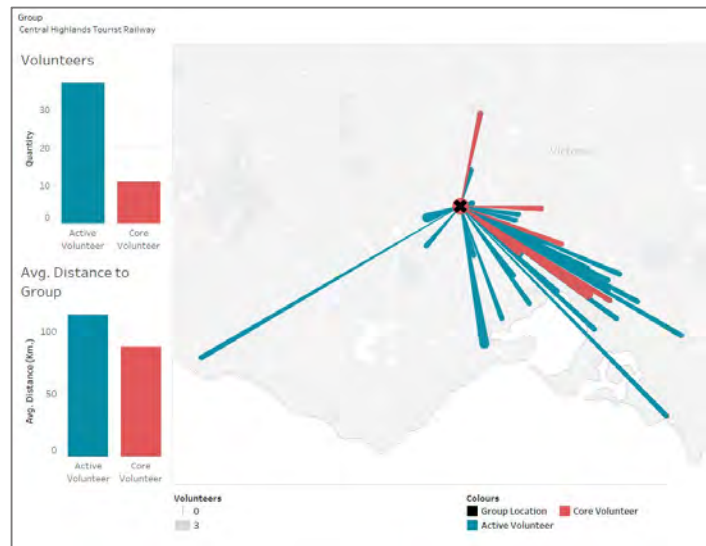


Puffing Billy

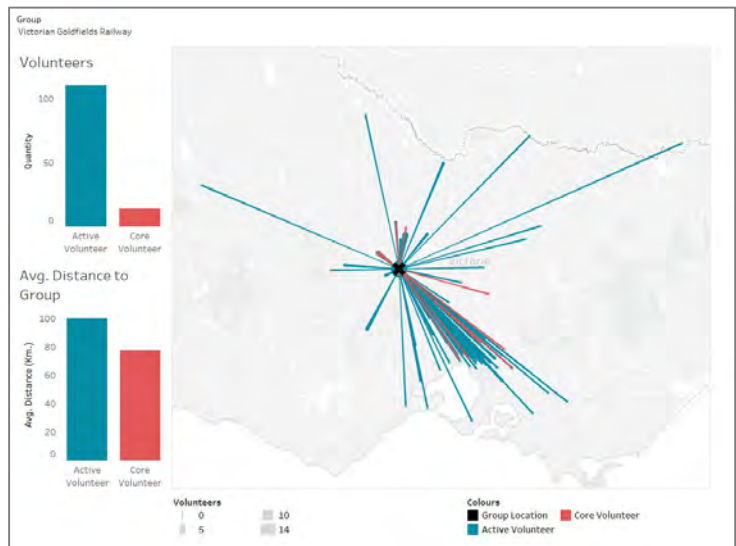


Geolocation of volunteers

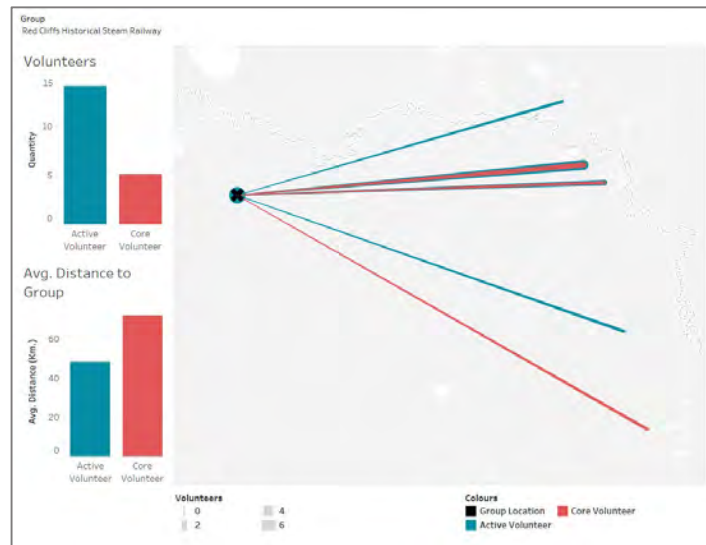
Central Highlands Tourist Railway



Victorian Goldfields Railway



Red Cliffs Historical Steam Railway



Geolocation of volunteers



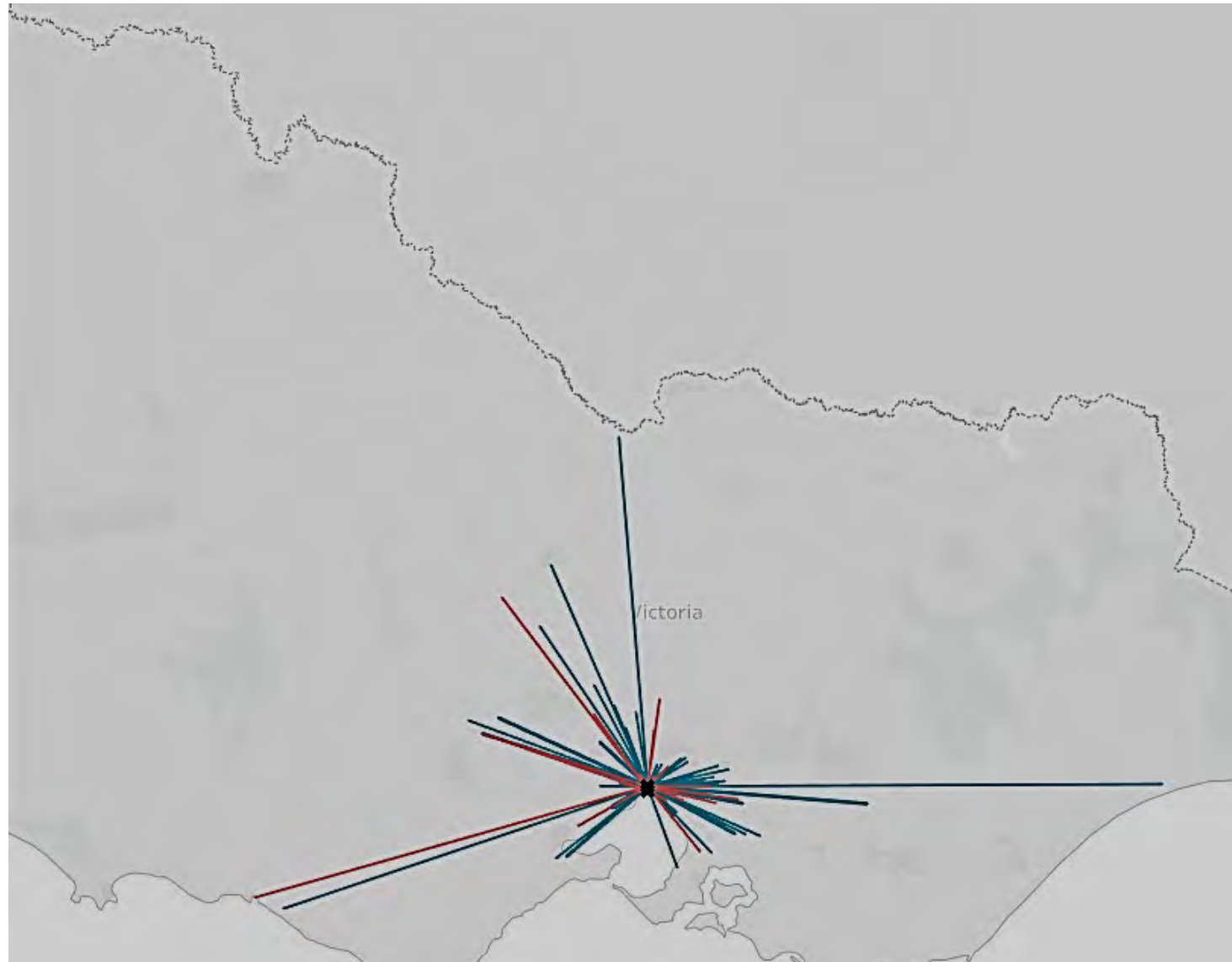
Groups

- DERMPAV
- Steamrail
- Mornington Railway Preservation Soc
- Puffing Billy
- Central Highlands Tourist Railway
- Victorian Goldfields Railway
- Red Cliffs Historical Steam Railway

