

Railway Heritage Conference: Opportunities and Challenges - a Paper by CHRIS LE MARSHALL

How to Ensure Your Heritage Organisation's Sustainability by Securing the Right Capability and Capacity in the "Human Capital" Area

Or "I am out of here - I did not sign on to do all this paperwork - someone else can do it !"



October 2009



Linqage International

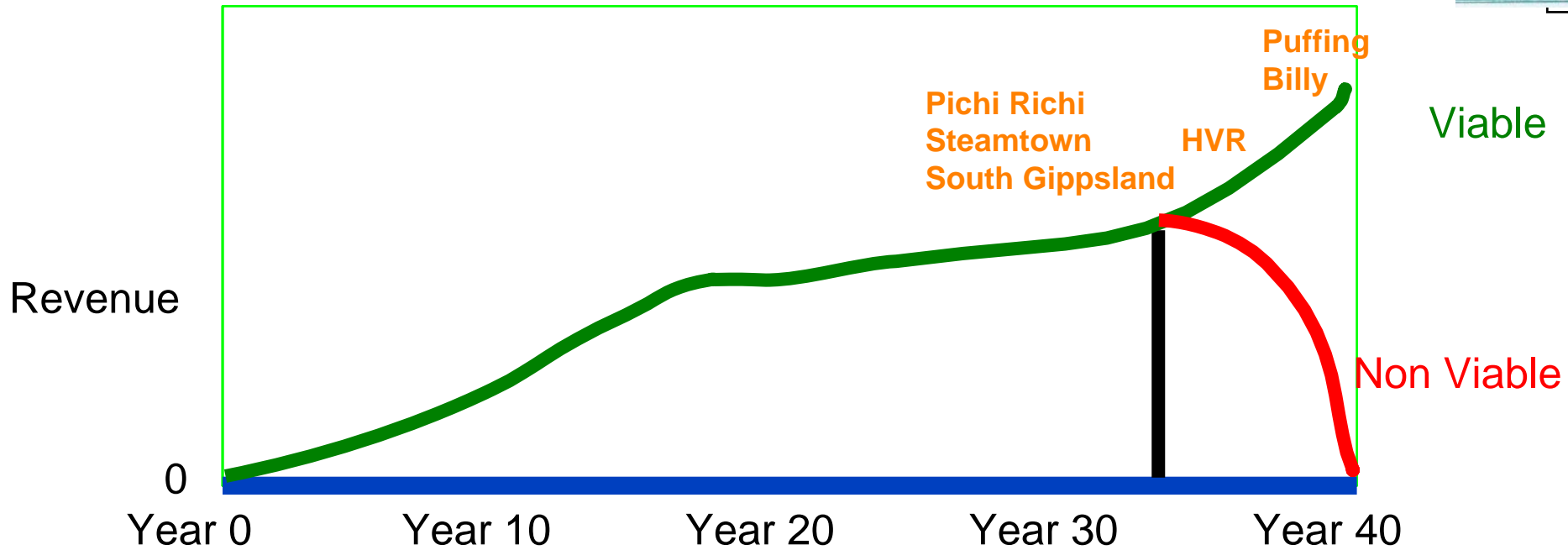


- Strategic and Business Planners
- Jane Besley
- Chris Le Marshall
- Others as required
- ARA
- RISSB
- CRC for Rail Innovation
- Major Transport Projects
- Heritage Sector

October 2009



Lifecycle of the Heritage Sector



Market Focus

Product Driven - "We run a railway"

Market Driven - "We offer an experience"

Operating Systems

Basic - Immature

Complex - Accreditation / Asset / Finance / Marketing - Mature Planning - Strategic

Phases and Management Structure

Formative "We have done it - survived"
Committee Management

Early Success "We are growing"
Committee Management

Unsustainable Growth and Pressure on Management
"How do we cope - survive"
Committee Management

Sustainable Growth
"identified the need for management resources"
Asset renewal covered
Paid management



