



The Kiwi



The Official Organ of the NEW ZEALAND SOCIETY of GREAT BRITAIN.

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WHOLE 241

THE NEXT MEETING WILL BE HELD ON SATURDAY, 27TH NOVEMBER, 1993,
AT THE Y.W.C.A. CENTRAL CLUB, 16 - 22, GREAT RUSSELL STREET,
LONDON, WC1B 3LR, STARTING AT 11.00 A.M.

IT IS KIWIDAY

AND STARTS AT 11.00 A.M WITH THE ANNUAL GENERAL MEETING
THE FORMAL NOTICE OF WHICH IS GIVEN ON PAGE 122

THE ANNUAL SOCIETY AUCTION WILL COMMENCE AT 2.00 P.M.

POSTIX LABELS



SEE PAGE 141

42ND ANNUAL GENERAL MEETING OF THE
NEW ZEALAND SOCIETY OF GREAT BRITAIN

Notice is hereby given that the 42nd Annual General Meeting of the New Zealand Society of Great Britain will be held at the Y.W.C.A. Central Club, 16 - 22, Great Russell Street, London, WC1B 3LR, on Saturday, 27th November, 1993, starting at 11.00 a.m.

AGENDA

1. Minutes of the 41st Annual General Meeting.
2. President's Report and Review of 1993.
3. Financial Report from the Hon. Treasurer.
4. Report from the Hon. Packet Secretary.
5. To elect
 - i) A President.
 - ii) Vice-Presidents.
 - iii) A Chairman.
 - iv) A Vice-Chairman.
 - v) An Hon. General Secretary.
 - vi) An Hon. Packet Secretary.
 - vii) An Hon. Treasurer.
 - viii) An Hon. Auctioneer.
 - ix) Other Officers of the Society.
6. To elect a Committee.
7. Any Other Business proper to the Annual General Meeting of which due notice has been given in writing.

Nominations are invited from Members for the posts of Honorary General Secretary, Honorary Publicity Officer and for two members of the Committee, having obtained the agreement of the Members so nominated.

At the close of the formal business there will be the presentation of the Society's Trophies and Medals which were won at the Annual Competition for 1993.

Prizes for the raffle which is held during the Annual Society Auction in the afternoon will be gratefully received.

MARGARET FRANKCOM, HON. GENERAL SECRETARY

EDITORIAL

It has been an eventful year for the Society and for Philately in general and New Zealand Philately in particular. In the New Year the proposed Association of British Philatelic Societies will be launched, and we wish it every success. It is hoped that the financial problems foreseen and highlighted in these columns will be addressed. Our views have been put to the Officers of the new Association, and we believe that we are not the only Society to express concern.

The very sudden loss of the branch of Campbell Paterson Ltd. in Woking will undoubtedly affect all who collect New Zealand stamps and postal history. We will all miss Colin and Derek, who became friends to so many Members of the Society, and who gave us such help and support. The Society has benefited by the gift of much material from the offices in Woking as you will see from the enclosed Auction Catalogue, and from a supplement to the Library List to be published before too long.

In spite of these changes, there is no doubt that New Zealand Philately and Postal History remains strong world wide. May it long continue to be so.

A Happy Christmas and Prosperous New Year to you all.

ALLAN P. BERRY

MEMBERSHIP

NEW MEMBERS. We welcome

S.Froud, 3, Belmont Road, Gillingham, Kent, ME7 5JB.

DECEASED

J.S.P.Dickie, 15, Benhar Road, Shotts, Lanarkshire, ML7 5EN.

CHANGE OF ADDRESS

Graham Monk, 6608, Melrose Drive, McLean,
Virginia 22101, United States of America.

(previously of 2087, Hopewood Drive, Falls Church, Virginia.)

James Morrow, 5, Endrick Drive, Bearsden, Glasgow, G61 3EA.

(previously of 4, Lowther Avenue, Bearsden, Glasgow.)

MEETING HELD SATURDAY, 25TH SEPTEMBER, 1993

NEW ZEALAND AIR MAILS

The Meeting was opened at 2.30 p.m. by our Chairman, Alan Gardiner, with an excellent attendance of 27 Members, including Bob Barker, attending a Meeting for the first time, and Mike O'Keefe, a guest. The display was slightly different from our normal practice, in that it was shared by Alan Gardiner and Lewis Giles, and they had combined their two collections to produce one overall display covering as many aspects of early New Zealand Air Mails as they could between them.

Alan gave the talk accompanying the first half of the display, which covered the internal air mails within New Zealand. He began with comments on early flying in New Zealand and the possibility that the first flight actually took place there. The earliest item shown was flown from Auckland to Kawhia on 12th April, 1920, together with an associated way-bill and a letter from George Bolt concerning the dropping of mail at Raglan. The letter stated that an old horse had died of fright as the mail hit the paddock.

Examples then followed of the 1921 flights in the South Island from Christchurch to Timaru and the subsequent North Island mail from Auckland to Whangarei.

The 1930 Dominion Airways flights were illustrated, both the early examples with the 6d. label and later ones with the charge removed, after the New Zealand Post and Telegraph Department had ruled such charges illegal. The Hawkes Bay earthquake of 1931 was covered, including one of the initial Wellington to Hastings Special Delivery items. We were also shown examples from the 1931 Dunedin Pageant and of the 1931 Christmas survey flights.

The 1932 Gisborne Air Transport flights were illustrated including a rare newspaper wrapper and also the Kaitaia Aero Club and Air Travel Ltd. flights.

Mail during the Duke of Gloucester's visit in 1934-1935 was shown and also examples of emergency flights due to floods, war scares, and so on.

Lewis Giles gave the talk accompanying the second half of the

display concerning the early External Air Mails. He began by mentioning the 1,300 miles between New Zealand and Australia as a significant barrier to flight, and showed a rare example of the first flight by Kingsford-Smith and Ulm from Australia to New Zealand on 10th September, 1928.