Colours

- Group Location
- Active Volunteer
- Core Volunteer
- Volunteer

Geolocation of volunteers



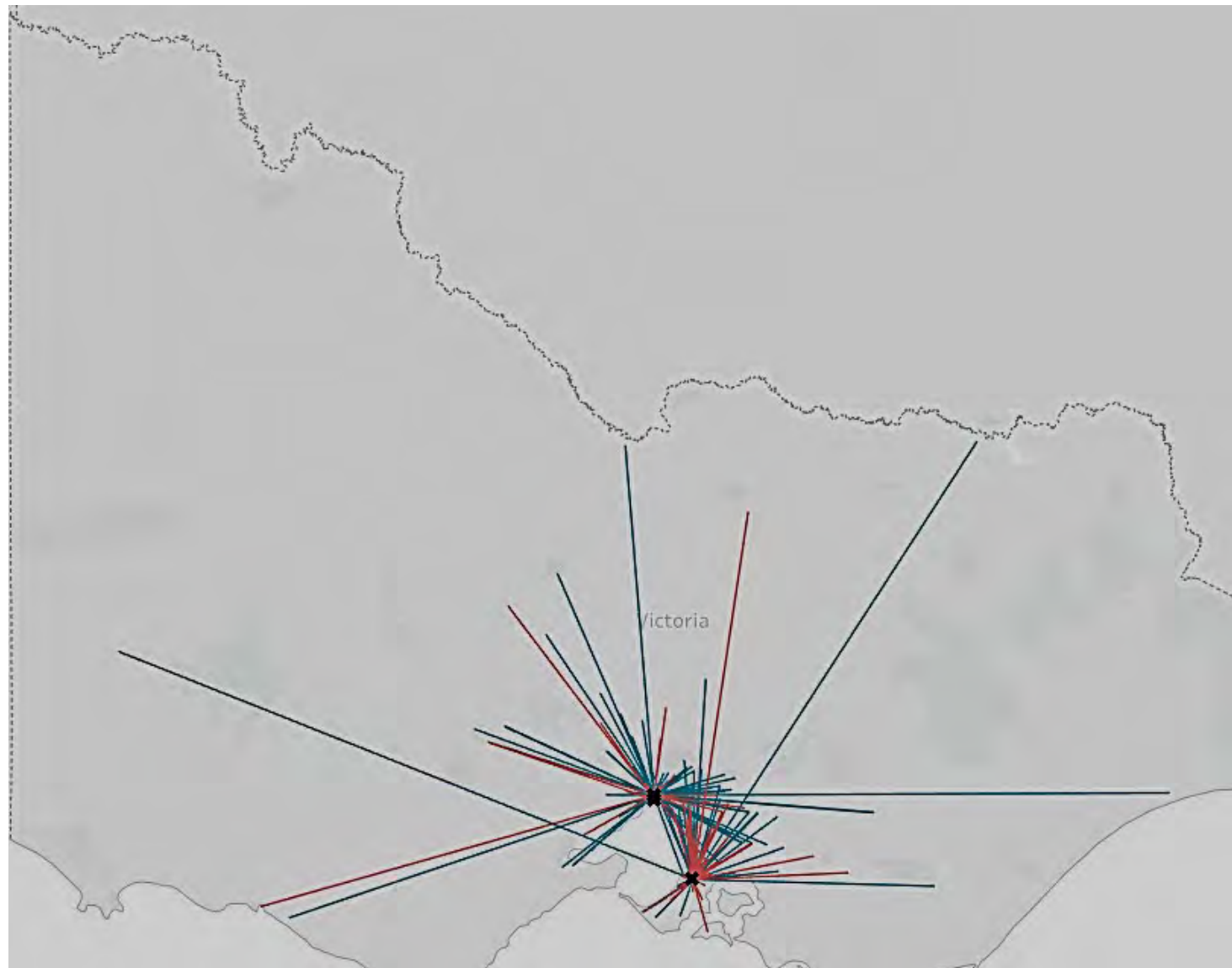
Groups

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Colours

- Group Location
- Active Volunteer
- Core Volunteer
- Volunteer

Geolocation of volunteers



Groups

- DERMPAV
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- Central Highlands Tourist Railway
- Victorian Goldfields Railway
- Red Cliffs Historical Steam Railway



Geolocation of volunteers



Groups

- DERMPAV
- Steamrail
- Mornington Railway Preservation Society
- Puffing Billy
- Central Highlands Tourist Railway
- Victorian Goldfields Railway
- Red Cliffs Historical Steam Railway

Colours

- Group Location
- Active Volunteer
- Core Volunteer
- Volunteer

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The volunteer base

Main Finding

There is great interdependency in a sector which relies almost exclusively on voluntary labour

Each Group has members

- from near and far (travelling on average between 50 - 110kms)
- who volunteer and belong to many different groups
- who are/have been rail professionals
- Who are mainly retired and/or of an advanced age

Each group is concerned about the aging volunteer base, the need for younger people, the annual loss of skills and knowledge, the ever changing regulatory environment and the great burden this presents



The human factor

Preserving history

Caring for people

Sharing history with community



The passion

Absolute consistency in the passion for:

- restoration of the precious machines
- preservation of the rolling stock and future need
- sharing the history across society
- wherever possible operating the rolling stock on the main line.



Good will and respect for the other groups is the norm

The importance of the sector for the mental health and wellbeing of volunteers is clear (each group is a 'men's sheds' of sorts, providing significant social benefit; in some groups women are actively involved)

Each group has a different focus for their passion but the commonality is greater than the differences

Almost all groups have informal connections or synergies

Most synergies consist of sharing resources, like rollingstock, surplus materials, spares, knowledge and volunteers, and by outsourcing workshops repairs

Others are forming alliances, lobbying together to obtain surplus materials, cooperating in developing business opportunities and organising common events

Different rail gauge operations and distance are seen as barriers to collaboration

**“Nobody in the sector wants to see anyone go out of business.
A healthy, competitive but co-operative sector is best for all of us”**



The need for Government to recognise the value of the sector

Differences in the types of trains, the gauge, and branch or mainline use exist, but there is **a clear complementarity of products and product offers between the groups across Victoria**

Rationalising the groups was almost universally rejected

Each group contributes to the well being of people and society but in different ways (e.g. Yarra Valley, Red Cliffs, Bellarine, while Puffing Billy is one of Victoria's 'hero' tourism products)

Heritage Rail Restoration and Tourism Sector needs a Strategy

“There is a multiplier effect, that is, external benefits from the heritage train sector that feed into the tourist industry, employment and building better community relations, particularly in regional areas”



The need to preserve important skills

As members age and die, invaluable heritage rail knowledge and skills end

The new rail industry neither requires nor provides training of heritage rail skills – they belong to another era

There's a need and an opportunity for training

Centres of Excellence could be developed in regional Victoria, with apprenticeships for artisan and contemporary industry skills. This training would support the heritage rail sector and regional development





The main issues ...

Relationships with government

Most are happy with their local government relationships

Many are concerned that **they do not have a lease** with VicTrack (while the Act makes it possible, it is not required, leaving them **'in limbo'** re investment and strategy)

- Many perceive VicTrack is only interested in property and employees that used to understand and care about the sector, are no longer there
- Many perceive that VicTrack does not share the vision and goals of the T&H sector, which questions the sector's viability
- Most would like more recognition, support and funding from the Victorian Government including efficient and transparent funding and assets allocation processes

Support from government

The research identified a gap ... Which Victorian Government Department/Agency supports the heritage rail sector?

- Victoria tourism (Travel Victoria) supports its four strategic pillars and “hero” products
- Regional Development Victoria (RDV) doesn’t support metropolitan groups or groups on the periphery of metropolitan Melbourne
- The groups have been playing as separate entities, competing for funds, rather than acting as a sector
- Coordinated, equitable and transparent government funding appears vital to the sector’s future

“That is why it is important to now be a sector rather than a collection of ad hoc groups... we observe that each of these visions are fragmented but can and should be complementary”

“A functioning heritage sector will only be enhanced if the whole of the sector is enhanced at the same time”

The need for a coordinating body

There is general consensus on the importance of having a coordinating body

A government or semi-government body is preferred by the groups because funds are needed and most assets are state owned

The participation of key stakeholders and groups is also perceived as necessary by many

Emerald Tourist Railway Board is perceived as a successful case and a possible model for a sectorial institution

“A coordinating body could help to distribute the burdens of operation and help to share knowledge and assist with operational challenges. It would be the interface to the government, asset owners (VicTrack) and the mainline operators that need to be worked around for mainline running (Metro, V/Line and others).”

Coordination and strategy – the way forward

Most groups seek a voice in determining the future of the sector

(Although some are not clear about what a strategy would entail, a majority support its development)

Common to all the rail groups the need to connect better (encouraging cohesion through sector forums, conferences etc.)

Most groups support the need for improved coordination

- Many support the need for a properly funded and supportive coordinator
- Many support the need for better coordinated mainline access
- The ever changing regulatory environment is a burden – volunteers are not interested in administration and regulations: “they prefer the fun stuff”
- Access to funding is a significant challenge for all (except Puffing Billy/ETRB)

Rationalisation of assets

Most agree that some rationalisation of equipment is required. Only one group objected to this. Another would not rationalise the number of carriages

There were concerns that rationalisation would become a political football: funds need to be injected into the sector and there needs to be great care in establishing the selection criteria and the decisions made.