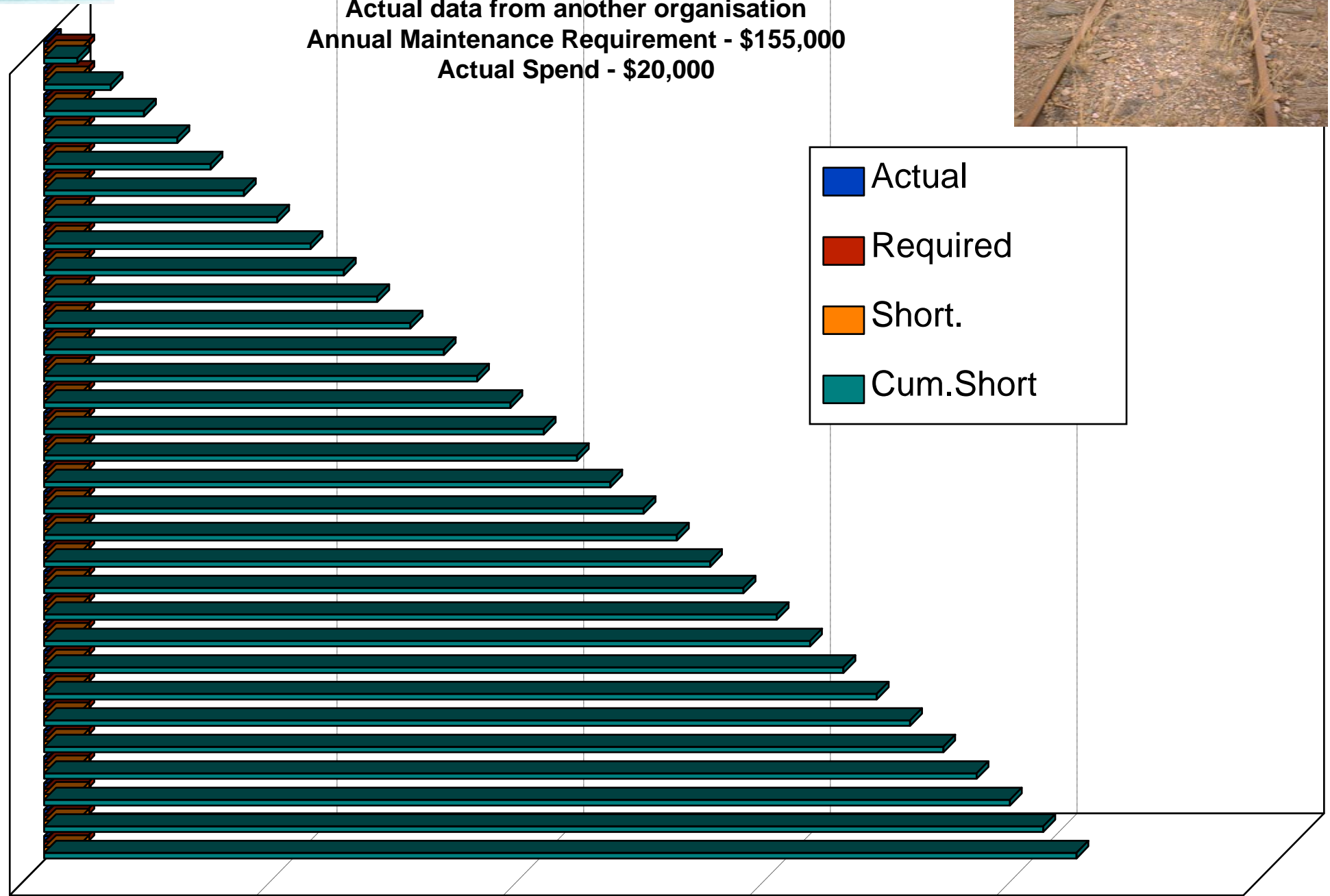
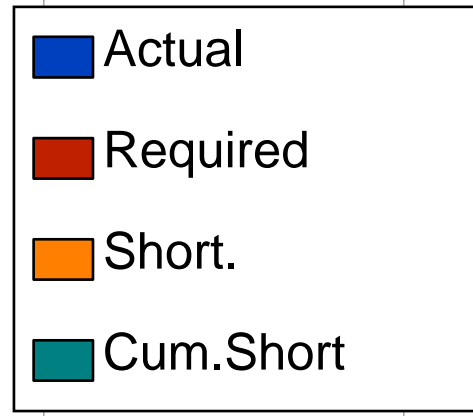
inward Looking

