

THE TRAMWAY MUSEUM SOCIETY

DEVELOPMENT COMMITTEE

Minutes of the 47th meeting held on Sunday 28th September 1997.

Present: A.W.Bond (Chairman); M.C.Wright; J.Soper; D.F.Russell; R.C.Hall.

1. **Apologies for absence:** none. All present.
2. **Minutes of the last meeting (9.2.97):** Approved.
3. **Matters Arising:** Covered below.
4. **Proposals & Decisions:** See appendix three (develsum.doc, draft one, 12.9.97).
5. **Lottery Application:** Conditions and goalposts keep moving so the time frame was uncertain. The architect (Mark Stewart) had been appointed. Mr.Hawke-Smith had suggested some amendments to the draft brief, so the feasibility study would include all aspects of the Museum (appendix four undated, received 25.9.97).

Doubling the track to Wakebridge. This fitted in the development plan and was necessary for the 'Grand Union' phase. However, it may have to be completed ahead of the lottery if engineering requirements necessitated early replacement of track at Wakebridge Curve and points at Quarry Approach & Wakebridge south. The PW Supt had indicated the cost effective solution may be doubling rather than new points (less wear, easier maintenance). This was supported by Operations Dept (note from Ops Supt, 23.4.97), in that a single line staff section (and all the inherent risks) would be eliminated, but Operations top priority for operational flexibility was extending Glory Mine stub. David Holt had written (letter 1.3.97), opposing any development which would remove any of the rock outcrop at Wakebridge, suggesting this would destroy the charm of the area, and recommending interlacing round the rock instead.

6. Review of winter budget 97/8:

a: **Red Lion:** Progress to make watertight had been slower than even the most pessimistic estimate. It was now unlikely that the building could be made usable for the 1998 season. Now the building industry had picked up, contract bricklayers were hard to find. Two different estimates from Mr.Hall and Mr Soper indicated how much was needed to get a watertight shell (see Appendices 1&2).

There were significant differences between them. Neither had timings, and Mr.Soper's was not costed. Mr.Hall estimated £40,000 was needed before the building was watertight, connected to water, gas, electricity, phones, sewers & drains. It was noted that once the roof was on, connections to surface water drains were essential. The scaffolding could not come down until all this was completed.

The Winter Budget would include the cost of getting a watertight shell.

Action: RCH

An estimate would be made for fitting out both floors to a minimum standard.

Action: RCH

It was agreed to recommend an alternative location for the school party room. Either upgrade the Lecture Room to stand the hard wear, or take another bite out of the bank by the Red Lion and put a new one there, suitably screened. Upgrading the Lecture Room was the cheapest but most short term option, lasting at most five years.

Action: AWB→Board

b: **Alhambra Cinema:** A paper from Messrs Hall & Soper dated 15.9.97 suggested the acquisition of a dismantled cinema facade. It was the right period, and this was recommended, subject to budget considerations.

Action: AWB→Board

c. **Access-Tram:** : A sum to be included for a smooth path round the Museum, but fears were again expressed regarding the intrusion into the tramway

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atmosphere this could cause. The water column/gas lamp had not been repositioned as required, but removed, shotblasted, painted and 'stored'. The reduction in the gradient of the slope at the entrance would not be included in the winter budget.

d. Footpath Victoria Park to Wakebridge: Through to Wakebridge, but some fencing required, plus relocation of gate near Cabin to deter visitors from approaching the tram track. It would soon be two years since the land was acquired, and it has yet to be exploited. Work to be included in winter budget.

Action: RCH

e. Bookshop awning: No progress, no resources, omit.

5. AOB:

a: Tramway period fonts for signs. Available from CGCW.

b: Extension to the Craft Cottage. A sketch was produced for an extension to the craft cottage. After a careful discussion it was agreed that such an extension would not look right and no further action would be taken.

c: Railings between bandstand and track. Required by the Railway Inspector. A suitable set was available. It was agreed they should be at the TOP of the bank, and be included in the winter budget.

Action: RCH.

d: Front Entrance Kiosk: In need of a repaint, but would not last more than a couple of years. To be reviewed with the Marketing Manager and a budget developed for the winter.

AWB-LPSW

Next meeting: After Winter 97/8 budget.

