

TRANSPORT HERITAGE

NSW



STRATEGY 2024: INVESTING FOR GROWTH

Strategic Plan 2019-2024 Transport Heritage NSW





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A BLUEPRINT FOR THE FUTURE

It is with pleasure that we present the Transport Heritage NSW (THNSW) Strategic Plan for 2019-2024.

THNSW has a pivotal role to play in NSW as the:

- leader in the sector;
- trusted advisor and subject matter expert to the sector and the NSW Government; and
- voice and advocate for heritage transport and supporting community-based sector groups.

We have a clear vision to bring transport heritage to life. Through our mission to collect and preserve significant heritage transport items and our engaging and interactive experiences, we share the significant impact of transport on the development of NSW and deliver benefits – economic, educational and cultural – to NSW communities through optimising the use of our transport heritage assets.

We manage our own collection of significant NSW railway heritage objects develop over 50 years. Through our arrangements with the NSW State Government, we are also entrusted to manage a portfolio of heritage assets (sites and collections) and support a vibrant community sector of heritage transport organisations across NSW. Our four long-term goals contributing to our own sustainability and the sustainability of the sector are:

- engage customers and the community;
- care for the collection and heritage assets;
- collaborate with our people and partners; and
- build a culture of risk management, safety and compliance.

We will deliver our vision, mission and long-term goals through:

- the direct operation of two museums and heritage passenger train services under the banner of our NSW Rail Museum;
- partnering with kindred organisations in the delivery of experiences and events;
- managing collection items and 11 heritage sites across NSW in collaboration with custodial groups; and
- providing key support services to the wider heritage transport sector within NSW.

Our successful delivery of these goals is underpinned by:

- the enthusiasm, commitment and dedication, along with the collaboration and cooperation, of our people and sector partners in sharing their passion for our heritage transport with the wider public; and
- the financial support and investment of the NSW Government for ongoing operational funding and specific project-based funding (already committed) for four key initiatives:
 - completing the locomotive 3801 reconstruction;
 - the Transport Heritage Grants Program and funding program for the maintenance of government-owned heritage assets;
 - establishing the Heritage Hub at Chullora; and
 - upgrading the Loop Line at Thirlmere.

We work today with a view to tomorrow to ensure we pass a legacy to the next generation and our activities are sustainable into the future. Key factors to our sustainability are:

- People – We will invest in programs and strategies to attract new people to support our activities and to maintain and develop the knowledge, skills and experience of our people.
- Financial – We will develop and diversify our funding sources and ensure sound business practices and financial discipline across all our activities.
- Environmental – We will actively seek to reduce or minimise the impact on the environment from our activities.
- Collection – We will conserve and strategically manage our collections for future generations.

THNSW is still a young organisation, built on the longstanding and proud history of volunteering. The organisation continues to evolve to meet the challenges of today's requirements, particularly the need for improved governance, increasing regulatory and safety compliance, entrepreneurial activities and delivering exciting and relevant experiences for the community.

This Strategic Plan will guide the development of our annual business plans and programs. The THNSW Board, staff and volunteers are committed to delivering on the objectives in this plan over the coming years.

Rob Mason
CHAIR

Andrew Moritz
CHIEF EXECUTIVE OFFICER



OUR VISION

Bringing transport heritage to life.

OUR MISSION

To collect and preserve significant transport heritage items to allow us to share - via engaging and interactive experiences that are relevant, accessible and meaningful - the significant impact of transport on the development of NSW.

OUR RESULT

To deliver benefits to NSW communities through optimising the use and appreciation of our heritage transport assets.

OUR BRANDS & CORE ACTIVITIES

TRANSPORT HERITAGE NSW

Our enabler and umbrella brand. Encompasses all our work on behalf of the sector and when we are delivering events in conjunction with our sector partners.



Our major programs and activities include:

HERITAGE & COLLECTIONS MANAGEMENT

Managing a portfolio of primarily rail heritage assets owned by the NSW Government on behalf of Transport for NSW.