Opinion was divided about whether or not the quantity of rolling stock allocated amongst the broad gauge groups is sustainable or not

“Common sense would indicate that there is scope for some sensible rationalization of the rollingstock fleet and the asset pool to ensure business continuity and reduced maintenance costs going forward”

“Ask, do you need it? If not, do not keep it.”

“We would not have them if we did not think we are going to need them”

Restoration and preservation of rolling stock and parts

The concerns ...

That heritage rolling stock is not under-cover and therefore deteriorating rapidly

The need for additional rolling stock (and they are aware that what they need exists elsewhere, and possibly is in need of repair)

There are divided views on the rationalisation of rolling stock and parts. Some groups argue against rationalisation – saying that once gone, the parts are irreplaceable. But the majority strongly support pragmatic rationalisation, inventory management and selective disposal

All agreed the sector needs help with the preservation and conservation of historical rolling stock and assets

Groups asked for financial support to secure storage for both operating assets and the rolling stock and parts that are in-line to be restored

The sector is very concerned that a lack of government support and interest means valuable and possibly irreplaceable historic rolling stock and parts are deteriorating yet they need to be preserved for future restorations

“Unless the items of rolling stock are retained now, there will be no possibility of undertaking restoration in the future and building new items from scratch would be prohibitively expensive”

The heritage value of the Newport buildings is recognised by all

Heritage building

It's the old rail maintenance and construction workshop

Needs repair

Many would like to see Newport become a living museum

To do so means the relocation (temporary or permanent) of the Newport groups

Yards

There is general agreement that the yards are a 'waste land' and represent a safety hazard

Many people are embarrassed by them

"It's not a good look for the sector"



Broad gauge mainline

Opinion is divided about whether broad gauge mainline operations are sustainable in their current format or not

Main concerns focus on the availability of time slots for heritage trains to run into the mainline

Others mentioned that emerging technologies, as part of new operational standards, could demand modifications on the rollingstock

The UK experience was referred to by many - supporting the idea that broad gauge mainline operations are sustainable



“The challenge for Government is to support mainline T&H sector development to enable sustainability with a substantially higher financial and social dividend”

The common challenges for mainline groups

There is broad agreement that the heritage sector would be lesser if there were no mainline groups

“While we understand that operating heritage rail services on the mainline does present a challenge, we believe it would be a terrible shame if such services were no longer able to run...” (ARHSV)

“We would like to see steam trains, and heritage trains in general, still running on the main line. It would be very disappointing if people no longer were able to go on a heritage train trip on the main line.” (Daylesford)

“Nobody in the sector wants to see anyone go out of business. A healthy, competitive but co-operative sector is best for all of us” (Mornington)

“Certainly, the tours are well booked and well run, and we think they have got potential to be even better”(Walhalla)

Accessing track space on the mainline is not an insurmountable challenge

The common view is there will always be an opportunity to schedule track space for heritage trains through a regular range of destinations and events that are

- built into the timetable
- Use appropriate infrastructure (eg: passing loops)

Mainline tourist and heritage railway after Newport ... some possibilities



Vision 1... a single regional base (Bendigo)

Broad gauge consolidation

Since the four mainline operators share commonality in operations and consolidate along gauge lines - one broad gauge operator and one standard gauge operator.

Relocation to Bendigo

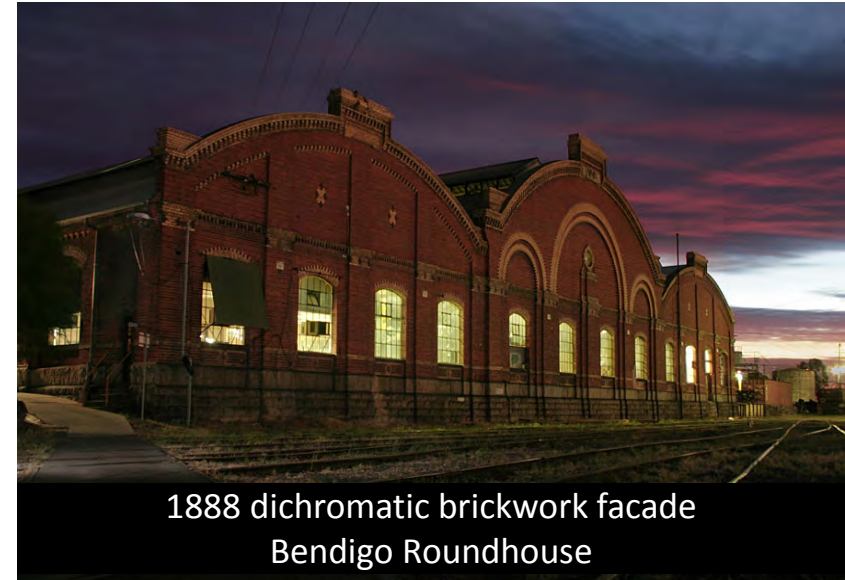
Mainline broad gauge operations would relocate to Bendigo – based in Bendigo's roundhouse, the last extant operational engine shed from the 1880s

Centre of Excellence

Construct a new Rail Heritage Centre of Excellence to be located in significant tracks of land available nearby

With a population of 140K, Bendigo is Australia's 4th largest inland town and a recognised heritage tourism destination

It is also already a centre of learning with La Trobe University and Bendigo TAFE, and has large heavy engineering capacity



1888 dichromatic brickwork facade
Bendigo Roundhouse



Inside of the Bendigo roundhouse showing the
radiating tracks around the 70s electric turntable

Vision 2... multiple regional bases

A base in Castlemaine partnering with the Victorian Goldfields Railway

This would allow joint use of rolling stock, thus gaining better utilisation of the assets. Operating steam-hauled passenger trains to Swan Hill, Echuca and Shepparton/Tocumwal via Toolamba

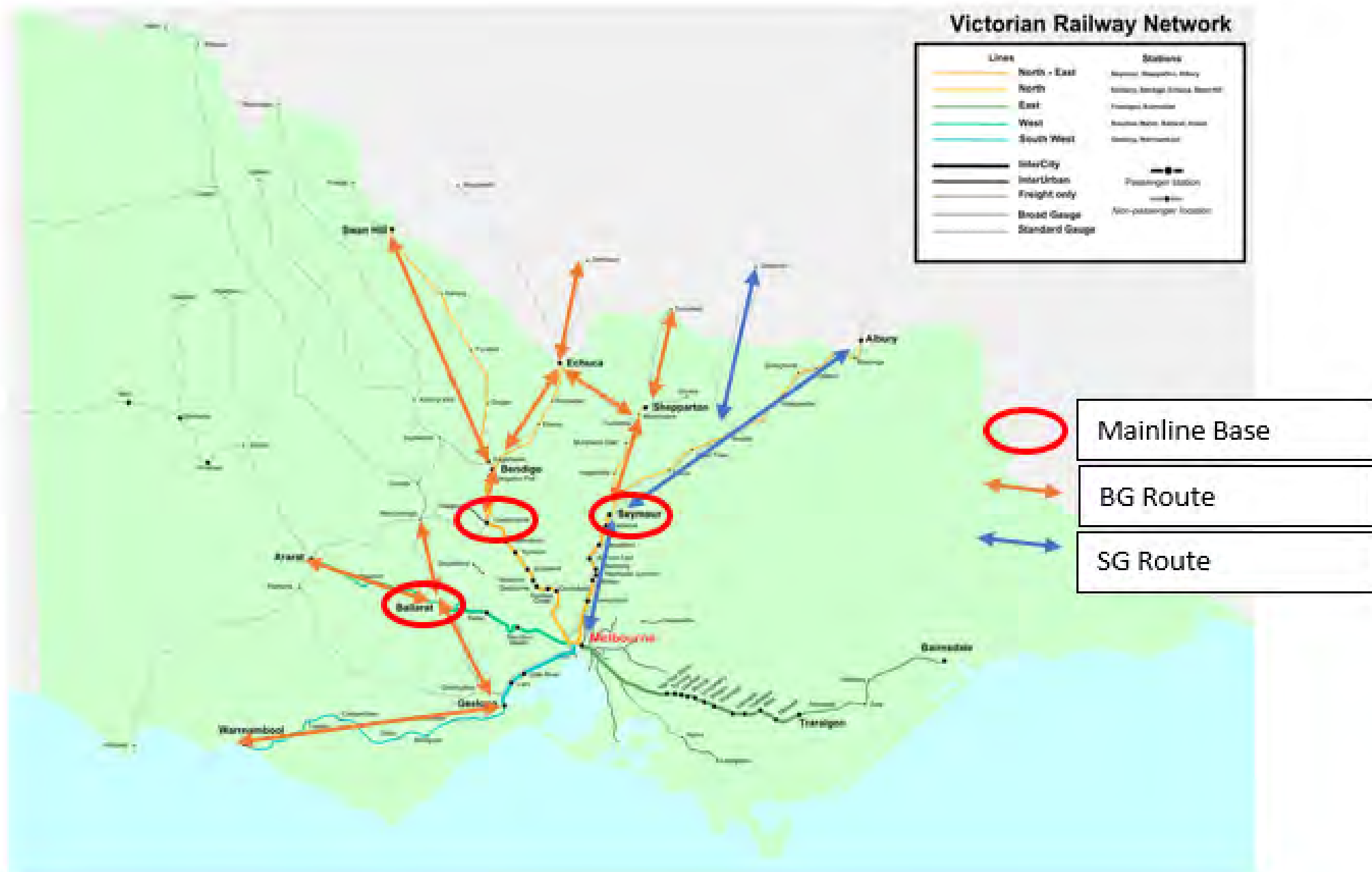
A base in Seymour

Operating predominantly Diesel-hauled steel passenger trains on broad gauge to Shepparton, Tocumwal and Echuca, and standard gauge to Wodonga, Yarrawonga

A base in Ballarat or Ballarat East

With potential to operate to Ararat, Maryborough and Geelong/Warrnambool via Ballarat-Geelong Goods Line.





