

Annual Report 2015-16

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Chairman's report

When former Transport Minister Gladys Berejiklian appointed me to the position of Interim Chairman of Transport Heritage NSW four years ago, I was deeply honoured. I was excited by the challenge and I came eager to learn about the history and culture of the sector.

I looked forward to meeting the members and volunteers, listening carefully to their concerns and requirements and getting on with the job of discovering solutions. And I particularly looked forward to finding mutually acceptable ways to secure the safe, financially viable and best-practice future for heritage transport in this State.

As my designated three years as Chairman draws to a close, it is appropriate that I reflect on the last three years and what we have achieved. The last three years have been exhilarating and enjoyable. Together we have made great progress in identifying and moving towards achieving a shared vision for the sector. Challenges have been met and overcome, voices have been heard, excellent suggestions noted, and together we've achieved successes in our combined efforts to chart a new and exciting future for heritage transport in NSW.

I am particularly pleased to have been involved with the following initiatives and activities:

- The establishment of Transport Heritage NSW (THNSW) and the amalgamation of the three separate entities, Office of Rail Heritage, Trainworks and the NSW Rail Transport Museum all with different systems, procedures and organisational cultures to become the one organisation, THNSW, as we know it today.
- Securing agreement with, and the financial support of, government through the Master Custody Management Agreement and the Funding Deed to allow our charter and objectives and vital work to be achieved.
- Resolving the way forward for the 3801 locomotive reconstruction.
- Bringing the sector and the membership together through our annual conference and member forums to hear and learn more about best practice, new initiatives and ideas and to forge new networks and collaborations.
- The establishment of the Independent Funding & Advisory Panel, IFAP and the commencement of the Transport Heritage Grants program and Stream 2 funding for government assets.



Safety has always to be our highest priority and our continued vigilance, scrutiny and avoidance of complacency has been rewarded by safer outcomes.

I am pleased to announce that the organisation is on a sound financial footing and that we have completed this year with another working surplus whilst undertaking an ambitious program of work and activity.

The long awaited return of iconic locomotive 3801 is now in the best hands and continuing steadily with the restoration to be completed in late 2017. I look forward to standing behind my successor when the magical day comes and the locomotive returns to service. I will join in the cheers of welcome with gladness and enthusiasm tinged with a sense of relief. And I will be secure in the knowledge that I did my utmost, to ensure the return of our much-loved locomotive to active service once more for the enjoyment of all.

The recent establishment of IFAP and our sector support activities through advice, assistance and funding will enable us to fulfil our mandate and responsibilities to work with other heritage transport organisations throughout NSW to bring transport heritage to life. The first round of the transport heritage grants program shows the diversity of projects that groups are undertaking.

I have developed a great respect for everyone involved in the sector. I admire your passion and expertise and have forged great friendships with many of you. I believe that I will never meet a more committed, dedicated and talented group of people. I quickly became very proud of the hard-working and supportive folk throughout the sector for their skills, commitment and professionalism: the restorers, the train crews, the volunteers at our museums and everyone working at head office. In this context I would like to acknowledge the outstanding contribution made to the organisation by Peter Berriman who did so much with so much passion.

I would like to take this opportunity to thank all Board members past and present for their time, contribution and support. I particularly wish to thank Deputy Chairman David Ireland and Company Secretary Brett Fitzpatrick for their assistance and expert advice. I also wish to thank Andrew Killingsworth for his passion and hard work in the establishment of THNSW and to Andrew Moritz for his early successes in this challenging and complex role.

I am pleased that in the last twelve months we have established two more Board Subcommittees including the formation of the Finance Audit & Risk, Business Development and Marketing Committees with member involvement where important issues and concerns are being raised and debated and where viable responsible courses of action are being planned and charted.

I should particularly like to thank David Oram for the excellent job he has done as editor of *Roundhouse* and Ray Rumble for his dedication as membership officer. Their retirement will be keenly felt. I would also like to thank our Life Members, particularly Graham Ahern, Member No. 1, for wise counsel and valuable advice over four years. I would also like to pay tribute to our Vice Patron Hon Milton Morris AO and to Kaye Sharp AM for their support and visionary work in training future generations.

It is customary for a Chairman to conclude his or her time with a few parting words of advice, encouragement and best wishes for the future. I should like to remind everyone that our organisation has a vibrant blend of paid staff and volunteers.

This is not unique to our organisation and neither are the

challenges, frustrations and interpersonal frictions, but I believe that it is absolutely essential that we seek to establish a respectful and productive working relationship throughout the sector. I have observed achievements but I have also observed attitudes and inaction that convince me that we can all do even better.

I have great confidence that the reforms we put in place will continue to have their beneficial effects, the works in progress will come to fruition and the shared vision of a safe, viable, well-trained sector can be achieved and will grow as it provides enjoyment and education to the generations to come.

I look forward to continuing my enthusiastic support, where appropriate, of THNSW. My wife Carolyn and I are grandparents to four and look forward to introducing them to the wonderful world of transport heritage and to the splendid people who work to preserve and maintain it for us all.

Peter Lowry OAM
Chairman

CEO report

I am delighted to be writing this year's CEO Report after just 5 months in the role. Since joining THNSW in February 2016 I have been hugely impressed by the range and scale of activities, preservation of heritage collections and sites and our engagement with the public in bringing transport heritage to life. The activities over the last twelve months as outlined in this report show the many ways we are delivering for the people of, and visitors to, NSW. Whilst I haven't been directly involved in all of the activities outlined in this report, I know that none of it would have been possible without each and everyone's individual contribution – big and small. Everyone involved should be very proud of what has been achieved in the last year.