The 1931 First Christmas Air Mail arranged by Kingsford-Smith was illustrated, including a first day cover of the new air mail stamps. The fact that New Zealand mail had to be shipped to Australia to catch the plane was described as well as the problems with the return flight.

Covers from the 1934 MacRobertson Air Race were shown and examples of the problems of early flights illustrated by Cygnus and Calpurnia crash covers.

The reduction in cost for air mail from 1/6d. to 1½d. with the introduction of the Empire Air Mail Service in July, 1938, was shown including illustrated covers with cartoons, and a most unusual item to Fanning Island. Early Pan-American Airways routes across the Pacific were present, including a rare early item showing a 6/3d. rate.

The final section was devoted to C.P.T.Ulm, with stories of his early endeavours and examples of mail he carried, including his first flight from Richmond to New Plymouth and one from his third and final return to Australia and on to Papua.

Throughout both halves, most of the covers shown had pilot signatures and the display was enhanced by copious write ups including photographs of planes and pilots, together with ephemera including tickets, advertisements and so on. Both speakers had many anecdotes concerning the early pilots and their problems.

Allan P. Berry gave the vote of thanks to both speakers for the range and breadth of their display, and the Meeting closed at 4.10 p.m.

A.J.W.

SPECIAL DATESTAMPS

10th CONFERENCE OF COMMONWEALTH POSTAL ADMINISTRATIONS



A special changeable date stamp was used at the Waipuna Hotel & Conference Centre, Auckland, from 19th to 24th September, 1993, the venue of the 10th Conference of Commonwealth Postal Administrations.

AUTUMN STAMPEX / B.P.E. 1993

Congratulations to our Member David Churchill for the award of a Small Silver Gilt medal in the International Class for his exhibit of Stamps of the New Zealand Government Railways, 1890 - 1959.

NEWS RELEASE - GIFTED TO THE NATION - FURTHER NEWS

From 'The Kiwi', Volume 42, page 77, members will know from a Press Release from the New Zealand Philatelic Federation that New Zealand Post officially handed over to the Museum of New Zealand

Te Papa Tongarewa its priceless collection of stamps and associated items. At the end of the piece, I asked what was to happen to material generated in the future which would normally be deposited in the archive.

The point was drawn to the attention of RUSSELL WATSON, the present Manager Stamps Business Unit of New Zealand Post Limited. In a letter dated 14th September, 1993, he states:-

An advisory committee has been set up to consider all things "archival". This committee is guided by a Deed of Gift and a Deed of Understanding which sets out procedures and regulations on the handling and future of the Archives. Within these Deeds the matter of ongoing material is well covered - New Zealand Post will continue to provide all philatelic product produced and also material received from other postal unions via UPU regulations. The provision of the former guarantees an ongoing supply to ensure the collection remains complete.

REVIEW

Under Canvas - Postal History of the Territorial Military Camps of New Zealand, 1903-1921 and 1922-1939, by A.I.Breen and R.M.Startup. Series - New Zealand Armed Forces Postal Services ISBN 0-908588-14-3. This volume ISBN 0-908588-15-1. 123 pages, A4 spiral bound, illustrated. Published by The Postal History Society of New Zealand, Inc., P.O.Box 81-085, Whenuapai, Auckland, New Zealand. Price NZ\$20-00 plus postage.

For a very long time, Robin Startup has been interested in the Postal History of the Armed Forces of New Zealand through all conflicts in which they have been involved, from the Maori Wars to the conflicts of the present day. This volume covers an aspect of this subject about which little has been published in the past.

In his introduction, Robin Startup gives a very great deal of credit to his co-author, Alan Breen, who did much careful research through surviving archives, and interviewed many survivors of the Territorial Military Camps which are the subject of the book. Sadly, Alan did not live to see the results of his labours appear in print.

There are many other acknowledgements to others who have helped with information and research, before the book begins with an outline of the organisation of New Zealand's Forces. Early events, such as the visit of the Great White Fleet of America are discussed, before the meat of the book starts. Each year is treated in turn, with a list of the locations where camps were held, the units who attended and the dates of the camp, and finally, the postal services available. The book is easy to follow and contains a wealth of detailed information with profuse black and white illustrations.

This book is clearly the start of a series, as indicated by the information presented on the title page verso. It is pleasing to see these books being planned to compliment and enhance New Zealand Military Postal Services, the more recent publication on the subject, which Robin Startup wrote with some assistance from E.W.Proud. The book is a must for all students of New Zealand Forces Postal History.

UNSTAMPED, PREPAID AEROGRAMME

Many members will know that an unstamped, prepaid aerogramme was introduced recently by New Zealand Post Limited on a trial basis. Many have also asked the name of the falls illustrated on the prepaid 'stamp' impression. The question was put to RUSSELL WATSON, who replied in his letter of 14th September, 1993, as follows:-

Your question on the waterfall name is an enigma. Our marketing team (who produced the aereogrammes) failed to take note of the name, and then promptly lost the transparency! Requests to the photo library have failed to find the answer.

AN OPEN LETTER

TO ALL MEMBERS OF THE NEW ZEALAND SOCIETY OF GREAT BRITAIN

WARWICK PATERSON, CAMPBELL PATERSON LTD.

I know that many members of the New Zealand Society of Great Britain will be sorry to hear of the recent closure of Campbell Paterson Ltd.'s Branch in Woking, Surrey.

The Branch was originally set up by Campbell Paterson in 1960, and has operated continuously, first in Guildford and then in Woking, since that date. In fact, 'C.P.' had visited Britain in 1956-57 and explored the possibility of a branch of Campbell Paterson Ltd. in England, and the permanent establishment of the Branch was the result.