MUSEUMS

Operation of two public rail heritage attractions: NSW Rail Museum and Valley Heights Locomotive Depot Heritage Museum.

HERITAGE EVENTS & EXPERIENCES

Operation of heritage train experiences at the NSW Rail Museum and throughout NSW.

Delivering major events, activities and education programs at the NSW Rail Museum and throughout NSW.

SECTOR DEVELOPMENT

Providing a leadership role and delivering a range of support services to 30+ heritage transport organisations (as of May 2019) on behalf of the NSW Government.

OUR VALUES

Our values guide and influence the way we work and will be visible and recognisable in the way we serve our customers and engage with the broader NSW community:



Safety and Accountability



Integrity



Care and respect



Teamwork



Service and the Community

OUR CHANGING ENVIRONMENT

THNSW operates in a dynamic environment and must adapt and change to remain relevant. Whilst we collect, preserve and interpret the past, we cannot remain there. Some of what was once common practice is no longer appropriate or acceptable. Technology makes things possible today

that were once only the stuff of dreams. THNSW operates within a dynamic environment, which is constantly changing and evolving. Societal trends are impacting on our business environment and to remain relevant THNSW must address the following challenges.

DRIVER FOR CHANGE	DESCRIPTION	LINKS TO GOAL/S
 <p>Changing customer base</p>	<p>Traditionally, our customers have been enthusiasts, leisure seekers and locals. Now, as communities are beginning to appreciate and value heritage and authentic heritage experiences, our audience base is broadening to include families with young children, schools and domestic and international tourists.</p>	<p>Engage Customers and the Community</p>
 <p>Changing customer expectations and an increasing demand for unique experiences</p>	<p>Our customers want more from all interactions with us. Customers expect more and better customer service, they expect online, immersive and unique experiences, user-generated content fast and 24/7 access.</p>	<p>Engage Customers and the Community</p>
 <p>Increasing compliance and regulatory requirements</p>	<p>Safety and environmental standards are rising and penalties for non-compliance are increasing. Past custom and practice needs to be reviewed and adapted to meet current community expectations and regulatory and legal obligations.</p>	<p>Develop a Culture of Risk Management, Safety and Compliance</p>
 <p>Operating heritage trains on an increasingly modernised rail network</p>	<p>Technology is changing, there is increased traffic and the modern railway network is evolving. We face a continuing challenge to operate heritage equipment on the main line.</p>	<p>Engage Customers and the Community, Care for the Collection.</p>
 <p>Maintain a large growing and complex collection</p>	<p>The collection we care for is diverse, vast and growing. Our challenge is to collect today for tomorrow and yet our storage capacity and resources are limited. We must make sensible and carefully curated choices about what we collect and save.</p>	<p>Care for the Collection</p>
 <p>Changing face of volunteering and membership</p>	<p>The nature of volunteering and membership is changing. People have less time to give, other commitments, more leisure and entertainment options and more independence than ever before. For those who do still want to participate and volunteer, they also have more choice than ever before.</p>	<p>Collaborate with our People and Partners</p>
 <p>Maintaining knowledge skills and capability</p>	<p>Operating heritage equipment requires specific knowledge skills and capabilities not readily available in the modern workforce. Recruiting, training and retaining a skilled workforce (both paid and volunteer) with the right capabilities and who can then pass that knowledge on to future generations requires an increasing focus.</p>	<p>Collaborate with our People and Partners</p>



OUR STAKEHOLDERS

Our stakeholders are many and have differing needs, expectations and requirements of our organisation to deliver for them. All are united, however, by a strong recognition of the value of our transport heritage and the strong desire to preserve the past and share it with current and future generations. We are united in our vision to bring transport heritage to life!

Members & Volunteers - are passionate and support and advocate for our cause while seeking a sense of belonging, the opportunity to share their vast knowledge and experience with other like-minded people and the public, and engage in fulfilling experiences that range from restoring a heritage item to taking a guided tour or participating in the unique activities we offer.

