



# Sustaining Our Rail Heritage

## International Railway Heritage Conference

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15 October 2009



# Sustainable Rail Heritage Asset Management Strategy

- Key drivers – structural change
- Endorsed by NSW State Cabinet - June 2006
- Key elements:
  - Institute asset management approach to core collection of State owned rail heritage assets
  - Partner with rail heritage groups to conserve and manage core assets
  - Upgrade Thirlmere site to store and display most significant assets
  - Establish ORH in RailCorp to oversee implementation
  - Funding strategy



# ORH Governance and Structure

- Overseen by Heritage Advisory Committee comprising:
  - Chair, RailCorp Board
  - Chief Executive Officer, RailCorp
  - Director, Office of Rail Heritage
  - Director, Powerhouse Museum
- ORH staffing – small establishment, supplemented by contractors and specialists, based at Central Station (Sydney)



# Office of Rail Heritage objectives

- 1) Asset Management:
  - Facilitate the proper care and sustainable management of the State's core rail heritage assets
- 2) Working with Custodians:
  - Engage with rail heritage precinct/special interest groups and strategic partners
- 3) Skills Transfer:
  - Facilitate the development and transfer of heritage conservation skills
- 4) Enhancing Volunteering:
  - Recognise, value and develop rail heritage volunteering



## ORH Portfolio

- Assets in 'custody' managed via 12 rail heritage groups with ~ 3000 members & 600+ active volunteers
- Fixed assets:
  - 7 Precincts: Valley Heights, Picton-Mittagong Loop Line (incl. Thirlmere), Cooma, Finley, Werris Creek & Tenterfield
  - Heritage facilities at South Eveleigh (Large Erecting Shop) and Broadmeadow Roundhouse
- Moveable assets:
  - Rolling Stock - 'core' heritage fleet (239)
  - Small objects – from clocks to uniforms (over 2,500)





# ORH Portfolio





# 1) Asset Management

- Identification of core collection (fixed and moveable) well advanced
- Updating RailCorp's items listed on the State Heritage Register:
  - places and items of importance to the people of NSW
  - commissioning of thematic history
  - development of collection management plan and system





# 1) Asset Management - fixed

- Facilities for storage, display, operation and restoration:
  - Rail Heritage Centre Upgrade at Thirlmere (1 hour south of Sydney)
    - Enhanced facilities and public access to the State's significant rail heritage items
    - Partnership with NSW Rail Transport Museum and collaboration with Powerhouse Museum
    - New roundhouse (complete), multifunctional building, landscaping and exhibition fit out due to be completed December 2010





# 1) Asset Management - fixed

- Facilities for storage, display, operation and restoration (cont):
  - Large Erecting Shop, South Eveleigh (on State Heritage Register):
    - Rail heritage storage, operations, maintenance and lay over
    - Collocation of two groups
    - Staged repairs underway and consultation on layout
  - Broadmeadow Roundhouse (on State Heritage Register):
    - Re-use of State Heritage Register asset
    - Accommodation for ~50 heritage rolling stock items
    - Completion end October 2009





# 1) Asset Management - moveable

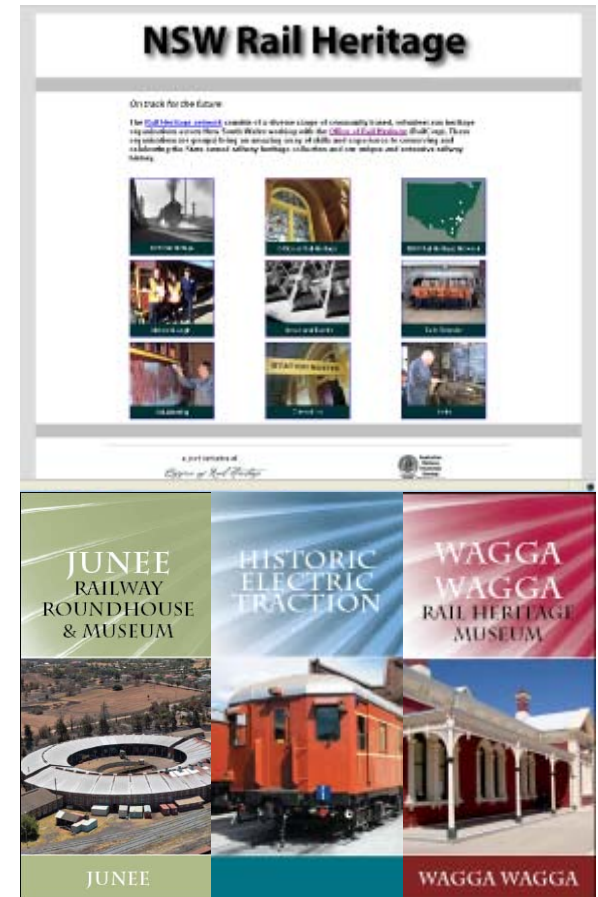
- Prioritised funding of moveable heritage projects including:
  - Asbestos removal from rolling stock
  - Loco 3801 major overhaul - new boiler being manufactured in Germany and NSW Rail Transport Museum undertaking mechanical overhaul
  - FP1 Pay Bus restoration by apprentices completed and related exhibition at Central Station
  - Loco 3265, support for Powerhouse Museum restoration





## 2) Working with Custodians & Partners

- Design & implementation of Custody Management Agreements incorporating funding support against Asset Management Plans
- Facilitation of:
  - networking, communication and information sharing (through Rail Heritage forums and website)
  - promotional materials and collaborative events







### 3) Skills Transfer

- Established a Churchill Fellowship in Rail Heritage:
  - First recipient sharing knowledge
- RailCorp commitment to apprentice restoration projects:
  - FP1 Pay Bus restoration and associated exhibition
  - Torque converters for rail motors
  - Early 20<sup>th</sup> century powder van
- Implementing a Skills Transfer Strategy with custodians:
  - Conservation Volunteers Australia engaged for a 12 month pilot program - three project streams: Skills audit and register; Fast Track Heritage and Rail Reserve Teams





## 4) Valuing and Enhancing Volunteering

- Linking groups with relevant support:
  - eg Volunteering NSW
- Establishment of Volunteer Awards:
  - three successful functions to date, recognising outstanding performance across 6 categories.
- Engagement of RailCorp staff in rail heritage journey







# Lessons learnt & emerging opportunities

## Strengths

- Building on existing rail heritage groups and attracting emergent groups
- Leadership engagement
- Resource
- Leveraging experience / capabilities from elsewhere eg CVA & skills transfer

## Weaknesses

- 'early days' in hard measurements
- Pace of alignment

## Opportunities

- Current and projected investment in rail in Aust
- Outreach / public interface
- Emergent RHC
- Alignment with other ventures

## Threats

- Renewal of volunteer base
- Group independence versus collaboration
- Political volatility