Inevitably, 'single country' stamp dealers are a tiny minority of the total and single country dealers with Branches in far-flung locations must be an even more unlikely occurrence. In fact, I know of no other dealer who operates in this way. Nevertheless, Campbell Paterson Ltd. made a long-term success of its two-branch structure, largely due, no doubt, to the widespread and enduring popularity of the loose-leaf Catalogue of New Zealand Stamps and the standing and expertise of 'C.P.' himself, and later of the staff who worked in the Branch. I think it is fair to say that the popularity of New Zealand stamps world-wide and the high standing of the country as a philatelic entity to rival many bigger countries, must be due in no small part to these facts.

Regrettably, however, the recent loss of key staff in England for personal reasons has left the Company in a position where our ability to operate the Branch satisfactorily was under serious threat. Needless to say, the closing down of the Branch is not a decision we have found easy to make, nor one which we have welcomed, after so many years.

I am, however, keen to reassure all of our clients in the United Kingdom and elsewhere in the world that Campbell Paterson Ltd. continue to be the major dealer in New Zealand stamps, that the Campbell Paterson Catalogue will continue to be published and updated every year (as it has been for forty-five years) and that the Campbell Paterson Newsletter (also forty-five years old) will continue to be published and sent monthly to our clients, wherever they may be.

Campbell Paterson Ltd.'s buying policy remains the same. Derek Redshaw will be available to assist with advice and assessments and can be contacted through our Auckland Branch. I intend to

visit the United Kingdom personally, either annually or bi-annually, to meet old friends and clients.

We have made arrangements with our marine insurers that all sendings of stamps to clients in the United Kingdom will now be unregistered, with the result that all of our clients will receive fine used New Zealand stamps on the envelopes. Using this method we believe that the costs to clients of 'approvals' and orders will be considerably reduced.

Campbell Paterson himself - now 83 years old - retains an interest in stamps and welcomes contact with old friends, and new. We invite all who would like to contact him to write care of our address, P.O.Box 5555, Auckland, New Zealand. Members of the New Zealand Society of Great Britain who would like to receive further information are always welcome to write, telephone, fax or call at our Offices in Auckland. The world is such a small place today that we believe that we will be able to maintain contact with all our clients in the years ahead and continue to offer them the best New Zealand service available.

Editor's Note - As I live in Guildford, I had regular contact over the years with the Woking Branch of Campbell Paterson Ltd. I count both Colin and Derek as friends. It is my understanding that Derek was offered a post outside philately, which he felt offered greater opportunities for his undoubted talents. Colin then felt that at his age, he would not be able to train up an adequate replacement, and also felt unable to continue on his own. Both therefore resigned from the Company, leading to the closure of the Branch.

CAVEAT LECTOR - INSTALMENT NINE - PART TWO

ALAN GARDINER

Before leaving New Zealand in September, 1990, I telephoned Derek P. Woodhall, the founder of the Aviation Historical Society of New Zealand, and asked him if he could answer my question posed in Caveat Lector - Instalment Nine, published in 'The Kiwi', Volume 42, number 5, page 104, September, 1993. The question posed was, 'who flew the aircraft from which the leaflets were dropped on 6th December, 1919'. He replied that he had always accepted that it was Euan Dickson, but would look into the matter further.

In a recently sighted issue of the Journal of the Aviation Historical Society of New Zealand, Volume 35, number 2, August, 1992, there appears an article entitled 'Who dropped the leaflets?', by Derek Woodhall, in which he acknowledges my question and gives the answer!

Derek, like me, had ploughed through the newspapers of the time and had almost given up when his eye caught an item under 'Amusements' in an obscure corner of the 'Lyttelton Times' for 8th December, 1919. It read:-

"Showers of envelopes were liberated from an aeroplane that circled over the city in the noon hour on Saturday [6th December, 1919]. The aerial visitor, a 100 h.p. Caudron from Sockburn aerodrome, was piloted by Mr. J.C.Mercer, and it was over Cathedral Square for five or ten minutes. When slightly to the northeast, the pilot jettisoned his advertising matter,

which fluttered down, like a shoal of small herring, little flashes of light catching the eye as the letters fluttered down.

"The observer in the machine [Mr. H.Lane, of the Theatre Royal] made poor shooting if he intended to loose his wares in Cathedral Square. The main portion of his mail fluttered too far westward, and it seemed to be destined to land in the vicinity of Christ's College. A later mail, if it might be so called, came much nearer the mark, but only one envelope actually landed in The Square. There was a rush of spectators to seize it, and a young man on a bicycle was first on the spot.

"He tore open the envelope and found inside a circular, headed up 'The Aerial Mail' and containing an invitation to patronise a forthcoming entertainment. Meanwhile the postman was speeding back to the aerodrome, leaving a big crowd of spectators to watch his flight."

Derek goes on to say:-

"So there we have it. The aircraft was a 100 h.p. Caudron piloted by J.C.Mercer. Full marks to the authors of 'The History of New Zealand Aviation'."

He also wonders why Captain Dickson signed the letters and/or envelopes, presumably long after the flight had taken place, if he was not the pilot on that occasion. We shall never know the full answer to that one, but Derek suggests that he may have mistakenly signed under the impression that the items related to another leaflet-dropping at a football match in Lancaster Park some eighteen months later, on 30th July, 1921. In this case, the aircraft was an Avro 504K belonging to Canterbury Aviation Company, and the pilot was definitely Captain Euan Dickson.

I am just glad that we now have the answer to my original question! My thanks to Derek Woodhall for his research and for his permission to use it in this place.

The Aviation Historical Society of New Zealand, for anyone interested in joining, can be approached at P.O.Box 12-009, Wellington, New Zealand.

NEW ZEALAND POST LIMITED

ROBIN STARTUP

In 'New Zealand - A Philatelic Miscellany', page 211, a commentary was provided on the Post Office in New Zealand, as perceived in 1990. The Post Office today, in 1993, is regarded as the most technologically advanced and the most forwardly privatised postal service in the world. This has not been achieved without radical changes in the service at a most difficult period in New Zealand, and accompanying unpopular major dislocations in the country's social fabric. Around the commencement of this period Government introduced a policy of deregulating monopolistic services, both state as well as private enterprise, to gain efficiencies through competition. Depression and economic deregulation forced massive industrial restructuring, with consequent unemployment rising from 4% to 11%.