Highlights have included the Great Western Tour of NSW and the 160th anniversary of the NSW railways late last year, the Thirlmere Festival of Steam, Hunter Valley Steamfest, the launch of the stunning 'Lives on the Line' installation at Trainworks, a number of highly successful Day Out with Thomas events and the Transport Heritage Expo. I am pleased that the great work of many was recognised earlier this year with two National Trust Heritage Awards for the restoration of the Amott's Biscuit Van and the 2015 Transport Heritage Expo. Again, congratulations and thank you to everyone involved in these and numerous other projects throughout the year.

The year has had plenty of challenges and seen significant change in THNSW. There has been change at the Board level; Rod Caldwell and Ray Rumble, changes in membership officer – Ray Rumble and long serving *Roundhouse* editor - David Oram and a change in Chief Executive Officer. On that note I would like to acknowledge a number of team members who left during the year including Andrew Killingsworth, Daniel Page, Stephen Baker, Therese Nelson, Phil Davis, Paul Gray, and Ashley Fitton. On behalf of everyone I thank all of these people for their contribution and wish them well with their future endeavours. Challenges with the operational fleet, workshops and operations planning and delivery spaces, reported elsewhere, have impacted on our train operations program.

I would like to thank everyone for making me feel most welcome and supporting me as I learn the ins and outs of THNSW. I would particularly like to acknowledge Peter Lowry as Chair and all the individual board members, and all team members, staff and volunteers, for being both patient and understanding as I've asked lots of questions. The most common refrain I've heard since joining is that 'it's a big job and there is a lot to do' – and it is and there is, but I am confident that with everyone's continued support and involvement we will get there. There is no shortage of ideas and opportunities – our challenge is to remain focussed and concentrate our



limited resources for best effect.

To this end I am pleased that we have been able to prepare and present our 2016-17 Annual Business Plan, budget and Operational Fleet Plan and are now working to implement them for 2016-17. I'm also delighted that following the establishment of the Independent Funding & Advisory Panel we are now able to implement a major component of our program in terms of working with custodians and other Heritage Transport Organisations to preserve and present transport heritage throughout the State. Major progress with the reconstruction of locomotive 3801 and the renaming and repositioning of Trainworks at Thirlmere will be achieved in the coming year. We will also be taking a renewed focus on our people in the coming twelve months with a focus on developing our volunteer program and training and development.

I would also like to acknowledge the support and assistance of the NSW Government through Transport for NSW (TfNSW). Without this support the delivery of our activities would not be able to happen on the scale it currently does. The funding arrangements place both significant obligations on the organisation to deliver certain outcomes as well as giving the organisation certainty and confidence to develop longer range plans and programs. I look forward to continuing to work on your behalf with the Board and TfNSW as we enter a period of review of these arrangements in preparation for negotiations around a new agreement.

There is no doubt there are plenty of great opportunities out there for us to share our amazing transport heritage story with the public and engage current and future generations with our passion and enthusiasm.

Keep up the good work!

Andrew Moritz
Chief Executive Officer

Vision and strategic directions

Bringing transport heritage to life!

This year Transport Heritage NSW Ltd continued to work towards implementing and achieving the organisation's objectives of the Strategic Plan 2015-19.

Our strategic directions are:

Strengthen governance and risk management

Maintaining compliance and effectively managing inherent risks is critical to the success of the transport heritage sector. Transport Heritage NSW will continue to take a leadership role with stronger governance and risk controls.

Engage customers and the community

To enhance community participation with transport heritage across the state, Transport Heritage NSW will continue to promote and deliver quality customer experiences.

Develop and nurture our people

Transport Heritage NSW is underpinned by the passion and commitment of our volunteers and staff and will continue to ensure individuals feel included, appreciated and supported as part of a positive team with a unified purpose.

Care for our assets and collection

Transport Heritage NSW will continue to work towards implementing management processes aimed at caring for the extensive portfolio of assets, heritage sites and collections to ensure the collections portfolio achieves greater potential.

Increase financial sustainability

Transport Heritage NSW will continue to ensure that our activities, programs, sites and collections are sustainable and enjoyed now and into the future through the generation of alternative revenue streams and achieving balance between social and financial benefits.



Key results

	2015-16	2014-15	2013-14
Volunteer hours	↑ 60,000 ¹	22,866	N/A
Membership	↑ 2,525	2,342	2,170
Thirlmere visitation	↑ 39,386	37,806	29,272
Valley Heights visitation	↑ 4,232	3,457	1,728
Event patronage	↑ 45,360	35,126	26,731
Train passengers	48,092	49,705	45,791
Retail	↑ \$197,651	\$147,443	\$78,573
Website visitation	↑ 173,552	79,386	11,600 ²
Social media followers	↑ 21,281	11,940	4,794
Student participation in education programs	↑ 3,229 ³	1,183	1,103

¹ Note previous year shows incomplete figures due to staggered roll out of Volgistics throughout the organisation.

² Website launched in March 2014.

³ Includes Trainworks education program plus outreach education program of 'Lives on the Line'.



Care for our assets and collection

Museum collections

THNSW continued to work towards implementing improved collection management processes aimed at caring for the extensive portfolio of museum collections and operational heritage assets, performing ongoing conservation and restoration work on our assets, in addition to auditing and expanding our collection.