Customers & Community - are seeking a great day out and/or unique experiences they can share with each other, that are enjoyable, engaging and provide learning and understanding about the role and impact of transport on the development of NSW as we know it today.

Heritage Transport Organisations (HTO's) - share our passion for bringing transport heritage to life and are seeking advice, support and assistance to undertake their work in preserving and presenting our transport heritage.

Other Industry & Business Partners - value our expertise and capability, and share and support our work.

NSW Government - entrust us to manage a portfolio of predominately rail related heritage assets and undertake a wide range of asset management services to deliver a meaningful heritage legacy, sustainable economic contributions, strong and engaged communities, and value delivered effectively and safely.



STRONG FOUNDATIONS FOR INVESTING IN GROWTH

THNSW is a member- and volunteer-based organisation building on more than 50 years of proud history. THNSW was created in late 2013 following a government-initiated review.

Our successes and the delivery of our activities is driven by the energy, enthusiasm, dedication and continued commitment of all our people in sharing their passion for our heritage transport with others.

THNSW is supported by its membership – more than 2,000 individual members, including more than 45 life members recognised for their continued outstanding commitment and contribution to the organisation over many years, as well as our THNSW associate members – other heritage transport organisations and sector partners.

THNSW's success is underpinned by its people. The knowledge, skills and experience of our people in our heritage context is what enables us to do what we do and is what sets us apart.

Our first five years, 2015-2019 following our establishment as Transport Heritage NSW, have been about consolidating our activities and those of our predecessor organisations – the former NSW Rail Transport Museum, Trainworks Ltd and the Office of Rail Heritage – into the one cohesive organisation that has a clear plan and purpose.

This has delivered significant growth in visitor numbers to our museums and passenger numbers on our services, social media engagement, and new support programs to sector groups.

CONSOLIDATE 2014 - 2018

- Merging of Trainworks, Office of Rail Heritage & NSWRTM
- Rebranding of Heritage Express and Trainworks to NSW Rail Museum
- Establish THNSW as an organisation
- Develop grants and sector support programs



INVEST 2019 - 2022

- Establish Heritage Hub at Chullora
- Invest in the loop line
- Significantly reduce maintenance backlog on key assets: facilities and rolling stock
- Business enabling systems to support growth in activities
- Invest in regional precincts



GROW 2022 - 2024

- Increased visitation to NSW Rail Museum and key precincts throughout NSW
- Increased passenger services and passenger numbers
- Capacity to care for growing collection



The next five years is about investing for growth.