In 1986, the New Zealand Post Office, a Department of State, was New Zealand's largest trading organisation. It had the central

role in providing communications within the country and internationally. Its network served every community. Its services reached into every home, shop, factory or office in New Zealand. It had NZ\$4.5 billion assets, an annual revenue of NZ\$1.5 billion and a staff of 39,000.

But the Postmaster-General was uncertain whether the Post Office had clear financial objectives and whether management was accountable for its results. Two leading businessmen, R.N.Mason and M.S.Morris, were then asked to examine the Post Office, and to recommend its direction for the future.

The Mason-Morris review identified needs for the Post Office to operate with greater efficiency and cost effectiveness, to charge market prices for its products and services, and to be responsible for customer needs in terms of product quality and range. It found that the three main arms of the organisation were so interwoven that it was difficult to see who was responsible for what. It also found frustration and inertia through long ingrained attitudes as well as from the sheer size of the organisation.

The review recommended that the Post Office be divided into three separate state-owned corporations, covering

- (a) Telecommunications.
- (b) Postal and Agency Services.
- (c) Banking.

The following commentary is on the postal and agency services today, New Zealand Post Limited, and the changes made to reach this position.

THE COMPANY

From 1st April, 1987, New Zealand Post Office was separated into three autonomous corporations - Telecommunications NZ Ltd. (Telecom); Post Office Banking Ltd. (PostBank), and New Zealand Post Ltd., (New Zealand Post). Each became governed by a board of directors operating through a Managing Director, and accountable to shareholders. PostBank and Telecom have since been sold to overseas owned commercial businesses.

From being New Zealand Post Office postal services, as a department losing NZ\$38 million in 1986, New Zealand Post Ltd., as a company, has operated profitably since devolvment. In the first five years it has paid NZ\$190 million in taxes and dividends, has invested NZ\$200 million in mail centre buildings and equipment, and has met substantial costs caused by staff restructuring.

Its service performance and quality has increased markedly, costs have been reduced, and new innovative postal products have been introduced.

This has been achieved despite the 1987 worldwide financial crash, ongoing difficult business conditions from the depression in New Zealand, and strong competition from document delivery firms and telecommunications.

Statement of Purpose

The principal objective of New Zealand Post is to operate as a

successful business.

Goal:-

To provide reliable delivery of all mail on time, every time, at prices which give real value for money.

Commitment:-

To give equal care and speedy service to everything posted, whether it is a single letter or bulk parcel despatch.

Business

New Zealand operates a postal business, receiving, sorting, transporting and delivering mail within New Zealand and to and from other countries, issues postage stamps, and operates a philatelic business. Ancillary contract and other services are carried out for Government and the private sector.

New Zealand Post emphasises quality of service, competitive pricing and effective use of resources.

New Zealand Post continually reviews its achievement levels and the needs of its customers to ensure that service performance is provided in line with the reasonable needs and expectations of the New Zealand public.

Vision

The vision, when New Zealand Post was formed in 1987, was to achieve goals through a modernisation and restructuring programme which would enable New Zealand Post to compete efficiently in a deregulated market. By 1993 the programme was nearly completed.

Authority

Statutory authorities for its operations are the Postal Services Act 1987, Part III of the Electoral Act 1956, and the Transport (Vehicle and Driver Registration and Licensing) Act 1986. For its postal services it has a monopoly over the handling of letter post; this is designed to reduce until the business is subjected to commercial competition in all postal and freight areas.

As a commercial business New Zealand Post must conform to practices required by Commerce, Companies and Resource Management Acts. No longer can exemption as a state department be claimed.

Ownership

As a state-owned enterprise all shares are held on behalf of the Crown by Ministers of Finance and Communications. Policy decisions, in accordance with a Statement of Corporate Intent, are made by an appointed Board of Directors which is required to report six monthly, through the Ministers, to the House of Representatives.

Finances

Initial capital and operational funds were by way of Government loans; these borrowings were repaid in 1992. Subsidies were also received from Government towards the social cost of operating designated unprofitable offices. This was surrendered when those offices were closed in February, 1988.

Financial analysis and reporting systems had to be developed to

reach a close understanding of the overall financial health of New Zealand Post. Management, at all levels, needs to know and monitor the costs and revenues of all activities. PostLink management information systems introduced in 1992 now provide this.

The sale of a postage stamp allows a customer access to New Zealand Post's delivery network. The retail outlet sells the stamp and collects the revenue which has to cover not just the cost of selling that stamp, but also the cost of the actual mail operations necessary to deliver the article. Also to be covered from this sale is a minute proportion of New Zealand Post's overheads. All this detail can now be established and measured.

Cash flow is generated from postages, whether bulk or full rate. The standard letter rate in 1993 is 45 cents, increased from the 30 cents of 1986. New Zealand Post notes that if it had not been for changes made the charge would otherwise have been 60 cents.

New Zealand Post is concerned that certain services continue to be subsidised - RuralPost by about NZ\$7 million a year, even after 1992 fee increases. The 240 Post Shops remaining require cross-subsidisation of NZ\$11 million a year, while 'casual' mail (social and small business) costs NZ\$15 million.

Organisation

New Zealand Post Ltd. is not just one business; it is four businesses - postal services, distribution, retailing and property. The company is administered and supported by Corporate Headquarters based in Wellington, and operates through three major groups:-

- (a) Letters.
- (b) Sales and Retail.
- (c) Courier and Parcels.

These are further divided, geographically, into three regions:-

- (a) Northern.
- (b) Central.
- (c) Southern.