Conservation and restoration projects continued to be a focus of the collections team this year to ensure the long-term care and preservation for our collection into the future. This financial year saw the completion of the extensive Arnott's Biscuits Van project and its relaunch onto display at Trainworks. Approximately 3,500 volunteer hours went into the project over a three year period, which included re-roofing, replacement of timber that could not be consolidated, colour-matching and repainting. The outstanding work that was carried out on this project was acknowledged by the National Trust who selected THNSW for a Heritage Award for Conservation at their annual awards luncheon in May 2016.

This year THNSW completed the auditing of the State-owned collection which involved the identification of all the objects in the Small Moveable Collection in storage. During the year, Collections Assistant Christian Fielder led a team of collections volunteers who spent 445 hours checking each of the 3,500 objects in the store against the existing catalogue, adding 1,300 new objects that were found into the catalogue, and updating the locations of nearly 850 objects that were listed in the wrong place. Whilst the audit was a formal process required by the Master Custody Management Agreement with TfNSW, it is also best practice in collection management for museums and heritage places.

THNSW also successfully participated in the Museums and Galleries NSW Standards Program which involved a detailed review of our current collection management

processes with recommendations for continuous improvement. The collections team is now working towards implementation of all improvement findings in the THNSW future action plan.

During the year, two significant objects were acquired into the collection with the donation of the 4.5 metre signalling panel from Enfield Yard by Pacific National in September, and the purchase of William James' World War I service medals in June.

- The signalling panel, originally installed in 1997, is a remnant of the locally controlled signal boxes before centralised control with ARTC at Junee.
- The William James medals trace James' career in the 6th Australian Broad Gauge Railway Operating Company during World War I and help to tell the story of the Lives on the Line commemorative artwork now on permanent display at Trainworks.

Two new volunteer-led carriage reconstruction projects were also begun during the financial year: the internal and external refurbishment of sleeping car MAM 907 and the external refurbishment of buffet car RBX 647 to museum display standard. The exterior paint work on both cars was significantly degraded (and in some locations had entirely failed). Once completed, these projects will eventually return the cars to a condition appropriate for museum display once completed.



Operational assets - fleet

The THNSW fleet faced significant obstacles this year that necessitated compromise and a flexible approach to all aspects of the management of our operational fleet. In the latter half of the year we lost three valued employees from the Thirlmere workshop which created substantial challenges over the summer maintenance period. As a result, most of the carriage fleet was subcontracted for its five-yearly inspections. Throughout the year planned work continued to be delayed through out-of-course repairs that continually cropped up at inopportune times, however maintaining the safety of our trains is a top priority for THNSW.

In the early part of 2016, work commenced on Museum of Applied Arts and Sciences (MAAS) steam locomotive 3830; this was to replace the firebox crown sheet to enable further life to be obtained before it was withdrawn from service. After a large amount of invasive work had been undertaken, further unknown (unforeseen) internal defects in the boiler were uncovered which resulted in the cessation of works due to the expense involved in the increased scope of works. Discussions are still continuing with MAAS to determine a path forward with this locomotive. In the meantime, the locomotive has been reassembled and is on display under cover at Trainworks.

Similarly, the MAAS steam locomotive 3265 which was returned to service for the *Thirlmere Festival of Steam* in March was found to have deteriorating white metal bearings on the side rods. As the main axlebox bearings of this locomotive are also white metal, and were re-metalled at a similar time as the side rods, the decision was taken to remove the locomotive from service to investigate the condition of the main bearings. This proved to be the correct decision as we found considerable issues with the white metal and all needed to be replaced. The discovery of cracks in the main driving wheel centre castings which again delayed the locomotive's return to service.

With 3265 out of service, steam operations on the Loop Line had to be temporarily replaced by diesel traction.

2705 is currently parked up awaiting repairs.
3526 is awaiting completion of the overhaul.
3642 continues as the main line steam mainstay of the fleet.
3801 is continuing through its major overhaul.
3265 on loan from MAAS, is currently having bottom-end works completed.
3830 on loan from MAAS, is currently parked up awaiting decisions from MAAS on its future.
4201 is at UGL-Unipart workshop in Auburn undergoing the final stages of work.
4490 & 4520 continued as main line operational units.
4803 is in use at Thirlmere operating Loop Line services, as well as workshop shunter.
4916 has been in use on Loop Line services from time to time.

Railmotor: **CPH18** has been in use intermittently thought the year. We are giving consideration to widening the area of operations for this vehicle.

Carriages: Our carriage fleet has been in operation throughout the year. Various small repairs have been necessary along the way, but we have been fortunate in maintaining availability.

Above is a brief summary of our fleet as at 30 June 2016.

The overhaul on 3801 progressed slowly throughout the year with a focus on ensuring the selection of a suitable boiler repair company. While this took much longer than anyone anticipated, we firmly believe this project requires careful consideration and are happy to confirm that we will be making major announcements shortly.

To provide clarity around our future operational fleet, an Operational Fleet Plan was presented to the Board for their approval. This strategy sets out our agreed strategy and requirements for operational locomotives and rolling stock for the effective operation of heritage trains on the main line as well as on the Loop Line. The Operational Fleet Plan is a key document THNSW is required to produce as part of the Funding Deed Agreements with Transport for NSW. The Operational Fleet Plan has a backbone of steam and diesel locomotives along with carriages and service rolling stock.