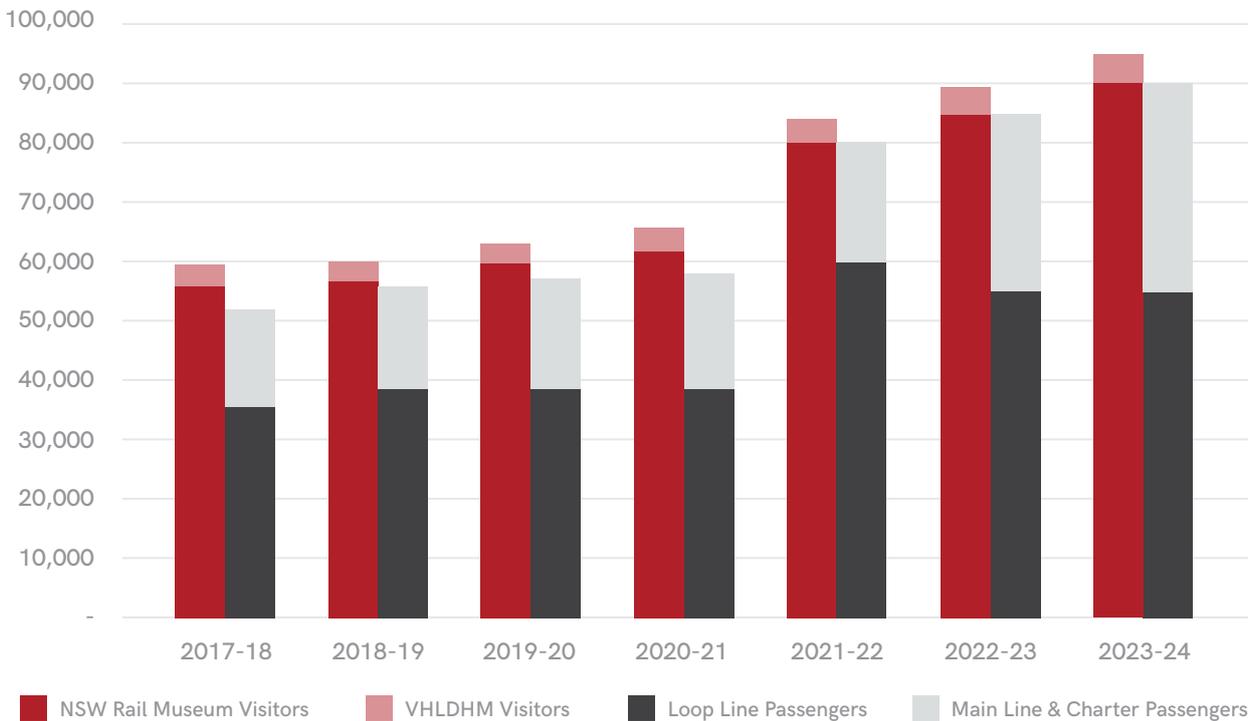
2019 - 2022 will see a focus on maintaining visitation at our museums and passenger numbers on our services, whilst delivering key initiatives such as the completion of locomotive 3801, an upgrade to the Loop Line at Thirlmere and the establishment of the Heritage Hub.

This corresponds to the period of known operational support (financial) from the NSW Government.

Following the realisation / delivery of the key initiatives outlined, there will be anticipated growth in visitation to our museums and participation in our heritage train operations.

This is presented visually in the following chart.

INVESTING IN GROWTH



The heritage transport sector in NSW is a vibrant one, made up of mostly smaller community-run organisations. The sector plays a vital part in our wider THNSW vision – bringing transport heritage to life. Our leadership role in the sector will continue to grow as we increase our wider promotion of heritage transport in our community, our staging of events such as our annual Transport Heritage Expo that brings together a number of operators and museums, the annual Transport Heritage Grants Program and growing our delivery of support to those caring for NSW Government-owned heritage transport assets.

Over the next five years, our focus across all areas of activity will be **investing for growth** in our core programs and activities.

This means:

- growing the **audiences** participating in our activities;
- growing the significance of the **collection** of assets we manage;
- growing our systems to ensure we can deliver greater **community benefit**;
- growing our **people and their capabilities**; and
- growing our role as the **sector leader**, trusted advisor and our ability to support other heritage transport sector groups to achieve their goals.



KEY INITIATIVES

Our four key initiatives on which our projected growth is based are:

- completing the locomotive 3801 reconstruction;
- undertaking the Transport Heritage Grants Program and funding program for the maintenance of government-owned heritage assets;
- establishing the Heritage Hub at Chullora; and
- upgrading the Loop Line at Thirlmere.

These initiatives are either fully funded or, in the case of the Heritage Hub, partially or seed funded as at May 2019.