A fifth initial business - ancillary or agency services - faded as PostBank and Telecom moved quickly to separate completely and withdraw their agency work from New Zealand Post. Nevertheless, New Zealand Post still actively operates and seeks agency services.

The original structure of April, 1987, served well while New Zealand Post moved rapidly to establish itself as one of the world's most efficient postal organisations. This structure was modified in February, 1990, when the focus changed to develop areas of service orientation, to be more market driven, and to continue high delivery performances. This has permitted attention being applied more directly to the very competitive market place, and to position New Zealand Post as a business of the future.

Corporate

Headquarters remains located in Post Office Headquarters, Waterloo Quay, Wellington.

In addition to the usual corporate support activities such as Board, finance, personnel, statistics, international network, also located at Headquarters is the Marketing Group, bringing together Dataprocessing, Direct Marketing Centre, and Stamps & Collectibles.

Marketing is responsible for research and development of new business opportunities and products, and for the overall corporate marketing strategy.

Direct Marketing Centre provides advisory/consultancy services. These aim to assist businesses identify or improve direct marketing opportunities, particularly cost-effective direct mail, and to develop programmes.

Stamps & Collectibles, apart from developing and marketing philatelic and other products, is responsible for the Philatelic Bureau located at Wanganui. New Zealand postage stamps continue to to enjoy a high degree of acceptance and recognition in the international philatelic community. The fine Exhibition 'Postal Impressions : the Art and Design of Stamps', from New Zealand Post's archives, raised further this image when it toured New Zealand during 1990-1991. The 1993 manager of the Stamps & Collectibles Unit is determined to raise further the quality of New Zealand stamps to be the best in the world.

POSTAL

Letters

Letters Group primary function is to clear, transport and deliver all mail entrusted to it efficiently and promptly.

To achieve this a network of 22 mail centres with modern handling systems, integrated road and air transport fleets, and innovative operational working systems with computerised mail volume forecasting and monitoring, has been created over the five-year modernisation programme. The programme, directed to the one end of better customer service, has required major changes. Centralised mail processing introduced from April, 1987, closed many small mailrooms. Numerous inter-office mail despatches were reduced to one major despatch to and between 'hub' mail centres. Network Management Systems (N.M.S.) electronic tracking ('bar coding') monitoring mail consignments has given control over mail movement and location.

Strategically placed 'hub' mail service centres were purpose built or refurbished.

With centralised mail handling expensive C.F.C. and O.C.R. equipment and in-house mechanised mail handling became possible. Mail centres have been equipped with Toshiba culler-facer canceller (C.F.C.) machines and A.E.G. Olympia Optical Character Reader/Letter Sorter Machines (O.C.R./L.S.M.) which can read 70% of standard letters with machine printed addresses.

The latest generation O.C.R./L.S.M. machines which read and sort typed or machine printed addresses by address rather than code, removed the need for the introduction of universal post code usage. Post Codes in addresses have been maintained to encourage large volume mailers to pre-sort and gain bulk postage discounts as low as 24 cents an item.

Contract transport of mail, mostly through passenger bus or

express freight services, or scheduled passenger airline flights, no longer met New Zealand Post's tight requirements. This has been largely replaced by an expanded company-owned line-haul and road fleet, and a dedicated expanded aircraft fleet.

For mail delivery structures the former New Zealand Post Office 22 postal districts have been retained as 24 service delivery districts, North Shore and South Auckland being added.

Mail Service Centres (M.S.C.)

During the 1989/1990 year, purpose built or refurbished mail centres, renamed Mail Service Centres from 1st February, 1990, were brought into operation. They were given responsibility for mail routing control, in place of district management which became responsible for retail matters.

The key mail service centres are located at Whangarei, North Shore, Auckland, South Auckland, Waikato, Rotorua, Tauranga, Taranaki, Wanganui, Manawatu, Hawkes Bay, Wellington, Nelson, Blenheim, Christchurch, Timaru, Dunedin and Invercargill. Mail flowing in and out of the country is routed through an International Centre located in Auckland.

Once existing Christchurch and Dunedin buildings are sold, new centres will be provided there.

Mail flows have been developed into one main clearance outward in the evening, with a corresponding inward flow in early morning. Each mail centre now operates a 'clear-floor' policy with each day's mail processed the same night. Staffing has changed to flexible 14-16 hour overnight working to meet peak demands and daily forecasted volumes.

Mail Services

Postage by weight was abolished on 7th June, 1988, and replaced with postage by size in medium, large and extra-large categories. This was further reduced on 1st July, 1991, to medium (120mms x 35mms) and large.

Airmail, standard letter and second class classifications also changed on 7th June, 1988, to priority (FastPost) and standard (Post) mail streams. 85% of mail handled is standard mail.

Commercial (BoxLink) services, under customised contracts, successfully introduced in 1989 to compete against growing document exchange networks, has expanded to 'Partnership Plan'. This means business clients need deal only with New Zealand Post for all inter-office or office-client written or hardcopy communications. Benefits include equalised monthly billing for an agreed annual fee, scheduled collection-delivery arrangements, and even in-house mail facility management.

New Zealand Post wide computerisation track-and-trace control has been introduced for courier and assurance mail services.

Delivery

Delivery from mail centres is achieved through a subsidiary network of postmen's street delivery centres, private boxes located at outlets, rural delivery services, or poste restante delivery. A total of 1.3 million delivery points are served, 95.1% receiving a six-day a week service.

Posties delivery work has been improved through the introduction

of ergonomic sorting work-stations, later delivery start times, and improved computerised change-of-address control. Where delivery base post shops have closed street delivery has been placed under contract to ensure continued services.

Though numerous urban and suburban post offices have closed, private box nests have continued to be provided at the replacement postal delivery centres, with nests being readily expanded where required.

Rural services have been given an enhanced profile, RuralPost, and in 1987/88 routes/delivery services were reviewed and re-tendered. Four to six days a week delivery is provided each week by more than 750 contractors.