Circulation: Those present, Board, Mins Sec.

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23/05/97 MIN47

MCW

Board. - 11
 Pres. - 1
 JS, M & L = 14
 LPSW, M & L = 2

APPENDIX ONE

J.Soper: Present proposals to complete the Red Lion to a watertight shell.

1. Complete terra cotta and brickwork to front and side elevations, with balustrade and fibreglass lion.
2. Clean down and lower scaffold to first floor level. This will release scaffolding for the sides and back and enable a bricklayer to complete the rear part. Otherwise more scaffolding will have to be purchased.
3. Bricklayer to complete rear part.
4. Fit roof and covering (by specialist contractor including lead flashing).
5. Fit first floor windows and external doors at first floor level, and rain water pipes at rear.
6. Continue cleaning down, lowering scaffolding in the process and fitting glazed lettering and tiling.
7. Fit ground floor windows and doors and complete cleaning of faience and fitting remaining tiles.
8. During this process the railings would be removed and relocated to the north side of the cul-de-sac.
9. Lay drain under the position where the existing railings are and also build manholes and drains in the cul-de-sac.
10. Pave in front of the building and at side of the Red Lion to the rear escape door. You will have a presentable watertight shell, but you will only have access at ground floor level.
11. Excavate to the south elevation.
12. Build the walls and access ramp from the cafe, including the boiler room and switch room under the ramp. Fit temporary steps to the rear door at first floor level.
13. Pave and fit matching cast iron railing to the ramp. Fit canopy over to match the existing.
14. After paving you would have a pleasant outside sitting space south facing for the cafe/red lion. The building would then be nicely photographable. You would have access, but it would still be a watertight shell only. It would be up to the Board to decide which area was to be fitted out first.

APPENDIX TWO

R.Hall: Red Lion

1. Complete internal walls.
2. Complete faience to balustrade level.
3. Complete external walls, side & rear.
4. Manufacture & install roof.
5. Seal roof - contractors
- 5a. Manufacture red lion and missing balustrade pieces, clean down, bring and site 4 off corner features. Clean down red lion plinth, crane & put in place.
6. Manufacture & install front, side & rear windows.
7. Glaze.
8. Manufacture & fit first floor doors.
9. Temporary seal to dumb waiter. What external access to roof? Stairway spiral at Clay X. Additional handrails/other protection on rear section. Gutters, downspouts & drains (to sewer or soakaway?)
10. First fix electricity, gas, water, telephones, drains
11. Plaster walls.

MCW

12. Provide access/exit to cafe veranda.
13. Plaster stairway.
14. Temporary partition at foot of stair (2 off)
15. Decoration in first floor. basic.

Labour: contract, internal walls, external rear walls. With NWA assisting, 2 builders + labourers. 2 weeks. £3200

Completion of faience & balustrade & Lion:

Lion £3000, balustrade jig £320, misc £500, crane hire £500, contingency £500, £4820

Construction of walls & covered way not vital at present.

Temporary bridge only, say: £1000

Windows. Sash first floor, 14 off at £450 each: £6300

Installation in house, contingency: £200

Ground floor later. TOTAL: £15520

Roof & gutters to JS spec. (£10326 in 1996, say: £10900

additional work and allow occasional access to visitors: £1500

staircase leave till later.

Handrails. provision for will be necessary, say: £500

Drains ?

Elec installation. First fix. Supply source. Switch gr downstairs. will require temporary protection. £2500

Finish upper area (second fix)

Wall finishes, first floor only & staircase & side door area: £1200

Ceiling finishes first floor and part of gd. floor: £2000

Floor finishes, 1st floor only & stairs & entrance area based on prep estimate. £1700

Floor finish initially basic floor paint £200

Stairs need some form of fitted carpet: £300

Ground floor door & frame & furniture: £310

Temporary partition 2 off incl staff access doors: £300

1st floor temp studding and door at end of stairs (panelling exists for later installation): £200

Water, telephone, gas, drainage, first fix required to first floor.

Provisional: £500

TOTAL: £37630

Contingency, say 5%

£1880

TOTAL: £39510

This does not include any work to the ground floor. Ideally services, drains, sewers etc. should be installed before much of this work is done. Some provision must be made for roof drainage, where?