resources and an

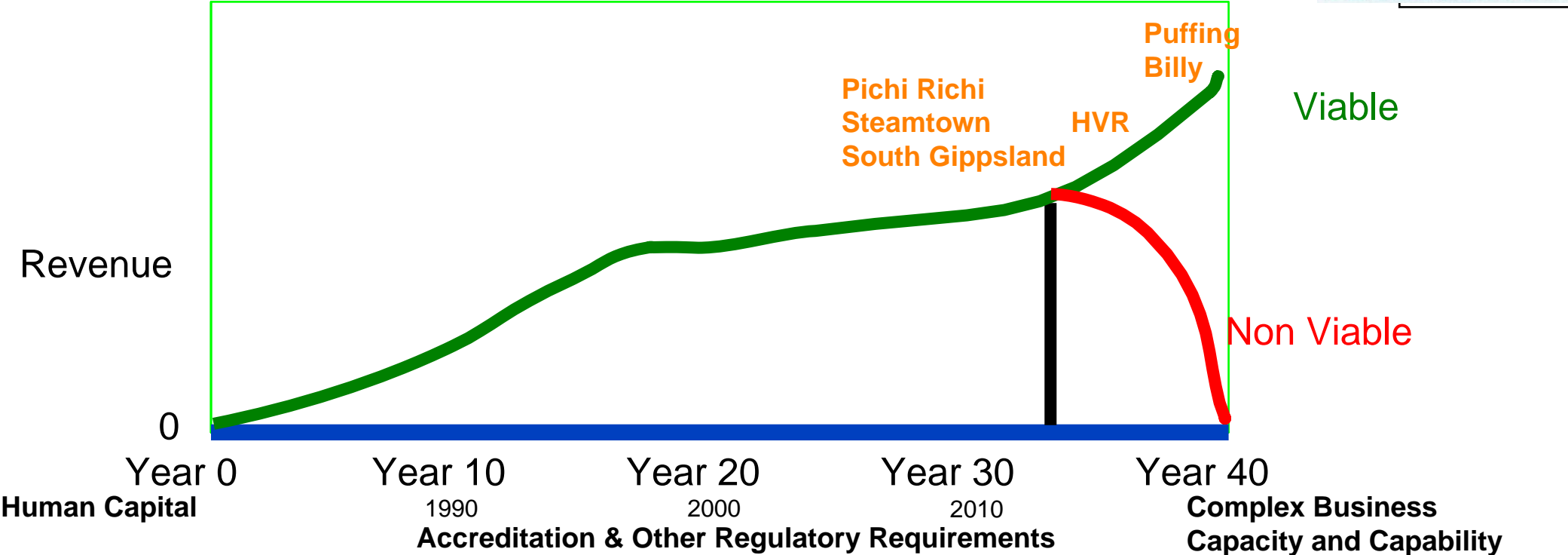


Actual data from another organisation
Annual Maintenance Requirement - \$155,000
Actual Spend - \$20,000

1972
1973
1974
1975
1976
1977
1978
1979
1980
1981
1982
1983
1984
1985
1986
1987
1988
1989
1990
1991
1992
1993
1994
1995
1996
1997
1998
1999
2000
2001
2002



Lifecycle of the Heritage Sector



Operations Based Capacity and Capability for the Times
Bias for Action

- . Railway Industry Knowledge
- . Basic Accounting
- . Basic Legal
- . Basic Regulatory
- . Basic HR