Poste Restante has also been given a higher profile in main tourist centres by provision of separate poste restante counters.

DISTRIBUTION

Network

Distribution of mail between centres is handled by a mixture of a tightly controlled freight network and Courier & Parcels priority network. AdPost and DataPost form part of this group.

Line-haul 'big-rig' truck units introduced in 1988/89 on trunk routes spear-head New Zealand Post's network fleet of dedicated trucks and vans. These replaced contracted services and now allow tight but flexible controls over critical routes and timings. Previous services were mostly carried as add-ons to passenger-coach or express-freight services whose timetables did not always suit the mail flow.

AirPost, a subsidiary company jointly owned with Airwork (NZ) Ltd. operates a dedicated fleet of Metroliner, Friendship F27 and Cessna aircraft, which flies FastPost and priority mail in a shuttle between hub-centres from Auckland to Invercargill, to a tightly controlled night-time timetable, allowing mail to be despatched at the latest possible moment.

Mail, whether by road or air, is carried in M.S.C. packed pallet-based mail containers, quickly moved between aircraft, vehicle, and centre by fork-lift hoists.

Courier & Parcels

Courier & Parcels Group manages a comprehensive parcel, packaged mail and small freight service through both the mail service centre and Courier & Parcels depot networks. This is achieved in a fiercely competitive market by a combination of CourierPost deliveries employed under contract, SpeedLink freight handling, and Letters networks. In 1987, New Zealand Post had about 12% of market share, increased to 30% today.

After contracting with PostHaste couriers, New Zealand Post introduced CourierPost on 9th October, 1989, initially using employee drivers. In 1992, this converted to an owner-driver network, placing this service on an equal footing with competing courier services. A four-cycle daily system and a swift reaction track-and-trace system has raised market responsiveness.

SpeedLink Parcels was formerly the New Zealand Railways Road Services parcels and small freight division. Once widely used on a contract basis by New Zealand Post, the service was purchased

entire in 1991 and brought into the network, specialising in 'business is business' parcels.

AdPost

Previously the unaddressed 'Householder Circular' service, AdPost is the premier circular distribution network responsible for generating and managing the delivery of unaddressed circulars and other items. It uses New Zealand Post's high integrity postal distribution network or Circular Advertising Nationwide bulk circular delivery networks.

Circular Advertising Nationwide (C.A.N.)

Now a New Zealand Post subsidiary, this organisation is responsible for householder and newspaper bulk circular deliveries additional to the postal network.

Datamail NZ Ltd.

Created in 1987 as a New Zealand Post subsidiary 50% owned when New Zealand Post tendered jointly for and won the contract for collection of public broadcasting licence fees for New Zealand Broadcasting Corporation, the company has expanded into data processing, laser printing, response processing, and maintains the National Change of Address (N.C.A.) database for New Zealand Post. About 50 million pieces of mail are generated annually in the direct marketing area.

RETAIL

Sales & Retail Group manages Post Shops, Postal Delivery Centres and Stamp Sales Outlets. The Group ensures this network reflects the company goals of being an efficient, customer orientated and responsive business. With more than 4,000 postal outlets the reach and penetration of New Zealand Post's postal and communication services are expanding steadily.

This is managed through three regions further divided into retail districts. New Zealand Post commenced in 1987 with four regions divided into 14 districts and 74 areas. By 1993, this structure has been downsized to nine districts only; though the postal map of New Zealand has been redrawn about 17 times!

Today, these nine districts are districts of responsibility, different from the pre-1987 New Zealand Post Office's 22 geographically defined postal districts of authority.

Operational management responsibility, within company policy, has been de-centralised to district and post shop level. Though permitting swift local decision this has seen some postal practices developing differently between districts.

Retail - Agency

In addition to merchandising postal and stationery products all post shops are agencies for financial transaction services, such as motor registration, road user charges, local authority rate and fee payments.

In 1987, when New Zealand Post was formed, nearly every post office was an agency for PostBank and also Telecom. Both corporations moved quickly, however, to separate their business from New Zealand Post and in the first three years, New Zealand

Post's operating income declined by about 18%. PostBank had removed its last agency by early 1993. Telecom returned its agency business for acceptance of payments early in 1993, but in the meantime has encouraged payment of charges to be made by post.

New Zealand Post has shown a willingness to look at handling any financial transaction agencies, whether nationally, regionally, or locally. Lotto outlets were trialled but later surrendered as these required an uneconomic Saturday morning opening. Sale of bus tickets, entertainment-seat sales, newspaper agencies have all been trialled. All unheard of in New Zealand Post Office days.

Additionally to New Zealand Post's own postal-related products, a wide range of commercial and social stationery and magazines are retailed.

Retail - New Products

All existing postal products have been reviewed and new products introduced, both for associated services as well as new items.

Assurance services

Previous registered mail was replaced by RegisteredPost and parcel insurance by CourierPost from 13th April, 1993. They use conveniently sized postage prepaid plastic envelopes providing individual tracking. The charge for the envelope includes the full cost of postage and fees - postage stamps are no longer required.

CourierPost Acceptances

A premium delivery service for everything from letters to documents, packages to parcels. It offers same day delivery across town or overnight throughout New Zealand. The fee is paid by special plastic envelopes or parcel tickets which have the security of individual tracking until delivery. There is also CourierPost International - a top priority around the world service, with only two rate ranges, to Australia or to The World.

Easipost

Convenient postage prepaid plastic envelopes in a range of sizes.

Faxlink

This was introduced in 1990. It is the leading electronic mail service offering the benefit of the latest facsimile or fax technology without the expense. There is a network of fax machines in Post Shops allowing the transmission of documents for the public.

Handirange

A range of lightweight protective envelopes or packaging is available either post paid or requiring postage to be added.