A future major project is the refurbishment of the Southern Aurora. Many years of operations have taken their toll on this carriage set and a lot of expensive works are required to bring the cars back to a condition that we would all be proud to offer our members and customers. An agreed program of works on this carset will be determined in the coming financial year, at which time further announcement will be made. A substantial endowment from the late Ian Glasgow will be partially applied to this project.



Engage customers and the community

Public programs and exhibitions

Thanks to the efforts of all our THNSW team members, both staff and volunteers alike, this year THNSW continued to promote and deliver its quality customer experiences and community engagement through various public programs, exhibitions and a strong events program.

'Lives on the Line' World War I Commemorative Artwork Project

This year saw the creation and unveiling of the 'Lives on the Line' commemorative artwork that seeks to acknowledge the contributions and sacrifices of the NSW railwaymen who enlisted during World War I. Each of the 8,447 railwaymen who enlisted is individually represented in the artwork by a handmade stoneware object, created by members of the public using press moulds and clay. The moulds were used to create facsimiles of small objects from the collections of THNSW and the Australian War Memorial. Jointly commissioned by THNSW and Sydney Trains for the 'NSW Railways Remember' Anzac Centenary program, 'Lives on the Line' was conceived and designed by artists Celeste Coucke and Stephen Fearnley.

Almost all of the 8,447 pieces of the artwork were made by members of the public at community workshops held at various regional and Sydney locations over an 8 month period. Approximately 4,500 people took part in these workshops, including 2,000 students from 9 local schools. The schools outreach program engaged with almost twice as many students as annually visit

Trainworks on excursions. The final artwork was unveiled at Trainworks on Anzac Sunday 2016 which was attended by 200 people.

"I've seen first-hand the powerful results that bringing students together through community arts projects can have. Our students showed a keen interest in the stories of objects and enjoyed working with the tactile medium of clay and plaster. The 'Lives on the Line' art project is intrinsically valuable because it tells powerful personal stories of the ANZACs and helps the students to understand other people's experiences, developing our sense of compassion and humanity." Belinda Taylor, Secondary Visual Arts teacher, Wollondilly Anglican College

"The installation...was fantastic in every way – thoughtful, respectful and unique. I must say it brought an upwelling of emotion in me – not of sadness, but of pride and love for my Dad and my relations who have both served their country and worked on the NSW Government Railways". Launch attendee.

NSW Railways Remember, Online Exhibition

'NSW Railways Remember' was part of a program of activities co-funded by THNSW and Sydney Trains for the Anzac Centenary. This online exhibition continues to commemorate the centenary of World War I and honours the contribution of the NSW Railways to the war effort both at home and abroad. Since going live the online exhibition has attracted 9,522 visitors.

Who's been working on the railway?

A new theatrical tour of Trainworks was developed to help interpret the collection and enliven the museum experience during school holiday periods.

Australian Technology Park (ATP) Heritage Open Day

On Saturday 12 December, THNSW provided a range of interactive children's activities for the ATP Heritage Open Day at Eveleigh. THNSW also set up the *I've been working on the railways* display on loan from The Workshops Rail Museum, Ipswich which tells the stories of the contributions of Aboriginal and Torres Strait Islander people to the development of Australian railways. This was particularly relevant to the old Eveleigh workshops site where a large number of Indigenous people from the local Redfern community were employed.

Kangaroo March, 7- 8 October

THNSW worked with key community stakeholders, including Wollondilly Council, Picton-Thirlmere-Bargo RSL Sub Branch, Tharawal Local Aboriginal Land Council, and Thirlmere Public School to deliver a community event for the Kangaroo March Re-enactment. More than 100 members of the Thirlmere community participated in the official ceremony in the evening at Trainworks. Dignitaries included the Mayor of Wollondilly Simon Landow, Deputy Mayor Hilton Gibbs, Federal Member for Hume Angus Taylor, State MP for Wollondilly Jai Rowell, General Manager of Wollondilly Council Luke Johnson, and other councillors.

Outreach Education Program

THNSW continued to develop and deliver various education programs to support THNSW outreach activities such as The Great Western Tour and the 'Lives on the Line' project that engaged over 2,000 school students. The online resources supporting the Great Western Tour outreach program received 230 unique visits. This is in addition to the **Education Program at Trainworks Railway Museum** in which 1,229 students from 16 schools participated.





Events

Developing and hosting events is a key community engagement activity for THNSW and this year the events program continued to be a success; spanning a wide range of locations and a variety of audiences from various communities.

Day out with Thomas

The Day Out with Thomas weekends at Trainworks continued to grow in popularity with almost 13,000 (12,979) people attending Day out with Thomas events this financial year. The event is always a great way for the museum to engage families and young children.

Great Western Tour, 14-24 August

The Great Western Tour took our heritage steam train over 2,200 kms through Central West NSW in 12 days bringing transport heritage to life in regional communities. The Tour carried over 8,200 passengers including 1,500 local school children, and received extensive local media coverage.

160 Years of Rail, 26 September

THNSW, Sydney Trains and NSW Trains came together to celebrate 160 years of NSW railways in September 2015. Over 1,300 passengers (100% load factor) were carried over four steam train trips from Central to



Parramatta return, operated in partnership with Lachlan Valley Railway. Activities at Central Station included a small celebration and cutting of the 160th cake and a 'History of the Railways' exhibition wall which was on display for one week on the main concourse at Central. THNSW also designed and

produced the very popular 160th show bags that were sold on site.