OUR STRATEGIC GOALS 2019-24

ENGAGE CUSTOMERS AND THE COMMUNITY

<p>OUR APPROACH</p>	<p>Deliver vibrant and engaging programs, events and activities that showcase our rich transport history to the widest possible audience.</p>
<p>CURRENT POSITION</p>	<p>THNSW’s program of events and activities showcase our rich transport history to approximately 60,000 visitors across our two museums and 60,000 passengers across our heritage rail operations.</p> <p>THNSW supports other heritage transport organisations, including custodians of government-owned assets, with advice and funding via the Transport Heritage Grants Program.</p>
<p>WE WILL</p>	<p>Offer a diverse and wide range of experiences that showcase our collection and the State’s heritage transport story through our museums, outreach programs and events. We will work in collaboration with our partners across the heritage transport sector to bring transport heritage to life in a way that brings enjoyment and new understanding to our audiences.</p>
<p>KEY INITIATIVES</p>	<ul style="list-style-type: none"> • Operate the NSW Rail Museum and the Valley Heights Locomotive Depot Heritage Museum. • Deliver a program of heritage rail operations on the main line network throughout metropolitan and regional NSW. • Increase the operation of heritage rail services on the Loop Line at the NSW Rail Museum in Thirlmere. • Develop new programs and events in partnership with other heritage transport organisations and museums. • Improve our sector development program to enhance other heritage transport organisations and museums.
<p>BY 2024</p>	<p>Measures for Success / Contribution to Sustainability</p> <ul style="list-style-type: none"> • Achieve 90,000 visitors per annum at our flagship NSW Rail Museum. • Achieve 90,000 passengers on our heritage rail services. • Expand and grow our support to other heritage transport organisations, helping them grow their own public engagement. • Increase percentage of own-sourced revenue as part of our total budget.



CARE FOR OUR COLLECTION AND HERITAGE ASSETS

OUR APPROACH	<p>Maintain and develop a distinctive and significant collection of heritage transport assets (moveable and fixed, historic and contemporary) that engage our customers and the community.</p>
CURRENT POSITION	<ul style="list-style-type: none"> • Maintenance backlog at all locations on the Loop Line and with collection items. • Generally poor collection storage across multiple sites. • Reliability of operating heritage fleet improving, but still below business requirement.
WE WILL	<p>Collect and care for a wide range of objects and precincts that showcase our rich and diverse transport history. Each of the seven precincts, 250+ items of rolling stock and 5,000+ small objects that we currently manage have a unique story to tell. Through our programs and activities, we will develop the collection and make it available to communities throughout NSW and beyond. We will provide support to our kindred organisations to care for their collections and precincts.</p>
KEY INITIATIVES	<ul style="list-style-type: none"> • Implement the Heritage Hub - a new facility for the storage and maintenance of the collection. • Restoration and maintenance of a reliable operating fleet of heritage items that is fit for purpose and meets the business needs of the organisation. • Complete the locomotive 3801 reconstruction project. • Maintain our portfolio of heritage properties and precincts in conjunction with our custodians and partners. • Upgrade the Loop Line at Thirlmere.
BY 2024	<p>Measures for Success / Contribution to Sustainability</p> <ul style="list-style-type: none"> • Heritage Hub delivered within agreed parameters. • Improved reliability and availability of our operating fleet. • Address the maintenance backlog on major heritage assets and collections (all of the properties, rolling stock and other collection items and assets) to ensure they are fit-for-purpose. • Upgrade of the Loop Line at Thirlmere completed. • Locomotive 3801 returned to service in 2020. • Increased percentage of the collection stored to acceptable standards.