Stationery

Self-inking rubber stamps, business diaries, bottles of glue, letter-writing sets, are just some of the growing range of items

developed for or sold by New Zealand Post Limited.

Synet Telegrams

Fast, reliable, convenient to send special messages, this was introduced in June, 1991, handling traditional telegrams, electronic mail, electronic data exchange or facsimile services.

Retail - Network

This comprises post shops, postal delivery centres and stamp sales outlets operated throughout New Zealand by or under contract to New Zealand Post. Following severe public criticism when one third of the original outlets were closed in February, 1988, a Deed of Understanding with Government requires New Zealand Post to maintain its retail network at a specified level. This level may be adjusted downwards for post shops from which PostBank withdraws, and by eight outlets for every NZ\$2 million reduction in service contract revenues.

Retail - Outlets

New Zealand Post commenced in April, 1987 with 1,200 post offices, being 800 staffed offices and 400 agencies. Nearly all offices were also agencies for PostBank (formerly the Post Office Savings Bank) though in larger towns PostBank took immediate control of their branch in establishing their own organisation.

About one third of the post offices were judged uneconomic and from April, 1987, Government paid a subsidy for their social continuance. No accurate individual office costings were apparently available. Despite the subsidy PostBank and New Zealand Post were concerned that offices, often located in expensive accommodation with high fixed costs, imposed a financial burden. Further, PostBank considered itself over-branched and wanted to close or merge unwanted branches and agencies. The subsidy could then be surrendered.

On 5th February, 1988, 227 staffed post offices and 205 agencies closed, 27 staffed offices were converted to sole PostBank branches, and 560 staff were made redundant. New Zealand Post introduced alternative postal services through a new postal delivery centre concept, extended rural delivery or by community mail boxes.

New Zealand Post unfortunately bore the brunt of the subsequent nationwide extensive and bitter public fury, though most of this should have been directed at PostBank. The closures coincided with the onset of a countrywide financial depression, and unsettling Government restructuring and deregulation elsewhere.

760 post offices and agencies remained but more accurate data revealed that quite a number had low profit margins or were uneconomic. Though some services such as motor registration could not be agency provided, the earlier closures proved that New Zealand Post did not need bricks and mortar to maintain a service. PostBank had determined to take full control of its branches still operated as agencies by New Zealand Post and move these to separate premises or close them. As PostBank withdrew it was found maintaining remaining New Zealand Post services was uneconomic, and the office then closed. It is ironic that numbers of newly separated PostBank branches also proved uneconomic and have

closed.

Strong public protests, petitions and other actions against closure proved futile.

The term 'post shop' in place of 'post office' was first used in November, 1987, when the first existing post office was refurbished into a retail shop. Conversions of other offices continued and from 1st October, 1989, the term post shop completely replaced post office. By November, 1992, only 260 post shops were open. With the last of the PostBank agencies now withdrawn the number has reduced further to 249 shops at April, 1993.

Agency post offices were operated in stores, garages, schools and so on with the agent receiving a salary based on the volume of transactions. The agency sold postage stamps, accepted and delivered mail, undertaking nearly all business as a staffed post office. Remaining New Zealand Post agencies were redesignated postal delivery centres on 31st March, 1992.

Postal Delivery Centres (P.D.C.), introduced in February, 1988, are similar to agencies except that for most mail is cleared for processing elsewhere, and the operator is paid a fee for service rather than a salary. For example, four cents was paid for each letter delivered in 1991. Compared with post offices the P.D.C. allowed cheaper accessible premises through local shops and dairies which are open seven days a week and often to 10 o'clock at night. There were 332 P.D.C.'s open by March, 1989, and 617 by March, 1992. As very few of the P.D.C.'s actually process mail they are not considered 'post offices'.

Stamp Retailers - who sell either a range of stamps or only stamp booklets on a commission basis - were given greater attention under New Zealand Post. From February, 1988, they proved a useful alternative as offices closed and in 1992 a determined attempt was made to provide a stamp-booklet retail service through a wide range of supermarkets and corner dairies. The number of retailers jumped to 432 at March, 1992, and to 858 plus 2,368 booklet outlets at March, 1992, a total of 3,226.

Electoral

The Electoral Roll Centre is part of Sales & Retail Group; separately managed and located in Lower Hutt, the Centre is responsible for maintaining electoral rolls for central and local Government to a high standard.

PROPERTY

New Zealand Post commenced in 1987 with about 1,300 properties of little value; those inappropriate or surplus have been divested.

New Zealand Post Properties Ltd. is the property manager of a portfolio of all buildings owned or leased by New Zealand Post, and became operational on 1st April, 1990. The subsidiary is responsible for constructing new buildings, Post Shop fitouts, and maintenance of properties.

From 400 properties in 1990 the portfolio has been reduced to 260, valued at NZ\$223 million in 1992. This includes the major Auckland Chief Post Office, which has an Historic Places classification, and Wellington Post Office Headquarters buildings,

to be sold when the property market improves.

Remaining properties have been surveyed and several have been substantially altered to convert unused floor space into separate offices or shops available for lease.

STAFF

The contribution of staff, through a difficult five years, has been a key reason for the success of the Company achieving its modernisation goals. The dedicated staff are very much aware that success of the enterprise rests on the ability to meet customer needs.

From 12,500 staff when New Zealand Post was formed, the number has been reduced to about 7,000. After shedding 44% of its initial staff New Zealand Post has still been able to cope with a 20% increase in mail volume.

Mail processing staff hours of work were radically altered from 24-hour operation in 8-hour shifts, to a flexible 'part time' basis to meet 14-16 hour overnight working, in late evening or early morning shifts.

Mail processing staff, transport operators and Post Shop staff are under Communication & Energy Workers Union negotiated terms and conditions. Management staff are employed on 3-5 year performance based contracts.

QUALITY OF BUSINESS

New Zealand Post is judged by the timing and care of mail delivery. The company target is next day delivery for FastPost and within three days for standard post. This is measured by the percentage of timely delivered mail to total volume.