Temporary levelling of ground in alleyway and tarmac, to be destroyed later for sewers and vintage paving. £800

Scaffolding must remain - security & safety below. What precautions?

What about fire detection? alarm protection will be necessary. initially a self contained unit would suffice, but cabling should be done as part of first fix.

£600

GRAND TOTAL: £40910

The above takes no account of furnishings, loose equipment etc which may be needed to equip the building.

MUSEUM DEVELOPMENT

Since the publication of the original Development Report ('the 1967 Report'[1]), there have been many changes and alterations to plans. However, the original philosophy remains.

Listed below is a summary of decisions, changes and amendments made since 1967, and is the latest thinking on Museum development, as recorded in Development Committee and Board Minutes. Drawings have been made of most of the street areas. Following the original Report, each Area is taken separately.

This note considers site development within the remit of the Development Committee only, i.e. the setting in which the trams operate for visitors, and does not include other matters such as the internal use of buildings.

1. General:

Period to be pre 1914 between T.E. and Bridge, and pre 1939 north of bridge (ref 2 para 118 & ref 3 meeting 41). Currently accepted that some furniture south of bridge is post 1914, and will be moved eventually. This includes replacing concrete manholes with cast iron ones (ref 4 minute 11406). General effect to be of a town street between T.E. and bridge, and less built-up beyond. To be capable of being used as a street by pedestrians and vehicles. Internal operating practices to be traditional tramway, signs and notices to be 'Tramway style and period'. Paint colours and sign typefaces to be correct period. Tramway notices to be of correct style (ref 1 paras 81-92).

2. Town End:

West side. Replace tarmac with setts (ref 1 para 4). Demolish engine shed and replace with buildings defined in the Lottery Application 1996 draft (ref 5). Construct an arch to the west of the Assembly Rooms to hide amenity area/first aid hut. Remove Bellis & Morcom engine to an undercover exhibition location (ref 2 para 104). Relocate a traction pole and some street furniture to improve road vehicle circulation. (Longer term plans for reversing triangle for steam tram/single ended cars discussed but not decided upon.)

East Side: Excavate eastwards, back to line of trees, build retaining wall, to generate large town square effect (and make road vehicle movements easier). Move print shop about 50ft east (ref 2 para 112). Move Town End track about 10ft east to get the 10ft.6ins between shelter and rails (ref 2 para 97 stage 1) and retain double track stub with trailing crossover as this is the most typical tramway terminal layout (ref 1 para 36, ref 3 meeting 21, ref 4 minute 8642).

3. Stephenson Place:

East side: Move tram stop east about eight feet and realign kerb to get 10ft.6ins from rail (ref 5). Railings at top and bottom of bank round kiosk. Second storey and awning on shop (ref 2). Replace tarmac road surface with setts or wood blocks (ref 1, para 41).

West side: As in Lottery application. Replacement of engine shed with office/shop fronts. Tracks realigned eastwards to match Town End alterations. Includes completion of 3-phase AC ring main on the east side, diversion of other services (ref 2 para 140), and the relocation of the telephone exchange (all essential before west side rebuilding can begin).

4. Stephenson Place to Bridge:

East Side: Completion of Red Lion and cul-de-sac including cast iron urinal (ref 4 minute 12697). Extend excavation/retaining wall for more buildings (such as three storey houses), through to bridge (ref 2 para 116, ref 4 minute 11102). Removal of on-street trees and eastward relocation of kerb to gain the 10ft.6ins until the narrowing for the interlacing is reached. Removal of the craft cottage, visual break to be maintained with suitable street furniture such as a statue. Discussed in several development meetings, undecided.

West side: as in Lottery application, cinema and extension to workshop/washbay. Kerb line unchanged.

5. Depot:

Existing setting to be retained. lecture room to be replaced with period structure, or more depot space. Depot facade to be periodised with fascia and cladding (ref 2 para 106). West side of Exhibition Hall to be extended and tidied up with proper walls and gates to conceal amenity area behind (ref 3 meeting 41, ref 4 minute 11691).

6. Picnic area & playground:

No changes. Complete the steps and lamp at top.