Potential tourism and heritage bases for mainline in 2040

Vision 3... Metropolitan plus regional bases

Metropolitan base for Steam

Mainline steam services would operate from a substantial base in the metro Melbourne area (secure undercover stabling, maintenance and good road access)

Regional base for Diesel

Mainline Diesel services originating from Melbourne better placed to run out of a regional base (still suffering from empty train running – excess hours, maintenance and crew costs and access to a volunteer labour pool)

Built-in paths

The sector will require that paths be built into the timetables for the running of regular heritage services in the mainline. T&H operators then will use these paths on a far more regular basis

Built-in paths

The sector will require that paths be built into the timetables for the running of regular heritage services in the mainline.

Collaboration with branch line

Mainline operators will work even more closely with their Branch line colleagues to deliver higher utilisation of rolling stock (more branch line use, regional operating bases for mainline services originating from regional locations to enable shorter travel times, etc.)

Reshaping the mainline sector

A business and operational necessity to amalgamate, work jointly with a branch line operator, develop products and services that frequently utilize a regular timetabled path, operate main line services by a new heritage sector main line accredited operator employing their own staff, and fitting mainline locomotives with complying technology

Heritage rail groups thoughts on co-location

Newport Groups co-location whether in Melbourne or in a regional location would not work.

The three groups at Newport believe co-location would mean a loss of their identity as operator

Coexisting won't work: "Unfortunately, coexisting with another organisation doesn't work. The identity of our group vanishes."

Other Groups

The Common View:
Merge, not co-locate

"We think there could be some benefits to our organisation if there was some sort of merger with one of those groups. ... But it would have to be a merger, it could not be a co-location, because there are too many vested interests."

Yarra Valley Railway

They could "merge and co-habitate with us" ... "the YVR in principle would welcome any of the rationalised groups to collocate to the YVR to continue to restore and operate their rolling stock"

The relocation of volunteers and equipment was welcomed by each group

Developing a future vision for Heritage Rail

Rail Heritage and Tourism 2040 .. an important Role for Government

The key themes...

volunteers

mainline (sustainability; Newport)

skills and capability

funding



The vision for the sector in 2040

Towards 2040 ...

There is growth and expansion of services in both mainline and branch line operations

The sector plays an important role in regional development

The sector is working collaboratively for the enhancement of all groups and becomes renowned for:

- broad community participation
- heritage preservation
- development of Centres of Technical Excellence that serve as a training ground for specialised mechanical skills
- Innovation

There is broad agreement that a successful rail heritage sector depends on each group maintaining its individual identity and contributing to the broader strategy for heritage tourism in Victoria. Each group requires support to develop and execute a business model for their particular offering

The role of government in delivering the vision

To establish the appropriate **governing structure**

To participate in the **development of the strategy** including

- regulations
- a common training and competency framework
- preservation policy
- Access to mainline

To provide **funding** to build maintenance, working and storage facilities and on-going support with major infrastructure projects

- the of allocation of funds needs to be efficient, transparent and equitable

Government support is critical so that “whoever supports the heritage sector and the groups, or wants to support them, can do so with confidence”

Support from Government is needed to ..

- support the development of Centres of Excellence
- co-ordinate and be responsible for common administrative tasks
- ensure scalable safety management processes
- provide assistance with promoting the sector
- Develop collaborative partnerships with technical institutions such as TAFEs

The heritage rail groups will then be able to ...

- develop a business plan that makes sense
- be creative in developing product offering that is differentiated and specialised so that they are self-supported and viable in their day to day operations
- Reach out to their communities for support

Setting the context ... the stakeholders

Victoria and Local Governments

Rail Operators (V/line, Metro, ARTC)

The owners of land, track, rolling stock and other assets (VicTrack, Rail Groups, Private holdings)

Rail Heritage Operators:

- mainline, branchline, tramways
- standard, broad, narrow gauge services

Regulations and access regimes

- ATHRA
- Australian Railway Historical Society Victoria

Thank you



Tourist & Heritage

Sue McCarrey

Chief Executive & National Rail Safety Regulator

24 May 2019

How we work

THE
ONRSR
WAY

REGULATING RAIL SAFETY

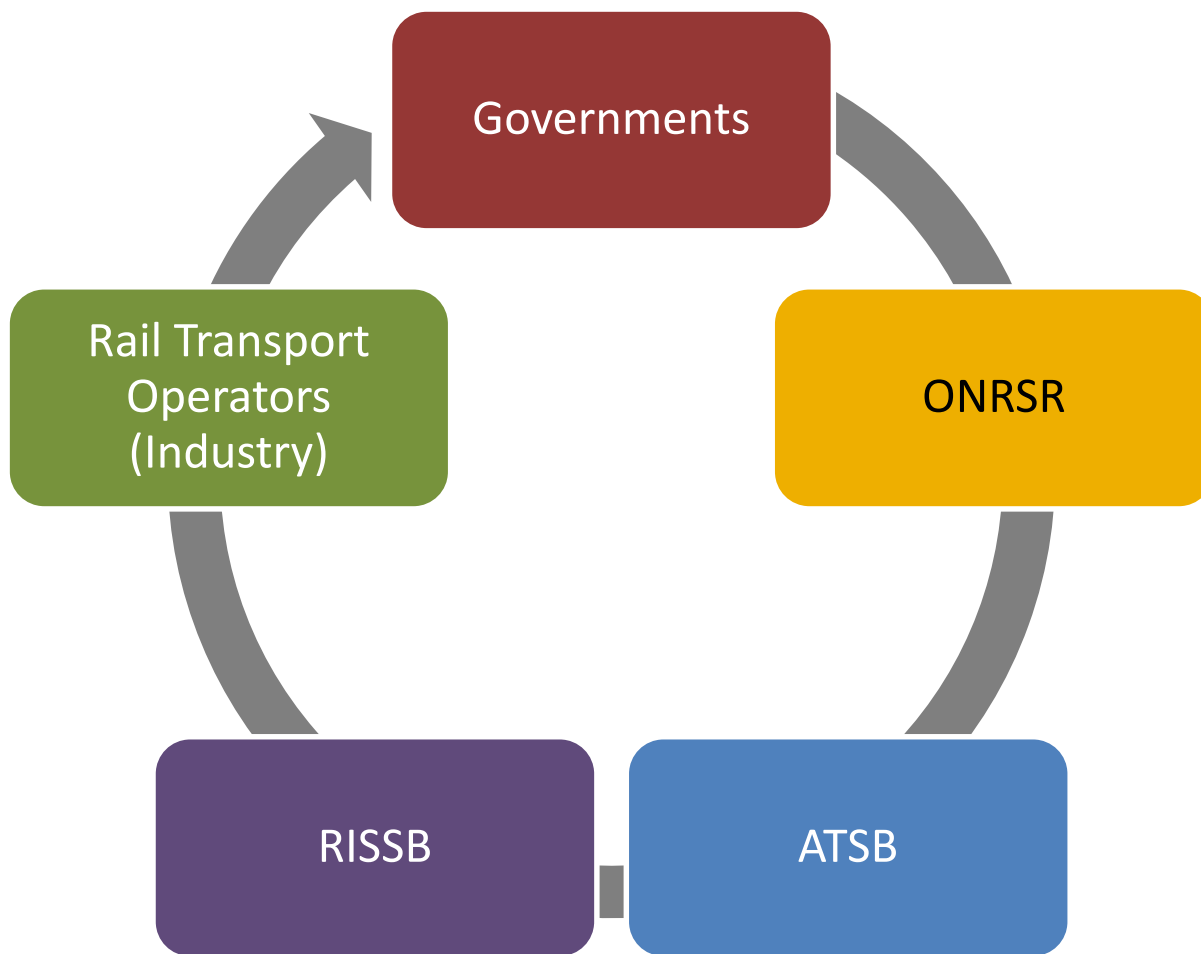
ACROSS AUSTRALIA



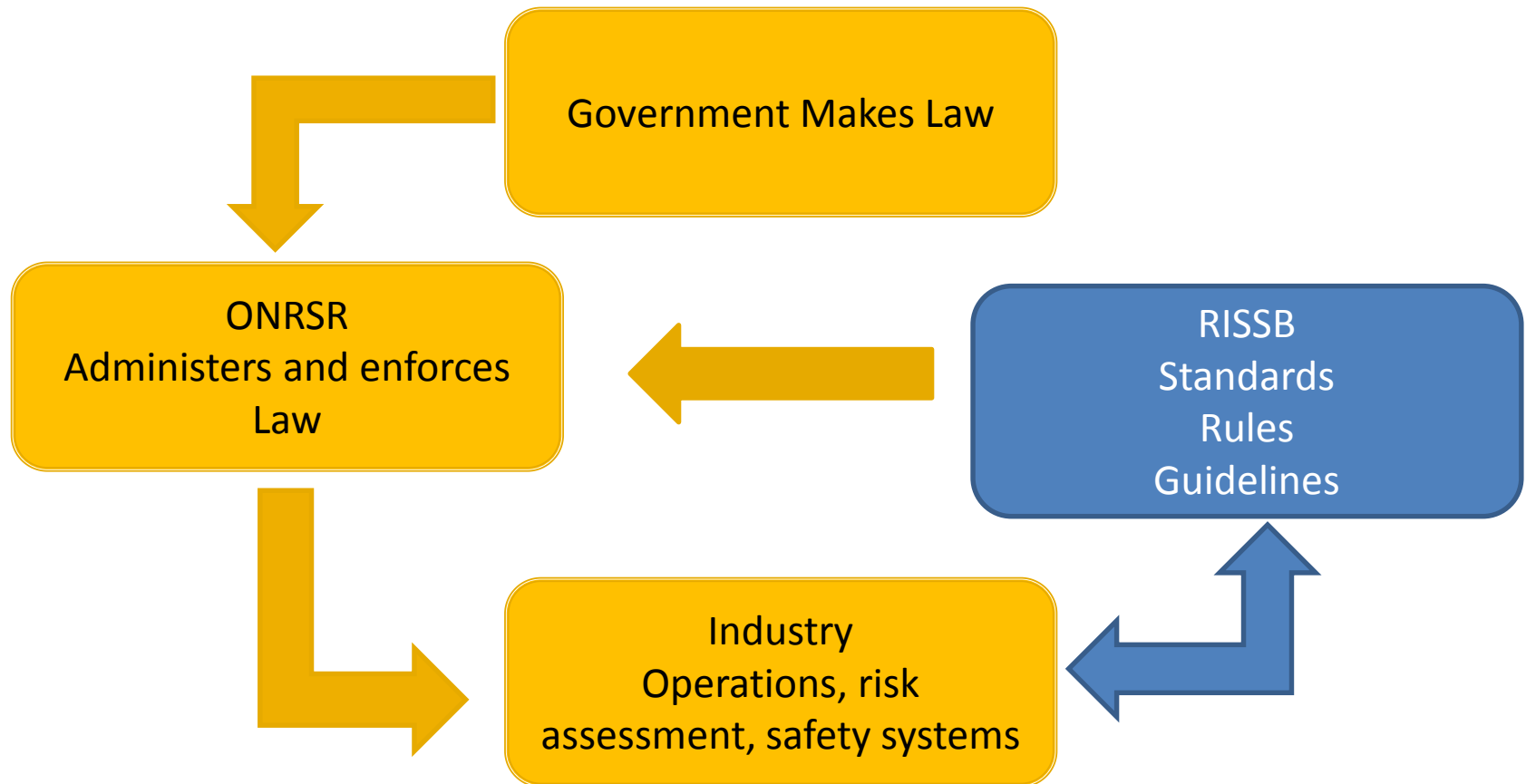
Functions and Objectives

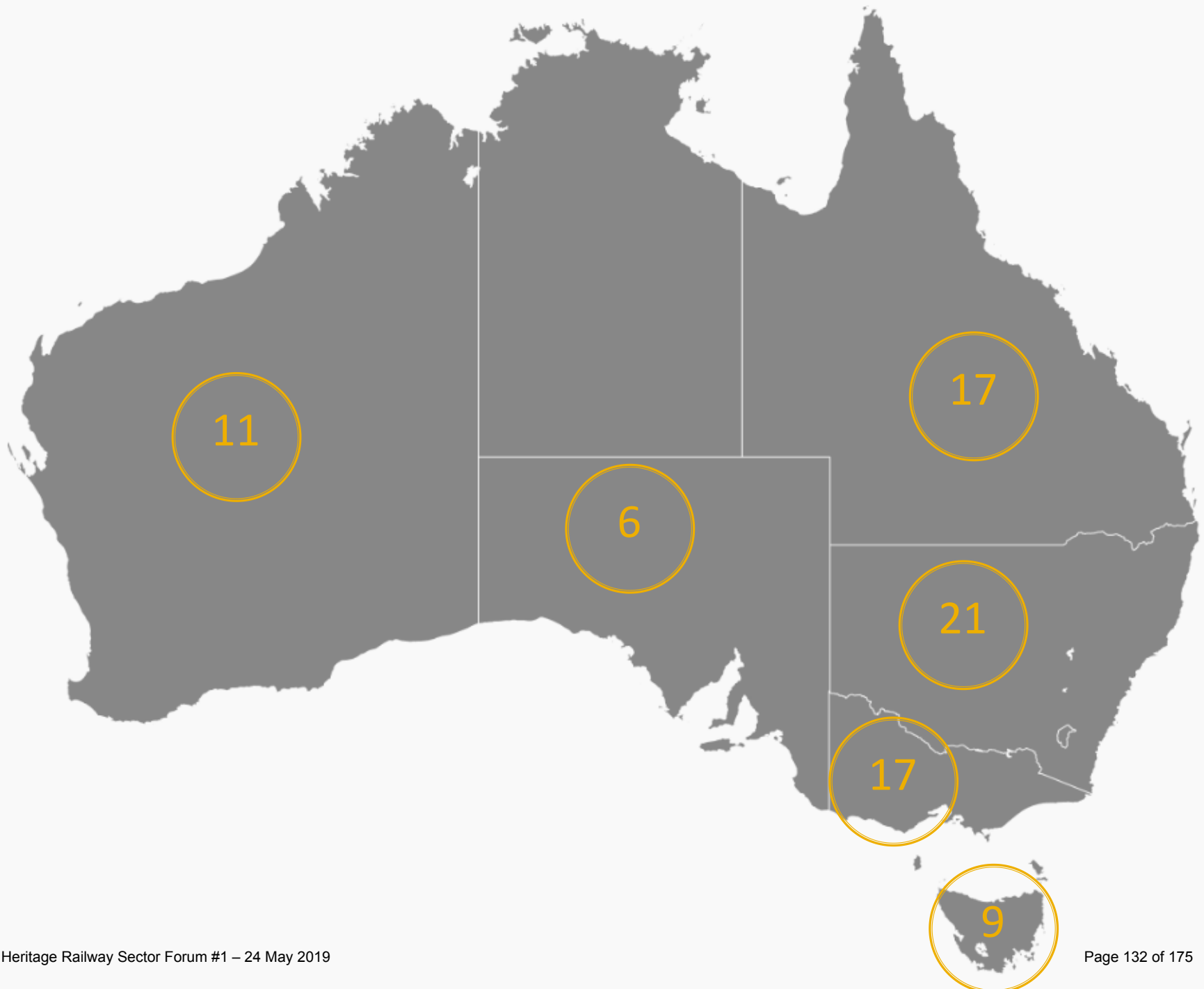
- > Administering RSNL and its national scheme of accreditation
- > Working with operators, rail safety works and others in industry to improve rail safety
- > Conducting research and collecting/publishing information relating to rail safety

Stakeholders



Co-regulatory framework





Duties under the RSNL – Operators

- > Ensure safety of railway operations SFAIRP
- > Rail Safety Worker:
 - health and fitness;
 - competent;
 - not impaired by drugs, alcohol or fatigue;
 - provide with relevant information, instruction, training and supervision
- > Develop and implement a SMS

Safety Management System

- > 29 elements, including
 - Safety Policy and Culture
 - Governance and internal control arrangements
 - Management, responsibilities, accountabilities and authorities
 - Document control arrangements & information management
 - Training & instruction
 - Risk management



How are T&H performing?

Tourist & heritage safety

Note: occurrence rates are per million T&H train km, except when filtered on level crossing collision and near miss rates, which show a rate per 1000 T&H crossings.