COLLABORATE WITH OUR PEOPLE AND PARTNERS

<p>OUR APPROACH</p>	<p>Work collaboratively and in partnership with our stakeholders because together we can achieve more than we could on our own.</p>
<p>CURRENT POSITION</p>	<ul style="list-style-type: none"> • Programs to attract, retain and develop new volunteers and staff are immature. • Our sector support program has been implemented and is growing. • The NSW Government has committed to fund key initiatives and provide operational funding for the next three years. • Mutually beneficial partnerships have been established with four owners of heritage rolling stock to operate and maintain on their behalf. • Formal training programs and pathways for rail safety workers to progress are under development, but not yet implemented.
<p>WE WILL</p>	<p>Work collaboratively and in partnership with a wide range of stakeholders to deliver all our programs and activities to:</p> <ul style="list-style-type: none"> • Our members, who share our passion and enthusiasm for heritage transport and are vital advocates and supporters of our future; • Our people, staff and volunteers, who bring their knowledge, skills and enthusiasm to all our activities; • Our kindred organisations, custodians and precinct partners who are vital to extending the reach and impact of our work and activities; • Our funders who provide us with vital resources - financial, collections and other - that make all our activities possible; and • Our audience and customers who are the beneficiaries of our programs and services.
<p>KEY INITIATIVES</p>	<ul style="list-style-type: none"> • Develop and grow our capability and our people through developing a skilled and committed team of volunteers and staff. • Deliver a program of advice and support services in relation to heritage transport matters to both community organisations engaged in the preservation and presentation of heritage transport and the NSW Government. • Investigate opportunities associated with the establishment of the Heritage Hub to initiate formal training programs in heritage steam/boiler skills.
<p>BY 2024</p>	<p>Measures for Success / Contribution to Sustainability</p> <ul style="list-style-type: none"> • Maintain and grow our pool of skilled and trained people - volunteers and staff. • Partnerships developed and sustained. • THNSW recognised as the trusted 'go to' organisation by both community organisations and the NSW Government.

4 BUILD A CULTURE OF RISK MANAGEMENT, SAFETY AND COMPLIANCE

<p>OUR APPROACH</p>	<p>Be recognised for meeting or exceeding our regulatory compliance requirements.</p>
<p>CURRENT POSITION</p>	<ul style="list-style-type: none"> • Governance framework developing and maturing following establishment. • Accredited as a rail operator and infrastructure manager by ONRSR. • Safety management systems maturing. • Maintenance backlogs increase hazards and risks and reduce reliability.
<p>WE WILL</p>	<p>Manage the risks inherent in our activities for the safety of our people, customers, assets and the long-term preservation of the heritage assets within our care. We will meet or exceed our regulatory compliance and governance requirements in the areas of:</p> <ul style="list-style-type: none"> • Safety - Work Health and Safety and Rail Safety. • Governance - THNSW Constitution, Board charter, ASIC and ACNC guidelines. • Heritage - Heritage Act, Burra Charter, Riga Charter and the OEH requirements.
<p>KEY INITIATIVES</p>	<ul style="list-style-type: none"> • Maintain a sound governance framework including Board and management policy and procedures. • Implement a safety improvement program across all areas of activity. • Maintain our accreditation with ONRSR as a rail operator and infrastructure manager. • Address maintenance backlogs so that our physical assets required for our business are fit for purpose and sustainable.
<p>BY 2024</p>	<p>Measures for Success / Contribution to Sustainability</p> <ul style="list-style-type: none"> • Reduction in compliance costs and / or compliance issues raised. • Reduction in the number of injuries, near misses and hazards. • Maintain our accreditation with ONRSR as a Rail Operator (RSO) and Rail Infrastructure Manager (RIM). • Reliability of our physical assets improved.





OUR GOVERNANCE ARRANGEMENTS

Transport Heritage NSW (THNSW) is a not-for-profit company limited by guarantee, and is a registered charity.

THE THNSW BOARD

The THNSW Board comprises a total of eight directors made up by:

- The Chair, appointed by the NSW Minister for Transport
- Four elected directors, elected by eligible to vote members of THNSW, and
- Three non-elected appointed directors appointed as per the constitution of THNSW.

OVERARCHING ARRANGEMENTS AND AGREEMENTS

Our organisation is governed and influenced by:

- The THNSW Constitution
- The THNSW Strategic Plan
- Funding Agreements with the NSW Government
- The Master Heritage Asset & Custody Management Agreement (MCMA) with the NSW Government