7. Top of bridge:

Long term idea to have a horse car depot and line to 'Dingley Dell' (ref ~~4~~³ meeting 28)

8. Top of Street:

Tarmac surface retained, complete kerbs/islands to represent a road junction (traffic lights?). Area to be suitable to turn small buses and light vehicles. Realign pedestrian entrance ramp to reduce gradient from entrance to meet EC standards. Kerb line moved eastwards so tram stop is 10ft 6 from rail. Complete the railings down from bridge. 'Red' phone box on west side (ref 3 meeting 37, ref 4 minute 10655).

9. Bandstand:

Railings and walls to form a proper Victoria Park (Ref 2 para 107).

10 Bandstand to Wakebridge:

Lottery Application (5). Double the track but retain as reserved track, ideally grassed rather than ballast. (This grassing has not been agreed). Tram stops at Cabin. Double junction and Grand Union. Depot, conduit line and PW yard on 'fleamarket'. Footpaths (nature trails) from bridge to Wakebridge.

11. Wakebridge:

Connection of path from fleamarket area (ref 3 meeting 45, ref 4 minute 12655). No changes apart from earthworks in connection with track alterations, double into single with crossover, and siding on east side. Some unspecified PDMHS work.

12. Wakebridge -Glory Mine:

No changes except for a fenced high level pedestrian path on the east side (ref 3 meeting 43, ref 4 minute 12508).

13. Glory Mine:

Make usable by visitors: fencing, tram stop, tram shelter (ref 3 meeting 43, ref 4 minute 12508), revision of track layout to improve flexibility with a longer reversing stub. Detailed design for area not yet developed.

References

- [1] 1967 Development Report, relevant paragraphs quoted.
- [2] 1985 Development Report, relevant paragraphs quoted.
- [3] Development committee meetings, meeting number quoted.
- [4] Board minutes, minute number quoted.
- [5] Lottery Proposals, as at 1996 AGM

Not included: internal use of buildings (such as 'vintage power station')

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Appendix 4
Meeting 47
Dev Committee

NATIONAL TRAMWAY MUSEUM CRICH DERBYSHIRE

APPLICATION TO HERITAGE LOTTERY FUND FOR GRANT TOWARDS A
DEVELOPMENT PLAN

THE BRIEF

1. Main objectives

- 1.1 To explore and appraise in terms of practical and financial feasibility the options for improving the museum, taking into account: the present and future needs of the collections; the efficient management of resources, staff and volunteers; the quality of experience for general visitors; the use of the museum by educational and special interest groups
- 1.2 To present a comprehensive development plan to form, if appropriate, the basis of an application to the **Heritage Lottery Fund**. This development plan to consider: priorities; the possible phasing of the development; the implications in terms of the museum's financial contribution, its management resources and on-going operation

2. Architectural

- 2.1 To survey the current holdings of land and structures and report on their condition; to review the existing housing, accessibility and presentation of NTM's collections of working and non-working objects, the archives and specialist library; to evaluate the historic significance of the buildings and other features providing the context of the working museum; assist in the formulation of a **conservation plan** for the long term guidance of the museum development
- 2.2 To explore and appraise the **options** for development in the light of the objectives listed above
- 2.3 To present in conjunction with the Tramway Museum Society and other consultants in the fields of marketing and finance a **comprehensive development plan** as described above
- 2.4 **Background**
The architect will familiarise himself with the museum's existing long term business, development and conservation plans
- 2.4 The architect will work closely Tramway Museum Society and its advisors to ensure that the options considered are acceptable to them and are consistent with the **mission** of the museum and its management principles
- 2.5 The **designation** of the museum's collections and archives as being of national significance places a responsibility to give the highest priority to **collections care**. The architect will ensure that the

highest appropriate standards of storage provision, security, curatorial access, and environmental monitoring and control are achieved

2.6 Options Appraisal

To survey and review the current extent of land held by TMS, the basis of the holdings, the boundaries and adjacent uses and their impact on the museum. To recommend if appropriate the acquisition or disposal of land

