

Models for Operating Rail Heritage in the 21st Century.



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QUEENSLAND
TOURISM
AWARDS

2012, 2011, 2010
2008, 2007, 2005
Winner



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Introduction

Outline

- Overview of The Workshops Rail Museum
- Common issues in operating rail heritage
- Key factors which need to be present in any model for operating rail heritage



Introduction

With thanks to

- Australian Government Endeavour Executive Fellowship
- IATM Skillbridge
- Host Institutions
 - National Railway Museum York
 - Swedish Railway Museum, Gavle
 - All the heritage railways and museums I have visited during my travels



The Workshops Rail Museum

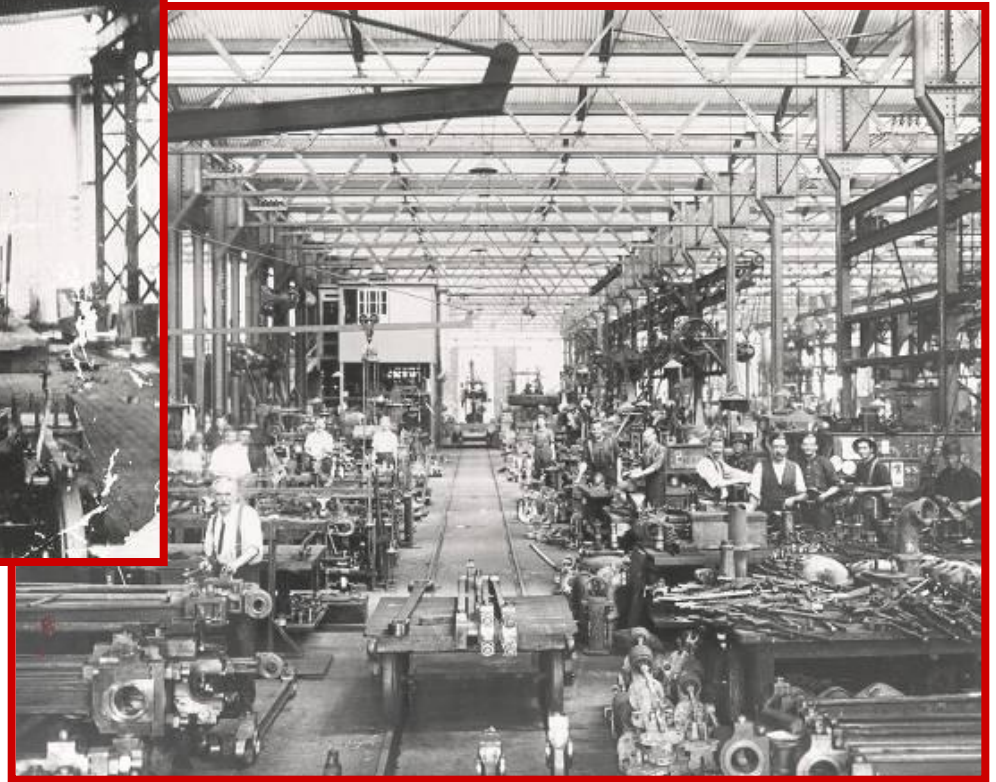
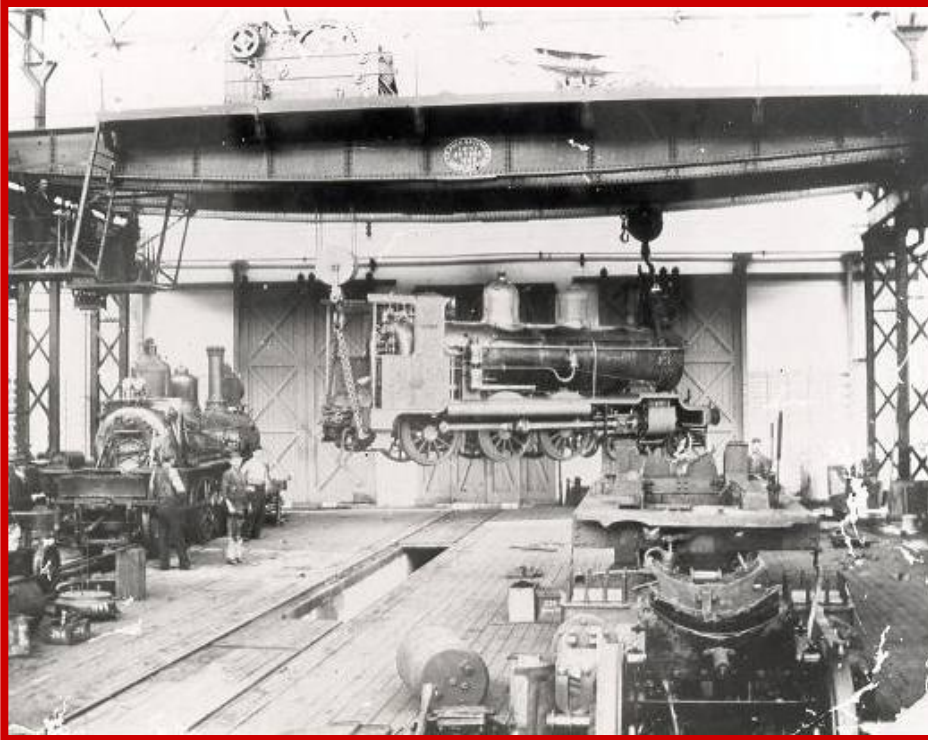
- Located on historic North Ipswich Railway Workshops which opened in 1865.
- Museum opened in August 2002.
- 5,500sqm of exhibition space
- Adjacent heritage rail workshops operated by Queensland Rail open to the public
- 90,000 visitors per year.



North Ipswich Rail Yards



North Ipswich Rail Yards







The Workshops Rail Museum

- Current Model since the Museum opened in 2002
 - The Workshops Rail Museum operated by State Museum authority – Qld Museum Network
 - Mainline Heritage railway operation carried out by State Railway Company – Queensland Rail and operated as a charter business
- Why am I looking at Models for Heritage Railway Operations?



Models for Heritage Railway Operations

- Heritage Railways come in all shapes and sizes
 - Mainline / dedicated track / combination
 - Steam / diesel / electric locomotives
 - Nature of Service: irregular, multiple times a day, charter service, holidays etc
 - Governance – independent, part of larger organisation, for profit, not for profit etc
 - Market / audience



Models for Heritage Railway Operations

- Issues common to all models
 - Meeting the regulatory requirements
 - Operating safely
 - Engineering capacity and skills
 - People
 - Money
 - Market / audience



Key Success Factors



Source: Association of Independent Museums, UK 2015



Key Success Factors

- **Purpose** – clear and common understanding of what the business is and staying true to that.
- **Finance** – having sufficient resources, the capacity to control them and exercising discipline in managing them.
- **Maintenance** – be able to address and have under control the short, medium and long term maintenance of both rollingstock and infrastructure.
- **Customer focus** – excellent customer experiences!



Key Success Factors

- Networks , Relationships, Partnerships and Collaborations – you are not alone!
- Innovation & Risk – engage with and manage.
- Safety & Governance – must be clear understanding and management of safety.
- People, leadership and culture – sharing information, learning from success and failure and having fun!



Models for Operating Rail Heritage in the 21st Century.



Thankyou

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