Thirlmere Festival of Steam, 5-6 March

THNSW kicked-off this year's 2016 Steam Season with the annual Thirlmere Festival of Steam event. This year over 5,400 people visited Trainworks for the event which included 5 operating steam locomotives



from THNSW and other rail heritage organisations, vintage steam machinery, historic vehicles, food, music, entertainment, market stalls, amusement rides, model rail displays, and a gala street parade. This is a

major annual community event in partnership with the Rotary Club of Picton and this year's event again proved to be very successful.

'Light Up'

During the Festival of Steam, a special program was run to give photographers an opportunity to take some unique photographs of the locomotives in steam at night. The event was sold out well in advance with 50 people participating, and included guest speakers and a number of 'set ups' for participants to photograph.

Hunter Valley Steamfest, 30th Anniversary, 9-10 April

Over 80,000 people attended the 30th Hunter Valley Steamfest in April 2016. THNSW operated two steam locomotives including locomotive 3642 and Lachlan Valley Railway's locomotive 5917, and participated in the Great Train Race with four steam locomotive hauled trains racing in parallel against four historic Tiger Moth aircraft overhead.



Transport Heritage Expo, 11-13 June

Central Station came to life for the award-winning Transport Heritage Expo with visitors of all ages keen to see the various heritage transport on display. More than 7,000 customers enjoyed on-train experiences that included a steam train ride, F1 heritage electric train ride or a leisurely Devonshire tea; more than 8,000 customers took in a vintage bus ride within the CBD between Central and Hyde Park; and thousands more Sydney-siders lined the rail corridor to see this year's Great Train Race. The 2015 Transport Heritage Expo was recognised with a heritage award from the National Trust Australia at its annual awards program in May 2016.



Returning a Sydney icon to heritage service

Sydney's vintage electric train 'F1' returned to heritage service at the 2016 Transport Heritage Expo. The train was brought back to life following several months of collaboration involving staff and volunteers from THNSW, Sydney Trains and Historic Electric Traction. To celebrate the train's return to service, THNSW staged a major media event with F1 crossing the Sydney Harbour Bridge alongside a convoy of vintage double-decker buses, and captured by 7 News helicopter.

Film shoots



THNSW continued to work with a range of film production companies throughout 2015-16, including for a major film shoot at Thirlmere for the Seven Network's, *A Place to Call Home*.

Other Passenger Operations*

Event	Date	Passengers Carried
Steam Train Sunday, Leppington	27 July	1,000
North Strathfield Rail Underpass Opening	2 August	678
Rail Safety Week Steam Train Rides	9-10 August	2,148
Kangaroo March**	7-8 October	100
Rail & Sail and Steam to the Surf	24 October	530
Steam Train Sunday to Sydney Tramway Museum	25 October	459
Halloween**	31 October	250
Santa's Steam Trains	28-29 November	1,800
THNSW Members' Christmas Party Train	5 December	122
Valentine's Day Train to the Southern Highlands	14 February	175
Rail & Sail Steam Train to Wollongong	26 March	470
Easter Bunny Steam Train	27 March	1,100
Blue Mountains Flyer (including Katoomba - Bell shuttle)	18 June	529

*Note these do not include train charters.
** Thirlmere Heritage Railway (Loop Line)

Develop and nurture our people

2015-16 was another great year with almost 400 new members being welcomed into THNSW, and bringing our total membership to 2,525 as at 30 June 2016. This year we also welcomed five new life members at the 2015 AGM recognising the long-standing contribution by these individuals to our organisation.

Our very successful program of events continued to be the best advertising and promotion for membership with the highest numbers of new membership applications received after our successful public events such as the *Thirlmere Festival of Steam*, *Day Out with Thomas weekends*, and the award-winning *Transport Heritage Expo*.

Membership

THNSW continued to keep in touch with our members via our quarterly printed *Roundhouse* magazine, monthly e-News, and regular social media updates. Membership events during the 2015-16 year included our Annual Conference held in November with London Transport Museum Director, Sam Mullins, our AGM held in December, our Members' Christmas Party also held in December, meet the new CEO in February/March, and a number of Life Members' luncheons. Presentations by the CEO to interested members on next financial year's 2016-17 Business Plan were also held at Thirlmere and Eveleigh.

The THNSW Board also approved our new associate members program that will be launched 1 October 2016 to coincide with our THNSW membership year. Associate membership will initially be offered to other not-for-profit heritage transport organisations in NSW and the ACT. The THNSW membership year is from 1 October to 30 September each year.

Ray Rumble resigned as membership officer after many years in this important role. Thanks go to Ray for all his efforts over a long period. Thanks must also go to David Griffiths who continues to play a vital behind the scenes role providing and administering our membership database and supporting the interim membership officer. And, of course, thanks must also go to both our volunteer telephone & customer service team who take calls on a regular basis from our members and the volunteer mail-out team who make sure everyone gets their *Roundhouse* magazine.





Volunteers

This year more than 100 volunteers engaged in training and development activities across THNSW, including updated paper conservation techniques in our heritage and collections team, use of the H&L point of sale system for on-board and retail team members, nationally recognised competency unit 'TLIF2080C Safely Access the Rail Corridor' and the continuation of our periodic competency assessment program for volunteers performing rail safeworking roles.