2.7 To prepare a condition survey of the structures within the museum premises and identify any problems

2.8 To review the **physical context** of the museum, the major routes for cars, coaches and other vehicles; the existing parking arrangements (bearing in mind ease of access for disabled and elderly people); signage within and outwith the museum: the natural and man-made environment; site-structures; the housing of the collections, library and archives and management, security, access and conservation issues related to them; visitor flows (both recommended and actual); access for all to all parts of the museum

2.9 To consider options for fulfilling the objectives of the development plan, in particular: improving the approach to the museum, parking arrangements, entrance and visitor facilities, visitor flows with the integration of tram rides, existing and possible new display areas to create a logical and satisfying all day experience within the constraints of the site and its the housing of the collections, library and archives taking into account current and future needs of users, including those with disabilities; making the resources accessible to all groups, especially non-specialist and education groups through appropriate presentation

2.10 To explore the options for the extension of the workshop, depot and stores; to improve the management and care of the collections; the extension and improvement of the streetscene with the completion of appropriate reconstructions, additional structures and furniture; the addition or upgrading of existing visitor facilities, demonstration and display areas

2.11 To explore the options ^{for} improving the management of the buildings, land resources, collections, workshops, staff volunteers and visitors, e.g. by improved staff facilities and communications

2.12 To explore the options for the possible extension and development of the tramlines, including the installation of the Grand Union Junction

* No mention of mission statement

* 1987 & 1988 Development Reports
* Mission or Services
(power, water, sewers)

- 2.13 To explore the options for improving the hard and soft landscape, i.e. paved surfaces, planted areas, vistas, and their definition

2.14 Scheme proposal: development plan

To agree with TMS and with the appropriate input of other specialist consultants an outline scheme of works (to RIBA Stage C items 01-04) that achieves the optimal solution within the means of the museum

- 2.15 To develop the scheme to RIBA Stage D Items 01-12, i.e. to include cost estimates, phasing programme, timetable and scheme design

- 2.16 To prepare supporting material for the scheme appropriate to a Major Museum and Archive Project, e.g. to include: quality of design statement, structural appraisal report, mechanical and electrical services report, environmental considerations, energy efficiency, access report, and if appropriate involvement of artists and craftspeople in the project

- 2.16 The architect will present the above scheme and supporting material in a suitable format for a bid for grant from appropriate sources, including the Heritage Lottery Fund

- 2.17 To contribute where appropriate to other aspects of the Development Plan, e.g. interpretation and display, market analysis, visitor surveys and business plan.

3 Marketing

- 3.1 To devise a strategy and implement a survey of current and potential visitors and users, defining against U.K. census data where appropriate the key characteristics of existing visitors, and of residents and tourists within the catchment areas

- 3.2 Assess through accurate comparative data NTM's position in terms of general visitor numbers, educational and non-educational groups against (a) other U.K. museums of comparable size and scope (b) other museums and attractions within its actual and potential catchments

- 3.3 Conduct a survey of perception of NTM by people (a) in the immediate locality (b) in adjacent major towns (c) in other major industrial museums (d) in other selected locations

- 3.4 Instigate a series of focus³ groups drawn from (a) visitors (b) staff (c) volunteers (d) local Schools

to identify strengths/weaknesses in the existing museum provision

- 3.5 To draw together the above findings to provide a sound basis for understanding the museum's existing and potential scope, the main aim being not to predict visitor numbers but to guide the development in a way sensitive to the needs of the museum's existing and potential users and to help in future planning

4 Financial

- 4.1 To assemble the key financial information needed to appraise the architectural/design options identified by the architect
- 4.2 To explore in detail the financial implications of implementing the preferred option, either as a single project or through a phased programme of works
- 4.3 To assist in allocating appropriate contingencies to the various aspects of the proposed development
- 4.4 To make appropriate allowances for inflation and VAT
- 4.5 To provide guidance on the cashflow programme and identify any likely requirement for short term borrowing
- 4.6 To examine the short term revenue implications if the museum or parts of it need to be closed during the works
- 4.7 To examine the longer term revenue implications of the development for running costs and revenues, taking into account the market analysis
- 4.8 Undertake where appropriate sensitivity analyses to identify any critical thresholds for the project's viability
- 4.9 Appraise the overall consequences of the development on the capital standing of the museum
- 4.10 Assist in assembling the finding in a form in which they can be used to support applications to potential funding bodies