Administration - 0.5 EFT



Accreditation & Other Regulatory Requirements

- Migratory Phase**
- Risk Register**
 - Developing SMS**
 - Police Checks**
 - Medicals**
 - Working in Haz. Env.**
 - etc**
 - 3 EFT**

Complex Business Capacity and Capability

- . Strategy
- . Railway Industry Knowledge
- . Marketing
- . Finance and Accounting
- . HR / Legal
- . Media
- . Broad Industry
- . Personal / Interpersonal
- . Independence
- . Team Player
- . Diversity

Administration - 2 EFT

How to Ensure Your Heritage Organisation's Sustainability by Securing the Right Capability and Capacity in the "Human Capital" Area



October 2009



LINQAGE INTERNATIONAL

How to Ensure Your Heritage Organisation's Sustainability by Securing the Right Capability and Capacity in the "Human Capital" Area

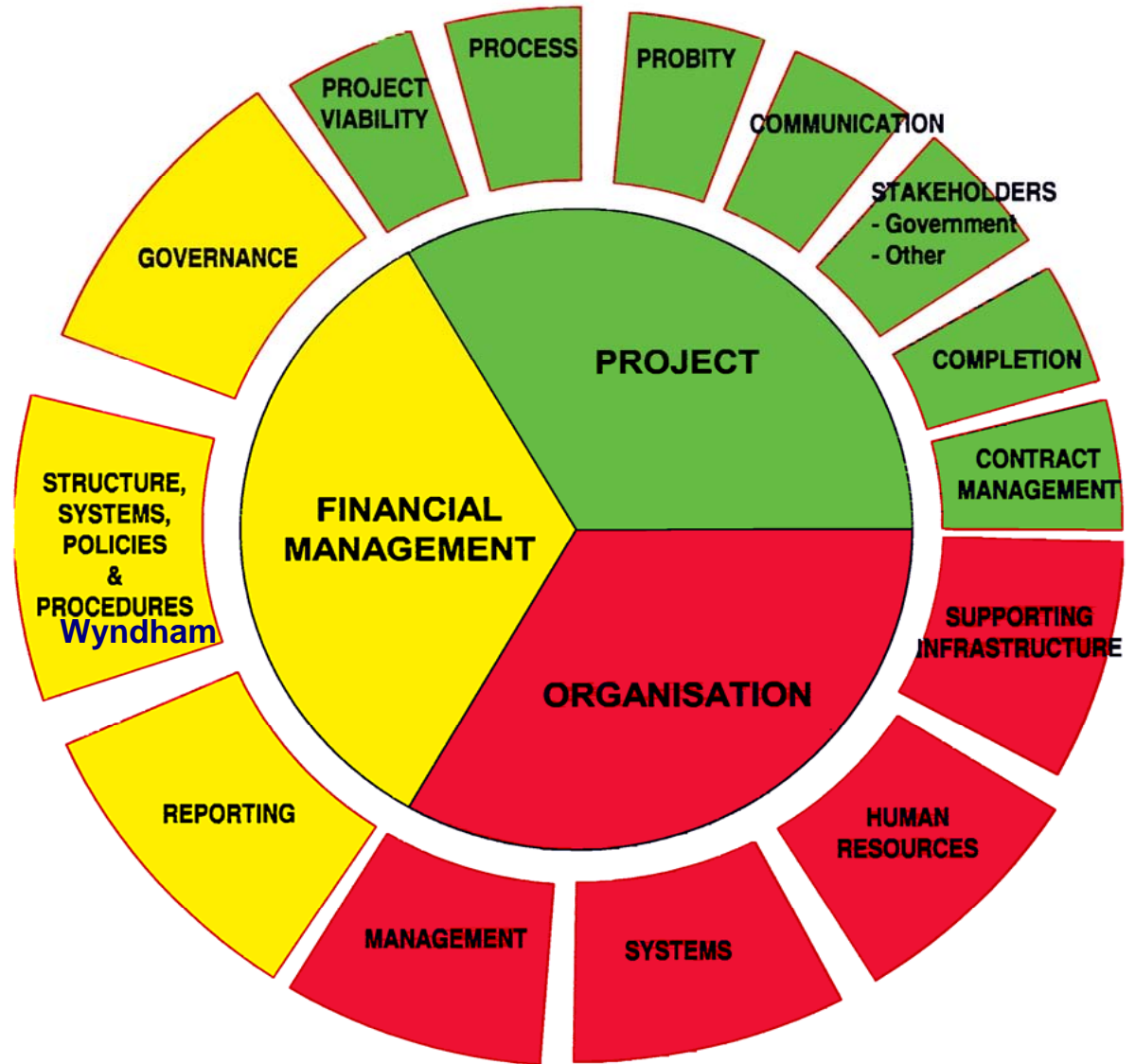
The Board - Skills

Business Strategy	Financial	Marketing & Business Development	Human Resources & Legal	Media	Industry Knowledge & Experience - Broad	Industry Specific Knowledge	Personal & Interpersonal Skills	Independence	Conflict of Interest	Team Player and Diversity
[Redacted]			[Redacted]		[Redacted]	[Redacted]	[Redacted]			



Corporate Governance
Role of Board Directors
and Management

Risk



Issues

How well are we managing risk ?



- . Strategy
- . Railway Industry Knowledge
- . Marketing
- . Finance and Accounting
- . HR / Legal
- . Media
- . Broad Industry
- . Personal / Interpersonal
- . Independence
- . Team Player
- . Diversity