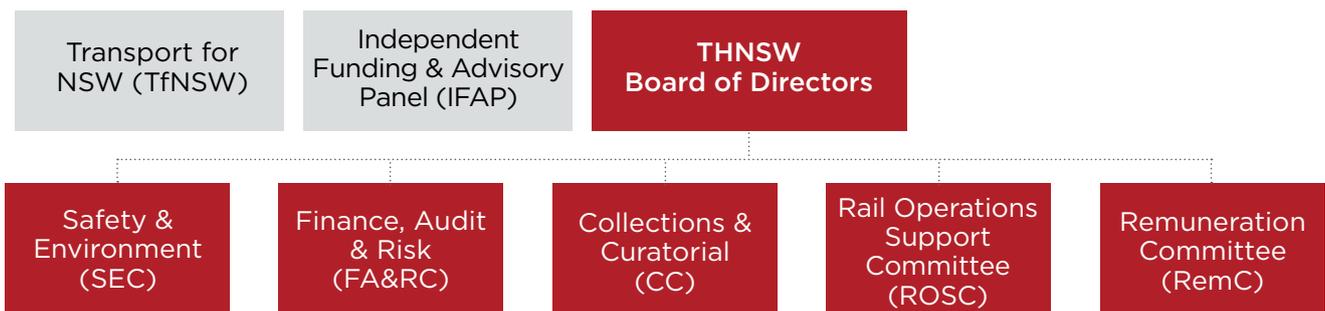
The agreements with the NSW Government commit THNSW to deliver a range of activities that are addressed by this plan.

Supporting documents required annually under the funding agreements also include:

- Total Asset Management Plan incorporating
 - Heritage Asset Management Plan (HAMP)
 - Property Management Plan
 - Operational Rolling Stock Fleet Management Plan
 - Picton- Mittagong Loop Line Maintenance Plan
- Transport Heritage Grants Program and funding programs

GOVERNANCE STRUCTURE

In accordance with the THNSW Constitution and the funding agreements, the Board governance framework is as follows:





OUR SITES & OPERATIONS

THNSW conducts its activities from a number of sites throughout NSW. (List current as of May 2019.)

DIRECT CUSTODY SITES (OWNED BY NSW STATE GOVERNMENT)

THNSW has direct responsibilities for the management and maintenance of these facilities:

- NSW Rail Museum Complex at Thirlmere
- Valley Heights Locomotive Depot

LEASED SPACES

- Head Office, Australian Technology Park, Eveleigh
- Locomotive 3801 Workshop, Chullora
- Picton - Mittagong Loop Line

RESIDUAL SITES (OWNED BY NSW STATE GOVERNMENT)

THNSW is caretaker of these facilities:

- Broadmeadow Locomotive Depot
- Large Erecting Shop, Eveleigh
- Igloo, Chullora
- Paint Shop, Eveleigh

During the life of this strategic plan, THNSW will establish the Heritage Hub with the support of Transport for NSW. The Heritage Hub will provide enhanced capabilities for THNSW to perform its functions and consolidate activities on one site. Following the establishment of the Heritage Hub, THNSW will begin to vacate the residual sites listed above, and the Locomotive 3801 Workshop, and relocate its head office to Chullora.

OTHER HERITAGE SITES

In addition to the above, THNSW, through the MCMA and Subsidiary Custody Management arrangements, has oversight of a selected number of key heritage sites throughout NSW. These are directly managed by local custodians and include:

- Finley Railway Yard (Berrigan Shire Council)
- Cooma Station Yard and part of the Cooma Goods Yard (Cooma Monaro Railway)
- Werris Creek Railway Refreshment Room. (Liverpool Plains Shire Council)
- Tenterfield Railway Yard. (Tenterfield Railway Station Preservation Society Inc)
- Porters' Room Wagga Wagga Railway Station (Wagga Wagga Rail Heritage Association.)

OPERATIONS

THNSW also operates its heritage rail passenger services on the broader rail network throughout NSW and interstate including the:

- Sydney Metropolitan Rail Network, managed by Sydney Trains;
- NSW interstate main lines and the Hunter Valley Network, managed by the Australian Rail Track Corporation (ARTC);
- NSW Country Rail Network, managed by John Holland Rail; and
- Queensland, Victorian and South Australian rail networks.

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TRANSPORT HERITAGE

NSW

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