'Volgistics', our volunteer management software, is now in operation across all THNSW sites for recording volunteer hours, with access for on-board and at home volunteering planned during the next 12 months. Just over 400 Individual volunteers actively volunteered during the year, with some 280 of them performing regular duties each month. In total, over 60,000 hours of volunteer support has been recorded for the 2015-16 year.

Following the revamp of the position, a dedicated volunteers program coordinator commenced in April, with an initial focus on reviewing the existing program, identifying THNSW's changing needs and future planning. Key to the success of the volunteers program will be to work towards providing best practice support to our volunteers and to take THNSW on the journey towards achieving the National Standards in Volunteer Involvement.

Key statistics

- 400 active volunteers (280 of those volunteering regularly each month)
- More than 60,000 volunteer hours recorded

Blue Mountains division

Valley Heights Locomotive Depot Heritage Museum

This year the THNSW Blue Mountains Division continued their tradition of increasing growth in attendance to the Valley Heights Locomotive Depot Heritage Museum and its associated activities. The site hosted 46 events, received a total of 4,232 visitors and nearly doubled their tram/train passengers' numbers from last year to 4,200 (41% increase).

The museum also hosted a special dedication ceremony to the railwaymen of Valley Heights who served in World War I. The moving ceremony was attended by local community leaders along with relatives of the men honoured.

Social media has proven to be an exceptional tool in advertising for the museum activities, with the Valley Heights' Facebook page nearing 1,000 followers this year. Facebook has not only provided a platform for free advertising but also an opportunity to engage with our customers and to share their mutual interests.

Various maintenance, conservation and restoration works were undertaken during the year. A project to return locomotive 3214 to display began with necessary asbestos removal and is now awaiting final lining and numbering work. The cataloguing team - Sue Fulton, Rudi Glajcar and Richard Nicholson, completed a further year cataloguing and photographing the small exhibits adding 122 objects which means approximately 66% of this collection has now been catalogued. The small objects include photographs, plans, books, and railway artefacts.

The division also gained approval to build a Fettle's Shed which will allow relocation of all fettle's vehicles from

the main exhibition hall and assist in improved display of the many exhibits within the roundhouse. The work is planned for this coming financial year along with the refurbishment of the meal/training room and other minor repairs on site.

Key goals for next year include the formulation of a succession plan to ensure that critical roles on the executive committee are able to be filled members' retire and to accommodate the accreditation of locomotive X206 to the running fleet for its operation. The locomotive will provide a back up during total fire bans and will be invaluable for shunting purposes, and provide an option for smaller groups where it is not cost effective to operate a steam engine.

The Blue Mountains division would also like to make mention of Roslyn Reynolds who was awarded honorary life membership of the museum this financial year. Roslyn has been tending the grounds since the museums inception and was mainly responsible for the grounds team completing 2541 hours of volunteer labour.

Hunter division

Broadmeadow

Locomotive Depot

This year the committee of THNSW's Hunter Division elected to wind itself up in accordance with its interim rules, effectively ensuring activities at the Broadmeadow site are henceforth conducted under direct management of THNSW, as is the case for other THNSW operations such as Thirlmere.

Dedicated volunteers continued to work on site under the direction of Site Co-ordinator Shane Blatchford, who worked closely with Fleet Manager Bruce Rankin and Collections Manager Jennifer Edmonds to progress the company's priorities with the collection and the precinct.

Illawarra division

During the past year, the Illawarra Group continued to support the Illawarra and South Coast based membership of THNSW. In addition, the Illawarra Group provided continuing and focussed support for THNSW in general. At Thirlmere, Illawarra Group members participated in and volunteered for an increasing variety of activities, like restoration and fleet maintenance, and at events such as the Thirlmere Festival of Steam, Day Out with Thomas and the end of year Christmas party.

Regular Illawarra meetings continue on the first Tuesday of each month, which has been maintained unbroken since the formation of the *Illawarra Group* by the then NSW Rail Transport Museum almost 48 years ago in 1968. These monthly meetings, held at the Industry World Visitors Centre at Coniston, provide a forum to update members on developments within the local and wider organisation, and to welcome new members in the Illawarra and South Coast to our local group. Railway focussed entertainment is a feature of these meetings, with a rail themed discussion by a guest speaker, or a presentation of rail photographs or movies on the big screen.

THNSW thanks Illawarra Division for their continued hard work, dedication, and involvement over the last 12 months.

Sector development and support

THNSW implemented a new focus on sector engagement this year that coincided with the creation of the Independent Funding and Advisory Panel, the inaugural Transport Heritage Grants and Funding Program, the commencement of our schedule of regional sector site visits in the second half of the financial year, and a workshop in May, which provided access to information, skills, and networking opportunities.

Independent funding & advisory panel (IFAP)

The IFAP's establishment was announced by Transport for NSW (TfNSW) at THNSW's Annual Conference in November 2015.

The IFAP has been established to ensure that decisions made in the funding and prioritisation of activities and projects within the transport heritage sector in NSW are made in a fair, transparent and impartial manner and in accordance with Government policies. Inaugural IFAP membership comprises Dr Christine Wright, Cr Stuart Coppock, Ms Dianne Leeson, and Mr John Minchin.

THNSW's role includes supporting other transport heritage groups to apply for funding to support the Government owned heritage collection of which they are custodians. This year, a total of 18 applications for funding were received and will be presented to IFAP for consideration and approval early in the new financial year.