Strategy

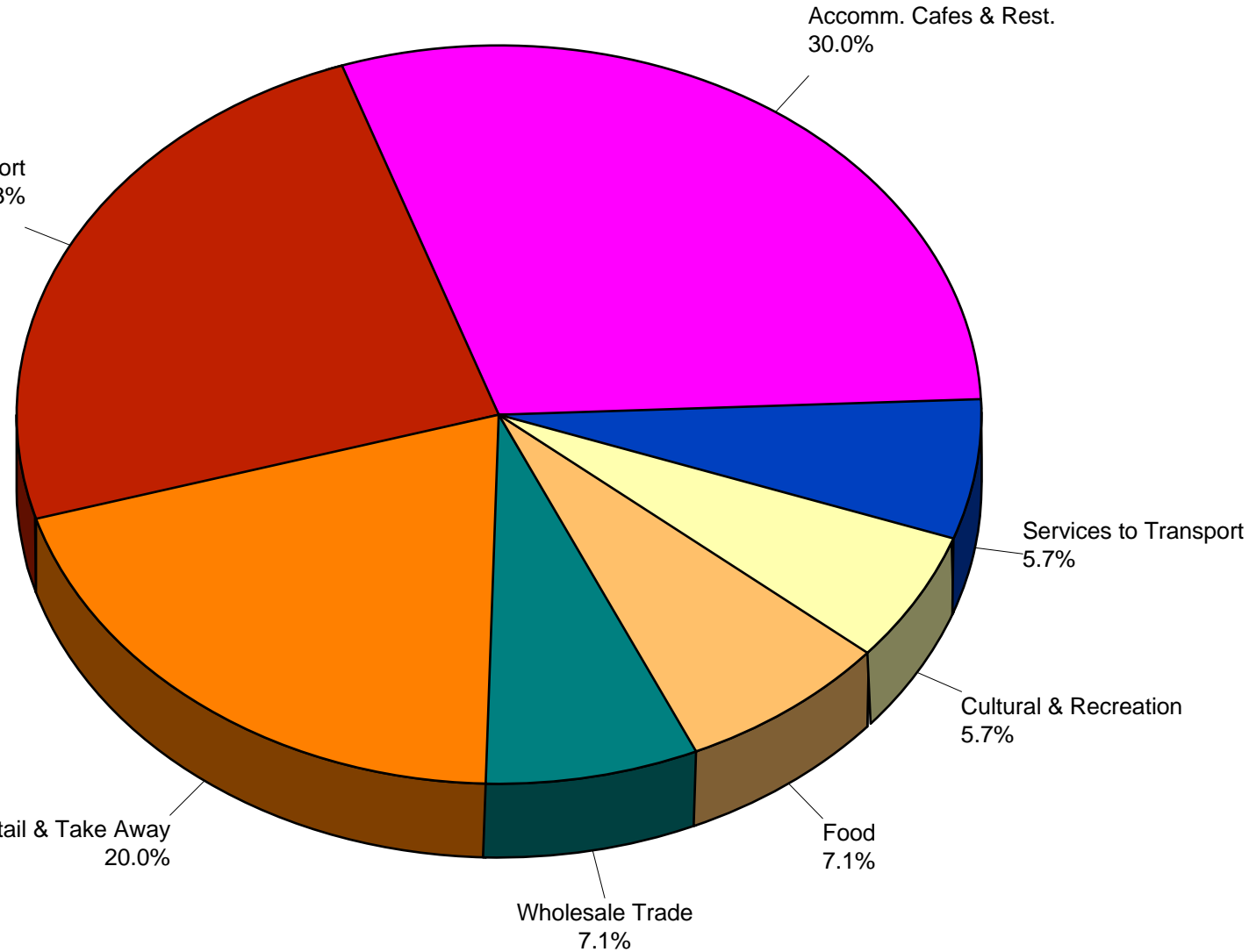


- Macro Perspective
- Regional Offering
- Links
- Close to the Money
- Close to the Influencers

October 2009



Current Contribution to the Regional Economy by Sector



The total annual regional spend for those visiting is:

International - $\$79.36 \times 4,145 = \$328,947$

Intra-state - $\$107.25 \times 9,566 = \$1,025,953$

Interstate - $\$106.38 \times 2,232 = \$237,440$

Total Direct Contribution \$1.59 M

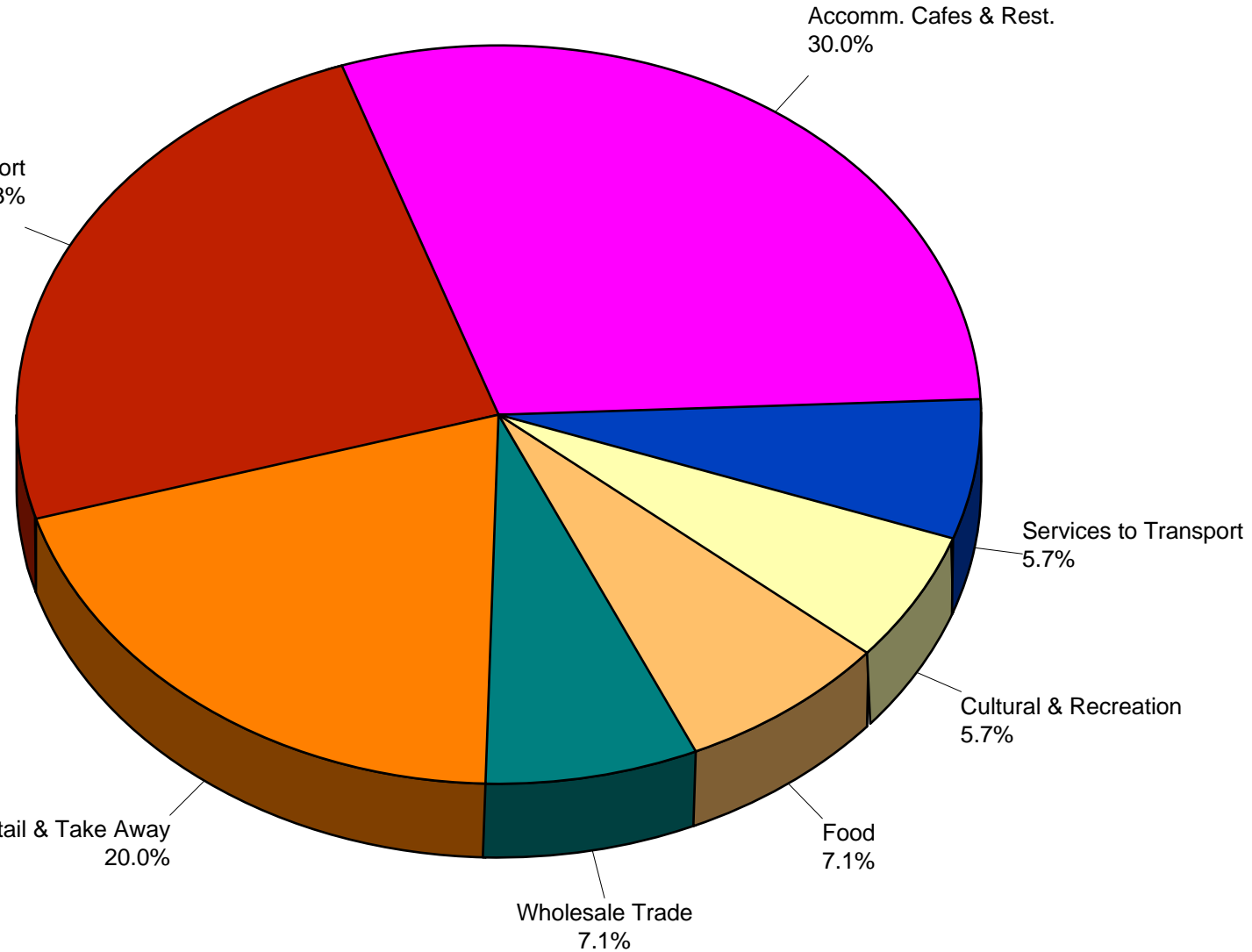
Total Direct and Indirect Contribution = \$4.77 M