Level Crossing Collisions

Level Crossing Near Misses

Running Line Collisions

Running Line Derailments

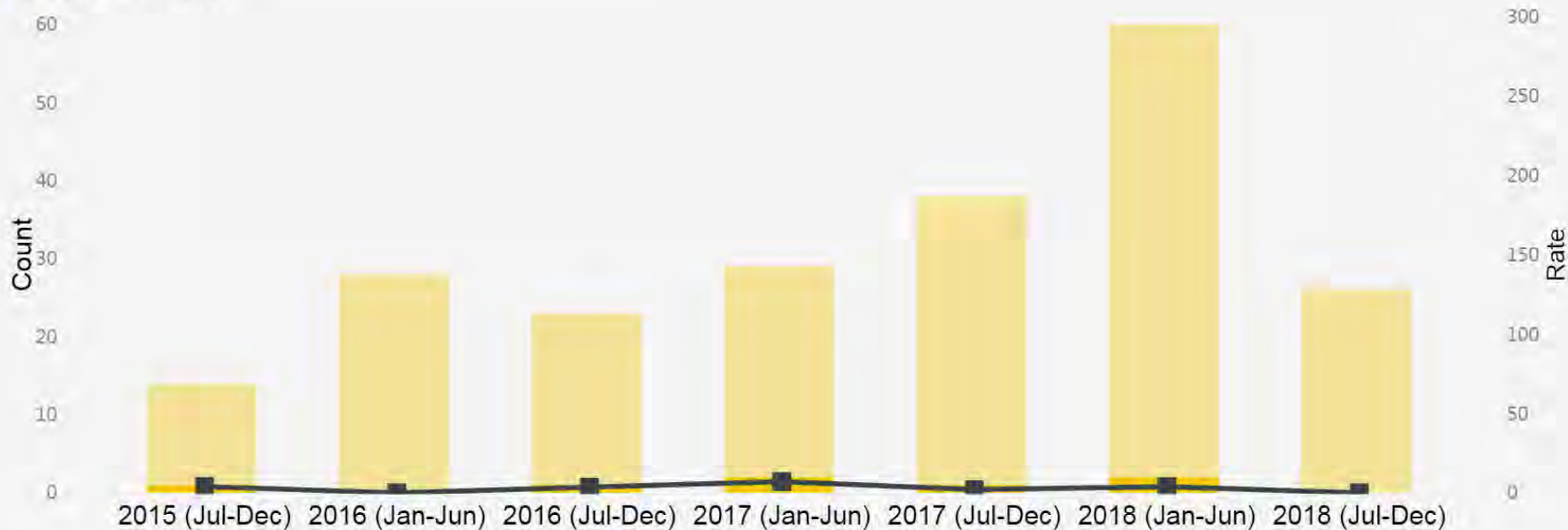
SPAD/PAE

Level Crossing Collisions

Tourist & heritage safety

Note: occurrence rates are per million T&H train km, except when filtered on level crossing collision and near miss rates, which show a rate per 1000 T&H crossings.