In 1982, the on-time delivery performance for standard letters was 88% and for air mail letters, 82%. This performance has been built up to 99.6% and 97.2% for FastPost. New Zealand Post is justly proud of this achievement. In Europe Britain leads with 90%, Italy trails with a 14% performance.

Reduced risk of damage to mail has resulted from containerisation in place of bundled letters and mailbags. Letter mail is now handled faced-up in trays, and the trays moved in cages and containers. Parcels are 'brick-layed' securely in containers.

'Track-and-trace' bar coding allows movement of containers around the country to be monitored, and with courier items and registered mail this tracking is taken down to individual pieces.

PUBLIC PROFILE

New Zealand Post's 'shop front' image is its nationwide post shop network. Corporate identity is maintained by a standardised lavish colour and logo-use scheme applied to buildings, vehicles, uniforms and company stationery. Colours are scarlet red and white, with text in black. The company logo continued the New Zealand Post Office 'envelope' logo, less the Crown.

The initial 1987 building image seemed to reduce post offices from their former dignified standing in the community to just another shopfront. Despite the company logo and phallic wall ornament, initially it was difficult to locate visually the post office in a strange town. The second-generation profile image

introduced in 1992 for post shops has greater use of red paint and the text 'New Zealand Post' in black prominently placed adjacent to the company logo. This is presenting greater public visibility.

Company vehicles also reflect a corporate image and in 1993 these were being upgraded in a new design reflecting the swiftness of the transportation business.

New Zealand Post's public image unfortunately suffered through the forced closure of 400 post offices in 1988 and other subsequent widely publicised closures, as well as the more recent furore over the 100% increase in rural delivery fees, from NZ\$40 to NZ\$80 a year. It has also been unfortunate that several very company pro-active and high-profile Post Shops have been closed and staff made redundant.

The already low public image of the Government has also suffered further in the way New Zealand Post Office has been broken up and many local offices closed. Local offices, particularly in remote or rural areas, were of significant local standing. Often they were the only banking facility, through which unemployment and other social security benefits were paid. The Postmasters, who represented a range of Government Departments, were a strong source of advice and counselling in the community. They were also a channel through which Government information could be distributed. All this has now gone.

On the positive side New Zealand Post has gained considerable credit and corporate identification through its service performance and its sponsorships and social activities. The most notable of these sponsorships have been the outstanding support to the New Zealand Team to the 1992 Olympic Games, and the annual national Post Classic cycle races. And, of course, the continued close association and support of philatelic exhibitions and similar activities.

FUTURE

The continuing sluggish economy discouraging business development into 1993 means growth in business mail remains inhibited. With the business community practising tight economy, cost-effective communication systems are closely studied. Introduction of in-house and public facsimile systems has seen an estimated 7% of mail lost. Facsimile and electronic/computer hardware technology cost is still reducing, indicating lower possible saturation levels, and losses in hardcopy mail volumes.

Despite this, over the five years of New Zealand Post's existence postal volumes have increased largely due to bulk mail and business users encouraged by attractive market pricing and consistent on time delivery performances. This growth should continue as the national economy expands.

On the other hand, full-rate postage items from 'household to household' or 'social' users have continued to decline in volume, reflecting the impact of telecommunication substitutes for social letters.

The culture of using the telephone to communicate, instead of writing, itself continues to grow rapidly. Faced with public competition, Telecom has reduced the cost of long distance calls, though equipment rental charges have increased substantially. This culture of finding it quicker and easier to use a telephone

instead of writing, fostered by attention-gaining television advertising, will have an increasing impact on social or 'granny' mail volumes. An increase in full-rate postage charges could meet with a dangerous accelerated swing to telephony.

New Zealand Post is very much aware of this and its strategy has been to strengthen its market and customer service focus. The development of its vision and planning includes identifying new business opportunities to augment its core business activities. This includes offshore joint ventures, such as the New Zealand Post involvement in a feasibility study to establish a major mail distribution 'hub for eastern Europe' based in Prague, Czechoslovakia.

About 70% of New Zealand Post business is in competitive areas such as courier post, international business mail, the parcel market, and the delivery of pamphlets and letters. New Zealand Post regards these areas as a terrific opportunity for growth.

New Zealand Post is fully prepared for full privatisation, and considers it is now positioned to meet the full impact of commercial competitors. This will require political decisions based around the need or will for Government to meet the cost of uneconomic but socially desirable services, such as the continued delivery of mail to remote, small-population communities. The Government, in April, 1993, extended the remaining protective status for New Zealand Post to 31st March, 1994. This deferred political decisions on whether the State Owned Enterprise should be fully privatised, or continued with a permanent status within the public sector.

Editor's Note - this article by our Member Robin Startup was written in July, 1993, and received after the September, 1993, issue of 'The Kiwi' had gone to press.

POSTIX LABELS

TONY DODD

Many collectors are becoming interested in acquiring pictorial envelopes and items which have been through the post of an illustrative nature. This leads me to place on record a development which may be an innovation for New Zealand.

Pictorial Publications Ltd. of Hastings is an organisation formed in 1949 which produces Postcards, Calenders, Stickers and similar material for distribution in New Zealand and the Pacific Island area.

About the middle of October, 1991, they placed on the market a series of 18 'Postix Cards, postcards with a peel'. Each card can be posted as a separate postcard but the front comprises a varying number of different stickers which can be peeled off individually and affixed self-adhesively to envelopes etc.

The production is extremely attractive, quite rightly targeted towards main tourist areas and other endeavours of national interest. They are, in my opinion, a little expensive for individuals, retailing at \$1-50 each. They are superb for promotional purposes. The series of 18 cards comprises the following themes:-

- Numbers 104, 105 and 115 differ, showing various aspects such as emblems, scenes and activities. Number 104 is illustrated at Figure 1 on page 121.

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