One job in tourism for every \$82,000 of input from tourism

19.4 FTE jobs created plus jobs from indirect contribution

Total contribution - Direct - \$1.59 M, Indirect - \$4.77 M

Future Contribution to the Regional Economy by Sector from 90,000 Patrons Visiting



The total annual regional spend for those visiting is:

International - $\$79.36 \times 23,400 = \$1,857,024$

Intra-state - $\$107.25 \times 54,000 = \$5,791,500$

Interstate - $\$106.38 \times 12,600 = \$1,340,388$

Total Direct Contribution \$8.99 M

Total Direct and Indirect Contribution = \$27 M

One job in tourism for every \$82,000 of input from tourism

109.6 FTE jobs created plus jobs from indirect contribution

Total contribution - Direct - \$8.99 M, Indirect - \$27 M

How to Ensure Your Heritage Organisation's Sustainability by Securing the Right Capability and Capacity in the "Human Capital" Area



- Close to the Influencers

October 2009



- . Strategy
- . Railway Industry Knowledge
- . Marketing
- . Finance and Accounting
- . HR / Legal
- . Media
- . Broad Industry
- . Personal / Interpersonal
- . Independence
- . Team Player
- . Diversity

Railway Industry Knowledge



- Policy Changes
- Influence Policy
- Understanding and Acceptance of Accreditation

October 2009



- . Strategy
- . Railway Industry Knowledge
- . Marketing
- . Finance and Accounting
- . HR / Legal
- . Media
- . Broad Industry
- . Personal / Interpersonal
- . Independence
- . Team Player
- . Diversity

Marketing

- Market Driven
- Offer an Experience
- Balance Sectors - Tourist / Premium
- Competitor Analysis



October 2009



- . Strategy
- . Railway Industry Knowledge
- . Marketing
- . Finance and Accounting
- . HR / Legal
- . Media
- . Broad Industry
- . Personal / Interpersonal
- . Independence
- . Team Player
- . Diversity

Finance and Accounting



- Governance - Audit Committee
- Sustainable

- . Strategy
- . Railway Industry Knowledge
- . Marketing
- . Finance and Accounting
- . HR / Legal
- . Media
- . Broad Industry
- . Personal / Interpersonal
- . Independence
- . Team Player
- . Diversity

HR / Legal



- Directors Responsibilities
- OH&S
- Managing Permanent Staff
- Supporting Volunteers
- Succession Planning
- Capacity and Capability