● Count —■ Rate



Level Crossing Collisions

Level Crossing Near Misses

Running Line Collisions

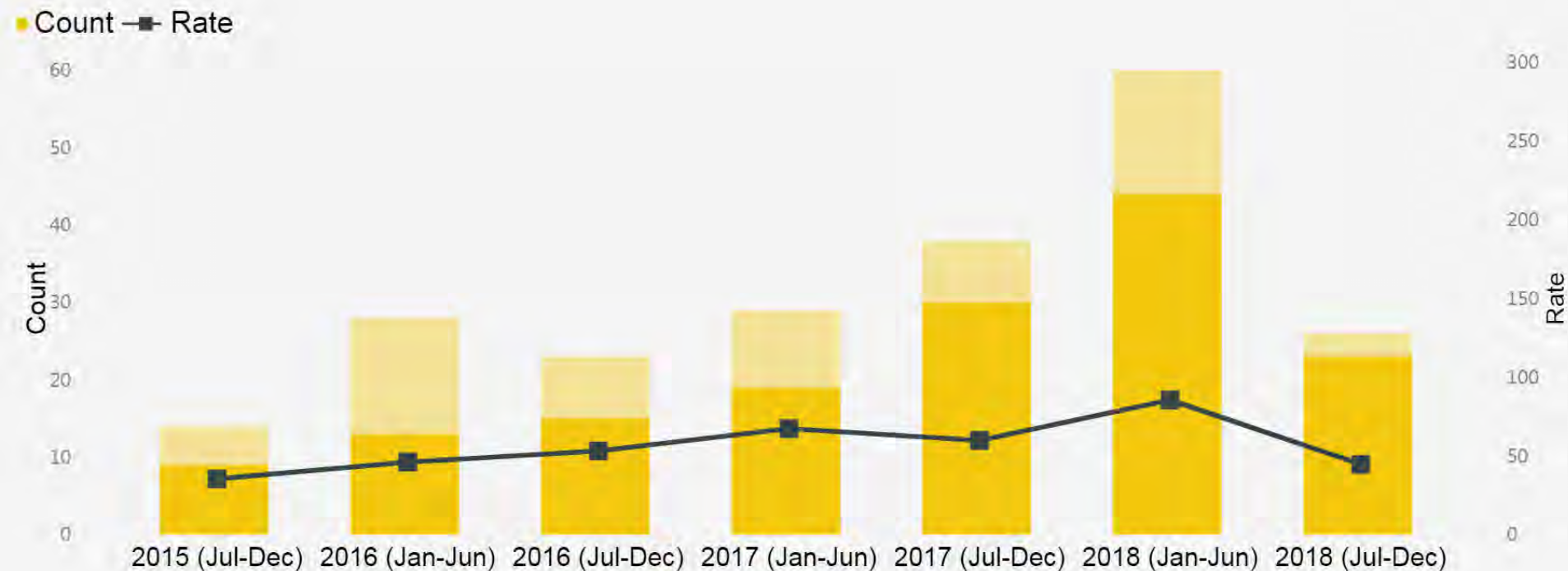
Running Line Derailments

SPAD/PAE

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Level Crossing Collisions

Level Crossing Near Misses

Running Line Collisions

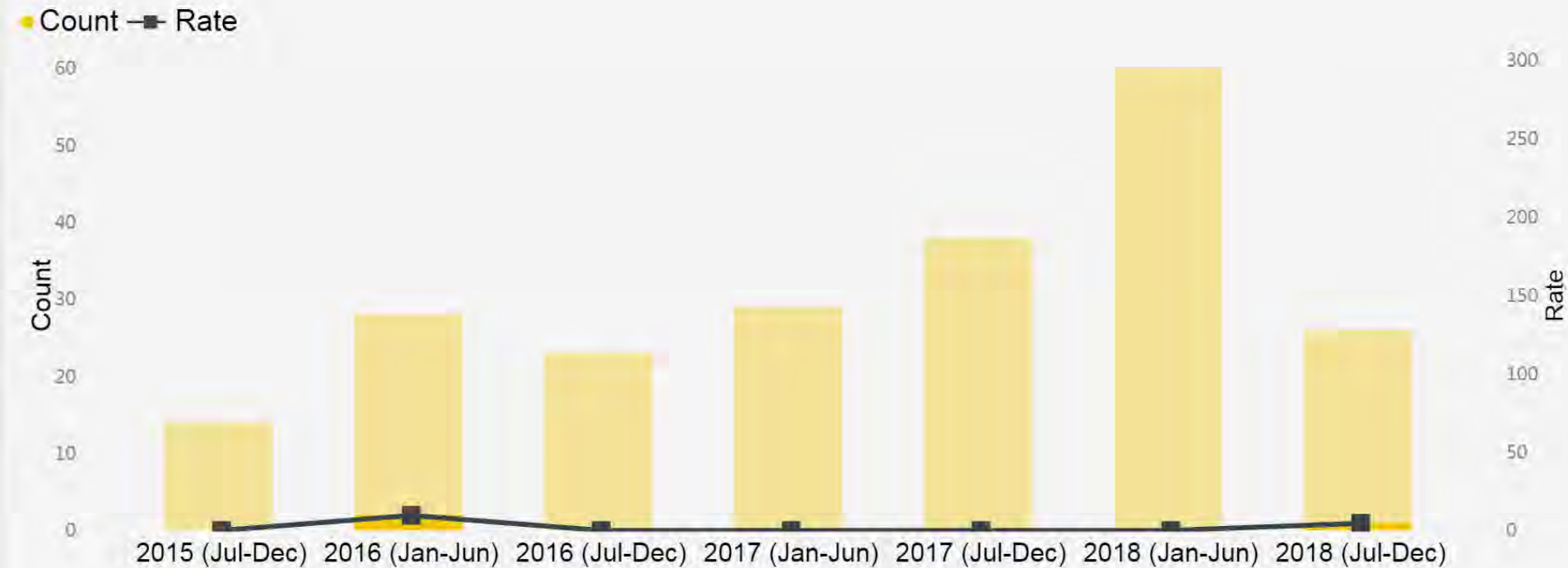
Running Line Derailments

SPAD/PAE

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Level Crossing Near Misses

Running Line Collisions

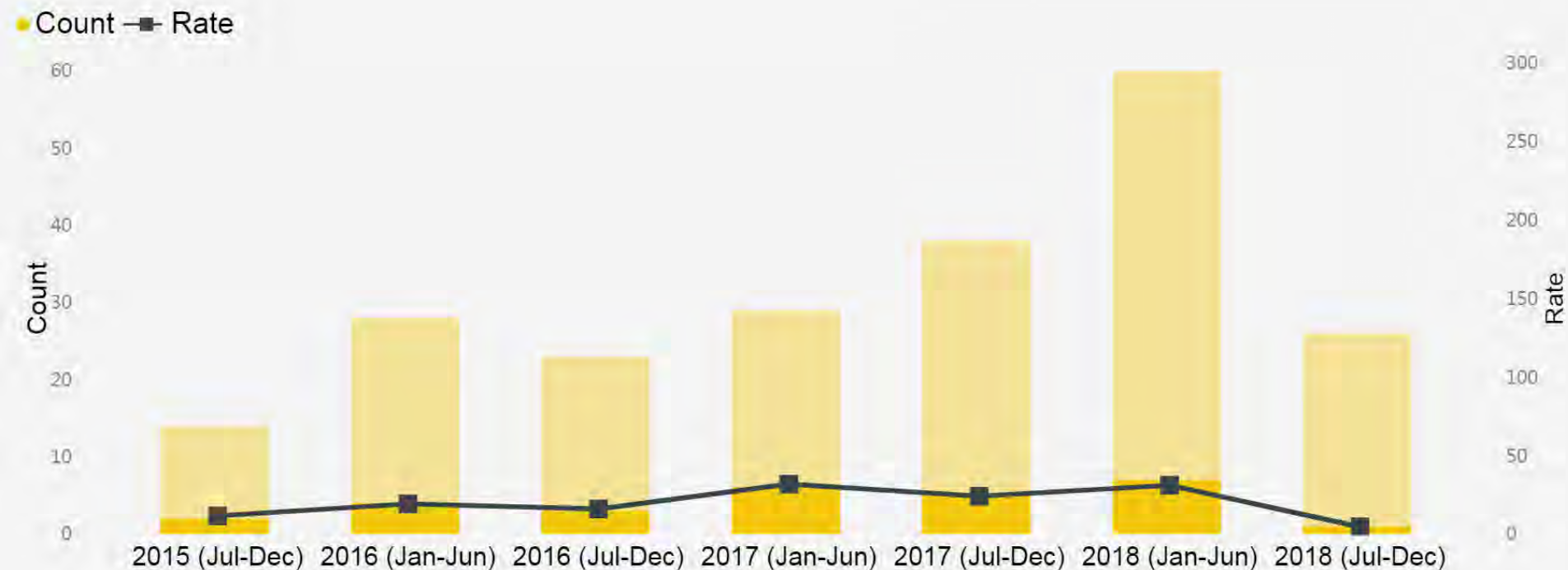
Running Line Derailments

SPAD/PAE

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Level Crossing Collisions

Level Crossing Near Misses

Running Line Collisions

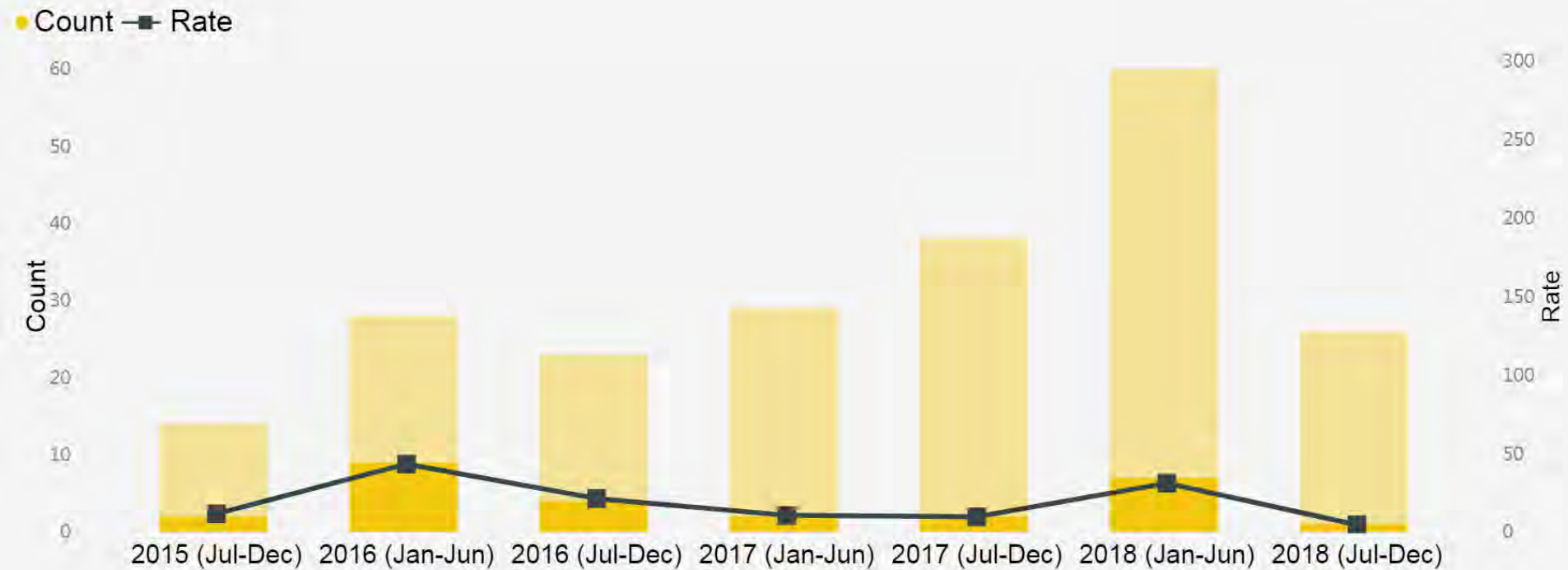
Running Line Derailments

SPAD/PAE

SPAD / PAE

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Level Crossing Collisions

Level Crossing Near Misses

Running Line Collisions

Running Line Derailments

SPAD/PAE

Role of Board/governing body

- > Responsible for the conduct and performance of the rail transport operator.
- > Duty of the officers to exercise due diligence to ensure that the rail transport operator complies with its duties and obligations under the RSNL.

Support for T&H

- > Guideline: Small Isolated Line Heritage Operators
- > Guideline: Preparation of a Rail Safety Management System
- > Fact Sheet: Duties of Rail Safety Workers
- > Fact Sheet: Assessment of rail safety worker competence

Guideline

Small isolated line heritage operations – safety management system (SMS)



Questions?

Tourist & Heritage Railway Sector Workshops

Forum #1, 24 May 2019

Melbourne Convention and Exhibition Centre

- | | |
|------------|---|
| Workshop A | The Future of Mainline Operations |
| Workshop B | Preserving our Heritage |
| Workshop C | People, Communities and Committees - Governance |
| Workshop D | Remaining Safe |

Workshop A

The Future of Mainline Operations

As the pressure increases on the mainline network, what does the future hold for mainline tourism and heritage restoration and operations at Newport?

In this workshop we will discuss this question from several angles.

A1: - What does the future of mainline tourist & heritage railways look like as access from Newport Railway Workshops becomes more difficult?

Issue/Solution	Green ●	Red ●
Still possible but needs better planning/coordination.	● ● ● ● ●	● ●
Create an alternative "metro" located facility - on both Gauges.	● ● ● ● ●	● ● ● ● ● ●
Start steam haulage in regional cities/stations.	● ● ● ●	● ● ● ● ● ● ● ● ● ●
More experience if need to run into Melbourne/dead running.	●	●

A1: - How can the sector support the Newport groups and/or volunteers?

Issue/Solution	Green ●	Red ●
Collaborate on regulation and admin.	● ● ● ● ●	● ● ● ●
Mainline access planning across the sector.	● ● ●	● ●
Form a unified strategy.	● ● ●	● ● ● ● ● ● ●
Become a "standalone" train operator.	●	● ● ● ● ● ● ● ● ● ● ● ● ●

A1:- Are there opportunities for collaboration?

Issue/Solution	Green ●	Red ●
Establish "Centres of Excellence".	● ● ● ● ●	● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ●
Newport currently supports H.O. across sector and to Downer Facilities - Build recognition.	● ● ●	
Tie in train operations with local events... To benefit regional economy.	● ●	●
Recognise all cross-sector collaboration and cooperation.	●	● ● ● ● ● ●
Move operations elsewhere.		● ●

A2: - How to decide what must be preserved, and what to discard?

