

# Response to questionnaire on the current state of operating heritage operators

## Top 3 concerns and opportunities across all organisations

### **Quality of restoration (do well and want to continue)**

- Consistently high priority for all operators
  - Source of pride (not all individual owners yet committed to historical accuracy but improving)
- Need access to heritage trades and processes
- Need access to engineering support (re-design, re-calculate, adaptive re-use)

### **Regulations / Compliance (threat to continued operation)**

- Rated highly by all organisations
  - Regulations (specifics different but generally make operation more difficult)
  - Insurance (more for organisations than individuals)

### **Public awareness and support (threat to continued operation & opportunity to do more)**

- General apathy for heritage
- Governments not interested (little funding, regulators don't see heritage as different – too hard.
- Organisations need public support for money
- Private collectors need continued interest to ensure re-sale value of their machines

## Other Priorities (rated very highly by organisations but not as highly by individual owners)

### **Funding (opportunity to do more)**

- Consistently highest concern and greatest opportunity for organisations
- Not in top 3 for private operators, although increased costs mean fewer people can afford to operate heritage equipment privately
- Finding long-term accommodation important for some
- Insurance continuing and increasing burden
- No real plans or expertise to address the issue – eg. money from government or paying customers?

### **Volunteers (threat to continued operation)**

- Not an issue for private operators. Critical to organisations.
- Concern for ageing of current volunteers and inability to attract new ones (particularly women and children and people from other backgrounds)
- Best volunteer is one committed to the goals of the organisation (requires well-run organisation with goals and management). Can be the greatest asset.
- Difficult volunteers are those only interested in their own project or those who see the organisation as a men's shed (somewhere to hang out and talk).

### **Organisation leadership and governance (threat to continued operation & opportunity to do more)**

- Not seen as an issue for private operators, however there is an opportunity to improve the restoration and continuing management of the object.
- Significant issue for many organisations
  - Often lack of professional expertise (planning, finance, marketing)
  - Sometimes destructive political in-fighting

## **Possibilities for the future (what could be achieved together that couldn't be achieved alone)**

- Pooled skills and facilities
  - Specialist skills (engineering, trades, management, marketing)
  - Manufacturing and testing facilities
  - Concentrating specific specialist skills and resources in some centres could achieve “critical mass” required to get government, industry and community support. For example, boiler inspection, high-tension electrics, heavy machining, etc. could support apprenticeships, equipment, etc.
- Single voice
  - politically significant – half a million people currently invisible
    - funding – heritage lottery?
    - reasonable regulations
  - easy to deal with
    - decision-makers don't need to deal with thousands of people/organisations
  - “carrot and stick” could be used – meeting operational standards qualifies for reduced regulation and lower costs (eg. reduced insurance premiums, access to grant funding)
- Joint promotion
  - General tourist promotion (eg. Google “European Route of Industrial Heritage” to see how Europe promotes industrial heritage)
  - Cross-promotion between organisations (inside and outside the operating heritage world)

## **Agenda for phone conference 23 July 2018**

Dial 1800 847 259 (toll-free)

Enter PIN 5472 0921

### **Agenda**

1. Introductions 20min
2. Discuss responses to questionnaire - Current situation and possibilities for future 30min
  - a. Anything missing?
  - b. Anything that should be removed?
3. Is there anything that we could work on together? 30 min
  - a. Consider our capability to achieve something
  - b. Consider the potential benefits compared to the amount of work required
  - c. Choose three (say) for further investigation
4. How could we achieve the goals? As an example, if we decide we want to share resources
  - a. What resources?
  - b. How would it work?
  - c. What would we need to do?
  - d. Only ideas – nothing is too crazy
  - e. What extra information do we need before making any decisions?
5. Next steps 30min
  - a. Do we continue? If answer is yes:
  - b. How do we continue?
    - i. Informal
    - ii. E-mail, phone, phone conferences
  - c. Record agreed actions
  - d. EA will continue to provide limited resources to organise meetings, distribute minutes, co-ordinate communication and do some research.