October 2009



- . Strategy
- . Railway Industry Knowledge
- . Marketing
- . Finance and Accounting
- . HR / Legal
- . Media
- . Broad Industry
- . Personal / Interpersonal
- . Independence
- . Team Player
- . Diversity

Media



- Links
- Relationship
- Internal - Volunteers and Staff
- External - Publicity

October 2009



- . Strategy
- . Railway Industry Knowledge
- . Marketing
- . Finance and Accounting
- . HR / Legal
- . Media
- . Broad Industry
- . Personal / Interpersonal
- . Independence
- . Team Player
- . Diversity

Broad Industry



- How the Region Works
- Competitors
- Business Acumen
- Links

October 2009



Personal / Interpersonal

- . Strategy
- . Railway Industry Knowledge
- . Marketing
- . Finance and Accounting
- . HR / Legal
- . Media
- . Broad Industry
- . Personal / Interpersonal
- . Independence
- . Team Player
- . Diversity

- Leadership
- Understand People
- Understand Organisations
- Effectively Communicate
- Links



October 2009



- . Strategy
- . Railway Industry Knowledge
- . Marketing
- . Finance and Accounting
- . HR / Legal
- . Media
- . Broad Industry
- . Personal / Interpersonal
- . Independence
- . Team Player
- . Diversity

Independence

- Not Popularist
- Make the Hard Decisions
- Passion / Logic Mix



- . Strategy
- . Railway Industry Knowledge
- . Marketing
- . Finance and Accounting
- . HR / Legal
- . Media
- . Broad Industry
- . Personal / Interpersonal
- . Independence
- . Team Player
- . Diversity

Team Player



- Essential
- Confidentiality
- Board - Not the Individual

October 2009



- . Strategy
- . Railway Industry Knowledge
- . Marketing
- . Finance and Accounting
- . HR / Legal
- . Media
- . Broad Industry
- . Personal / Interpersonal
- . Independence
- . Team Player
- . Diversity

Diversity



- Board Input
- Balance - Women / Professional etc...

- . Strategy
- . Railway Industry Knowledge
- . Marketing
- . Finance and Accounting
- . HR / Legal
- . Media
- . Broad Industry
- . Personal / Interpersonal
- . Independence
- . Team Player
- . Diversity

How do you get the capacity and capability you need ?



- Different Recruitment Pool
- Look for the Skills
- Use Board Sub-Committees

October 2009



- . Strategy
- . Railway Industry Knowledge
- . Marketing
- . Finance and Accounting
- . HR / Legal
- . Media
- . Broad Industry
- . Personal / Interpersonal
- . Independence
- . Team Player
- . Diversity

How do you get the capacity and capability you need ?

Different Recruitment Pool



- Service Clubs - Apex, Rotary
- Educational Institutions
- Women's Groups
- Professionals

Eg - Walhalla

October 2009



- . Strategy
- . Railway Industry Knowledge
- . Marketing
- . Finance and Accounting
- . HR / Legal
- . Media
- . Broad Industry
- . Personal / Interpersonal
- . Independence
- . Team Player
- . Diversity

How do you get the capacity and capability you need ?

Look for the Skills

- Accountants
- Engineers
- Marketers
- Legal
- HR



October 2009



- . Strategy
- . Railway Industry Knowledge
- . Marketing
- . Finance and Accounting
- . HR / Legal
- . Media
- . Broad Industry
- . Personal / Interpersonal
- . Independence
- . Team Player
- . Diversity

How do you get the capacity and capability you need ?

Use Board Sub-Committees



- Audit Committee - Outside Members
- Look at Risk

October 2009



- . Strategy
- . Railway Industry Knowledge
- . Marketing
- . Finance and Accounting
- . HR / Legal
- . Media
- . Broad Industry
- . Personal / Interpersonal
- . Independence
- . Team Player
- . Diversity

How do you get the capacity and capability you need ?

Up to you to act

We can do it



October 2009