Issue/Solution	Green ●	Red ●
Heritage Victoria involvement and direction - by state, to identify historical artefacts for preservation.	● ● ● ● ● ●	● ● ● ● ● ●
Parts catalogue and database.	● ● ● ● ●	● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ●
Self-nominating rolling stock fleet on a needs basis and parts required to maintain it - cooperation to share parts.	● ● ● ● ●	● ● ● ● ● ● ●
Business case for storage location and database - including logistics for funding.	● ● ● ●	● ● ● ● ● ●
Whole rolling stock deteriorating stock pulled apart to preserve parts.		

A2: - What needs to be done with existing surplus equipment?

Issue/Solution	Green ●	Red ●
Regionally centralised storage for rolling stock and parts identified as heritage preserved.	● ● ● ● ● ●	● ● ● ● ● ● ● ● ● ● ● ● ●
Sector consensus method to determine criteria for surplus - operation/heritage preservation.	● ● ● ● ●	● ● ● ● ● ● ● ● ● ●
Mechanism to protect privately owned fleets from scrapping if owner goes bankrupt.	● ● ●	● ● ● ● ● ● ● ● ● ●
State to manage risk/indemnity for leased stock.	● ● ●	● ●
State owned assets leased to groups for operational purposes.	● ●	● ● ● ● ●

A2: - What needs to be done with existing surplus equipment? (Continued)

Issue/Solution	Green ●	Red ●
Private assets listed as historically significant for State buy-back.	●	●
Private assets traded as commodities.		

Workshop B

Preserving our Heritage

We have a fundamental call to preserve Victoria's heritage. The Victorian Government will remain active to assist to keep history alive and tangible.

In this workshop we will discuss the role of the government, training and skills, preservation, tourism and economic development.

B1: - How can the government better support us in this preservation?

Issue/Solution	Green ●	Red ●
Establishment of a committee of management to manage the T & H railways.	● ● ● ● ●	● ●
Advisory Committee needs to be reviewed to be more inclusive and representative.	● ● ● ● ●	● ●
Lack of lease for rolling stock.	● ● ●	
Lack of document on preservation of rolling stock.		
Establishment of principles/guidelines and criteria to rationalise T&H fleet.	● ● ● ●	● ●

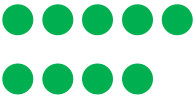
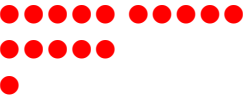


B1: - How can the government better support us in this preservation? (Continued)

Issue/Solution	Green ●	Red ●
Establishment of Heritage rolling stock State register.	● ● ● ●	● ● ● ● ● ● ● ●
Use of Heritage Victoria model to assess rolling stock importance.	● ● ● ●	● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ●

B1: - What opportunities are there for artisanal trade skills, modern trade skills and apprenticeships associated with the sector?

Issue/Solution	Green ●	Red ●
Establishment of the Centre of Excellence and partner with RTO's.	● ● ●	● ● ● ● ● ● ● ● ● ● ● ● ● ● ●
Government investment for training programs.	● ●	● ● ● ● ● ● ●
Secondment programs to cross pollinate T&H skills.	●	● ● ● ● ● ● ●

B2: - How can the sector best add value to Victoria's tourism offering?

Issue/Solution	Green ●	Red ●
Coordination across the sector - Calendar of events.		
Packaging of products - Linking with broader tourism products.		

B2: - What future role could the sector play in attracting intrastate, interstate and international tourists curious about heritage rail restoration and travel experience?

Issue/Solution	Green ●	Red ●
Packaging of products - Working with tourism operators.	● ● ● ● ● ● ●	● ● ● ● ● ● ● ● ● ●
Online presence - Marketing – International.	● ● ●	● ● ● ●

B2: - Other than through tourism, how can the sector play a role in regional development?

Issue/Solution	Green ●	Red ●
Engaging with local business.	● ● ● ●	● ● ● ● ● ● ● ● ●
Community goodwill.	● ● ● ●	● ● ● ●
Upskilling volunteers.	● ● ●	● ● ● ● ● ● ● ● ●
Community wellbeing.	● ●	● ●
Subcontracting.	●	
Engaging broader skills.		●

Workshop C

People, Communities and Committees - Governance

This sector's activities, its future and challenges are largely about people.

In this workshop we will discuss topics such as the sector as a community, volunteers, the preservation of skills and knowledge, social impact and public awareness.

C1: - How can the sector be more cohesive and fraternal?

Issue/Solution	Green ●	Red ●
A central administrative body.	● ● ● ● ●	● ● ● ● ● ● ● ●
Share skills and resources.	● ● ● ●	● ● ● ● ● ● ● ● ●
More regular sector gatherings.		● ● ● ● ● ● ● ● ● ● ● ● ●
Establish sector-wide forms/paperwork.		

C1: - How can we grow and develop our volunteer base?

[illegible]

C1: - How can we grow and develop our volunteer base? (Continued)

Issue/Solution	Green ●	Red ●
Improve website and digital media offering.	●	●●●
Parts catalogue and database.	●●●●●	●●●●●●●●●● ●●●●● ●
Attract school-aged kids.		
Promote heritage at external events - farmers markets.		
Easier access to depots.		

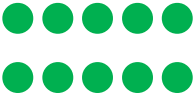


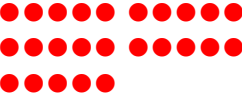
C1: - Which skills and knowledge from the sector must be preserved for future generations, and how?

Issue/Solution	Green ●	Red ●
Maintain accurate documentation and manuals.	● ● ●	● ● ● ● ● ●
Share the regulatory burden across sector.	● ●	● ● ● ●
More focus on track work and maintenance.	● ●	● ● ● ●
Encourage multi-skilling.		● ●

C1: - Which skills and knowledge from the sector must be preserved for future generations, and how? (Continued)

Issue/Solution	Green ●	Red ●
Elders passing down knowledge.	●	●●●●●
Focus on growing business skills.	●	●●●●●

C2: - How can we increase our social impact, and its recognition?

Issue/Solution	Green ●	Red ●
Outline economic statement of community impact.		
Clearly describe benefits of volunteering.		

C2: - How can we increase public awareness of the sector?

[illegible]

Workshop D

Remaining Safe

Compliance to legislation remains a key part of how a tourist and heritage railway can operate.

In this workshop we will discuss topics relating to meeting the requirements that allows groups to operate.

D1: - How are the changes with the new National Model affecting groups?

Issue/Solution	Green ●	Red ●
Awareness of the new National Law. Victorian Law vs National Law.	● ●	
Low risk railways.		● ● ●
31 Elements of the RSNL.		


D1: - Are there any particular safety management obligations that you believe are onerous?

Issue/Solution	Green ●	Red ●
Linking of documents when change.	● ● ● ● ●	● ● ● ●
Focus on administrative detail vs safety impact.	● ● ● ●	● ● ● ●
Gathering and reporting of data.	● ●	● ● ●

D1: - What are your expectations of support from ONRSR and government as a whole?

Issue/Solution	Green ●	Red ●
1 to 1 conversations between ONRSR and operator of what their Safety Management System needs (not an audit).	● ● ● ● ● ● ● ●	● ● ● ● ● ● ● ● ● ● ● ● ●
Dedicated ONRSR resource to assist T&H.	● ● ● ● ●	● ●
Management of change.	● ● ● ● ● ●	● ● ●
Training and Comp.	● ● ● ●	● ●
Self-assessment tools.	● ●	●
Emerging risk relevant to T&H.	●	

D2: - What, if any, particular issues are you experiencing in developing and managing a Child Protection Policy for your organisations?

Issue/Solution	Green ●	Red ●
The need for clearer policy and legislative explanation between Child Protection & Working with Children.		

D2: - What are the issues that you have with the required policies around record keeping that your organisation must adhere to?

Issue/Solution	Green ●	Red ●
The need to streamline procedures to free up more time & resources without compromising safety and governance arrangements.	● ● ● ● ●	● ●

D2: - What assistance do you require to hold up your environmental obligations and where do you need that assistance?

Issue/Solution	Green ●	Red ●
The need to build up good will relationships to assist in permit obligations with state and local gov. assistance.	● ● ● ● ● ●	●
OH&S- Asbestos disposal, lead based paint, oil and chemical spills.	● ● ● ●	● ● ● ● ● ● ● ●
Tree removal, vegetation control, earth works and stabilisation.	● ●	● ● ● ● ● ● ● ● ● ● ● ● ●
Environmental overlap.		●

D2: - What issues are you facing in the management of your volunteers?

Issue/Solution	Green ●	Red ●
Need to identify a central coordinator to field enquiries about volunteership, this could be within the group or perhaps another organisation such as the local council.	● ● ● ●	● ● ● ●
Need succession plan, especially associated with aging membership.	● ● ● ●	● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ●
The need for a strict social media policy to help manage unauthorised communication amongst volunteers/management.	● ● ●	● ● ● ● ● ● ● ● ● ● ● ●