TRANSPORT HERITAGE NSW GRANTS 2015

Transport
HeritageNSW

Royal Australian
Historical Society

NSW
Transport
for NSW



Transport heritage grants program

This year saw the launch of the inaugural Transport Heritage Grants Program: a NSW Government funded program, administered by the Royal Australian Historical Society (RAHS) on behalf of THNSW.

The grants program aims to help the NSW community rediscover the culture, the events and the people that shaped transport in NSW over the past 160 years, as well as support the restoration and conservation of our valuable transport heritage assets. It runs on an annual basis to assist eligible organisations and individuals with rail, tram and bus based heritage activities.

The eleven successful Grant Recipients for 2016 were announced at THNSW's Annual Conference on 22 November (listed below). RAHS will continue its close liaison with the successful recipients and the completion of some projects have already been completed in this financial year.

Restoration and conservation projects

- **Robertson Heritage Railway Station** – 'Concrete cancer' repair project.
- **Black Diamond Heritage Centre** – Asbestos remediation of South Bulli No. 2 Steam Locomotive.
- **Illawarra Light Railway Museum** – Return to service of the George Foster and Sons Lathe; Replacement of hydraulic hoses and paint for locomotive MKD17; Completion of fabrication of locomotive saddletank for 'Kiama'.
- **Lithgow State Mine Railway** – Toilet installation into SAR car BF343.
- **Sydney Road Transport Museum** – Restoration of Australia's first underfloor engine bus.
- **The Rail Motor Society** – Restoration of NSWGR Rail Motor Trailer No. 51 (1926).

Education projects

- **Cowra Antique Vehicle Club** – Booklet on Cowra Railway Station and trifold Flyer.

- **Lachlan Valley Railway Society Co-op** – Cowra Locomotive Depot interpretive brochure.
- **Sydney Bus Museum** – interpretation project.

Research and publication projects

- **Australian Railway Historical Society NSW division** – Commission of a railway essay for the Dictionary of Sydney.
- **Bus and Coach Industrial Association NSW** – Bus Industry in NSW: A Mirror of Our Times.

At the time of this Annual Report all projects have either been completed or are on track for completion as planned in the new financial year.

Successful grant applicants all had a clearly defined and manageable project scope, a concise budget and strongly conveyed the heritage value of their project. Assessors also looked favourably upon projects that demonstrated community and volunteer involvement.

Heritage transport organisations

THNSW continued to provide ongoing general assistance to heritage transport organisations on request. Guidance was also provided through the THNSW sector workshop which coincided with the launch of the Funding Applications for Government-owned assets on the 14 May with more than 30 representatives from 21 sector groups participating. This financial year also saw the commencement of a schedule of regional sector site visits. These site visits help THNSW staff gain an understanding of each group and their challenges which subsequently ensure THNSW can provide relevant support and advice.

Strengthen governance and risk management

Safety and environment

The revision of the THNSW Safety Management System (SMS) is progressing to provide an optimal safe working culture where workers follow clearly defined and appropriate practices. The Safety Risk Register has been revised to provide a 'top event' risk register that provides a demonstration that risks are being managed 'so far as is reasonably practicable'. The Office of National Rail Safety Regulator (ONRSR) have reviewed the revised safety risk register and have endorsed the SFAIRP process.

Worker Injuries

Type of incident	Description
1x Medical Treatment injury	Minor, not WorkCover reportable.
1x Medical Treatment injury	Minor, not WorkCover reportable.

Rail Incidents

Description	Action
Difficulties experienced while turning on Nyngan turntable	Internally and externally investigated, a number of issues identified and actioned.
Signal Passed At Danger, Meeks Rd	Reported to ONRSR, crew counselled.
Locomotive 4490 derailed over 4 siding points at Thirlmere	Reported to ONRSR, defective point blade identified and replaced.
Child fell from carriage at Central Station	Reported to ONRSR, safety actions identified and implemented.
Locomotive 4490 derailed in CFCLA siding Goulburn	Reported to ONRSR, track lost gauge as loco traversed. CFCLA identified poor track condition.
Locomotives 3642 and 5917 parted in Woy Woy tunnel	Reported to ONRSR, investigation established the coupler retaining pin fractured due to corrosion.

Environmental Incidents

This year there have been no environmental incidents.

ONRSR Compliance Inspections

The Office of the National Rail Regulator (ONRSR) conducted four assurance activities during the reporting period:

Date	Audit	Non conformance	Observations
July 2015	Compliance audit	9	3
April 2016	Compliance audit	3	2
June 2016	Compliance inspection	Nil	Nil

Directors information

The names and details of the Directors who served during the year ended 30 June 2016 are as follows:

Peter Lowry OAM (Appointed Chairman, non-elected director)	Chair from 18 December 2013	
	Qualifications	Bachelor of Laws Solicitor Supreme Court of NSW Certified Local Government Planning and Development Mediator Officer of the Order of Australia Medal (2003) North Sydney Citizen of the Year (2000)
	Experience	Law, Urban Planning and Mediation Former Board Member Sydney Harbour Foreshore Authority Former Board Member Sydney Harbour Federation Trust Board Member of various NFP and performing arts organisations THNSW Director since December 2013
David Ireland (elected director)	Deputy Chair Current term commenced AGM 2015	
	Qualifications	Professional geologist. Rail operations professional
	Experience	RTM Director from December 2012 to December 2013 RTM Vice Chairman to April 2013 RTM Chairman from April 2013 to December 2013 THNSW Director since December 2013 Deputy Chair since December 2013
Brett Fitzpatrick (elected director)	Company Secretary Current term commenced AGM 2015	
	Qualifications	Human resources professional Graduate Certificate in Customer Service & Case Management Cert IV Workplace Assessment Cert IV Adult Teaching & Learning
	Experience	RTM Director since August 2002 to December 2013 THNSW Director since December 2013 Company Secretary since August 2006
Pia Zadnik (Invited to join the Board following the resignation of Ray Rumble in May 2016)	Current term commenced May 2016	
	Qualifications	Graduate of Australian Institute of Company Directors (GAICD) Bachelor of Laws (Hons) Bachelor of Commerce Master of Environment

	Experience	<p>Former Audit and Risk Committee member, Natural Resources Commission of NSW</p> <p>Former Program Director, Natural Resources Commission of NSW</p> <p>Former commercial management positions in transportation and telecommunications, Siemens Ltd</p> <p>Commercial Manager, Project Services, Ticketing and Concessions, Transport for NSW</p> <p>THNSW Director since May 2016</p>
Dr Natalie Pelham (non-elected director)	Current term commenced 5 May 2015	
	Qualifications	<p>PhD Public Policy</p> <p>Master Science & Society</p> <p>Bachelor of Science (Hons)</p>
	Experience	<p>Executive Director, National Policy & Priority Initiatives 2010-December 2015, Innovation Research & Reform, December 2015-present, Transport for NSW</p> <p>Executive Director, Transport Safety Strategy, Independent Transport Safety Regulator, 2003-2010</p> <p>Director CRC (Rail Innovation) 2013-2014, Director Australasian Centre for Rail Innovation 2014-present</p> <p>THNSW Director since May 2015</p>
Nev Nichols (non-elected director)	Current term commenced 10 December 2015	
	Qualifications	<p>B.Sc.(Hons) Technology</p> <p>Post Graduate Diploma Management</p> <p>Incorporated Engineer (I.Eng)</p> <p>HNC Electrical/Electronic Engineering</p> <p>Company Directors Diploma AICD</p>
	Experience	<p>CEO Country Regional Network John Holland</p> <p>General Manager Northern, John Holland Rail</p> <p>Operations Director, Jarvis Rail PLC</p> <p>THNSW Director</p> <p>JP</p> <p>MAICD, FIET, MIRSE</p>
Dale Budd OBE (elected director)	Current term commenced AGM 2015	
	Qualifications	<p>B.E. (Mech) (Hons)</p> <p>Officer of the Order of the British Empire (1978)</p>

	Experience	<p>Senior project advisor, Melbourne-Brisbane Inland Rail program since 2014</p> <p>Director, Australian Rail Track Corporation 2001-2007</p> <p>Director, Australian Institute of Company Directors 2006-2008</p> <p>Chairman, Development Advisory Board, Rail Industry Safety and Standards Board 2008-2015</p> <p>Committee member, NSW Rail Transport Museum 1962-1970 and 1974-1975</p> <p>THNSW Director since December 2015</p>
Howard Collins OBE (non-elected director)	Current term commenced 18 December 2015	
	Qualifications	<p>Master of Business Administration</p> <p>Officer of the Order of the British Empire (2013)</p>
	Experience	<p>Chief Executive officer Sydney Trains</p> <p>Former Chief Operating Officer London Underground</p> <p>Former Director of London Transport (Museum)</p> <p>Former member of British Transport police Authority</p> <p>Lead Director London Underground and London Rail for 2012 London Olympic Games</p> <p>General management, rail operations, rail heritage, pension trustee</p> <p>THNSW Director since December 2013</p>
Ray Rumble (elected director)	Resigned May 2016	
	Qualifications	<p>Professional commercial broadcaster (ret).</p> <p>Broadcast Operators Certificate of Proficiency (BOCP)</p> <p>Dip Broadcast Administration Uni NSW</p> <p>Dip Advanced Broadcast Administration Uni NSW</p>
	Experience	<p>Justice of the Peace NSW 1973 to present</p> <p>RTM Director from April 2013 to December 2013</p> <p>RTM Vice Chairman from April 2013 to December 2013</p> <p>THNSW Director from December 2013 to May 2016</p>
Rod Caldwell (elected director)	Term concluded AGM 2015	
	Qualifications	<p>Professional engineer & manager, heritage professional (Master's Degree)</p>
	Experience	<p>Chairman of Engineering Heritage Australia (Newcastle Branch) since 2008</p> <p>Member of the EHA National Board.</p> <p>Other directorships and senior management positions in the electricity supply industry and the NFP sector, including community-based organisations</p> <p>RTM Director from November 2010 to December 2013</p> <p>THNSW Director from December 2013 to December 2015</p>

Meetings of Directors

During the financial year 16 meetings involving directors were held, with the following attendance:

	Board of Directors		Committees		Note
	Number eligible to attend	Number attended	Number eligible to attend	Number attended	
Peter Lowry OAM	9	9	7	7	4
Nev Nichols	9	8	3	3	6
Brett Fitzpatrick	9	6	7	7	1
Pia Zadnik	2	2	0	0	5
Dale Budd OBE	5	4	0	0	9
Dr Natalie Pelham	9	7	2	2	8
Howard Collins OBE	9	8	3	3	3
David Ireland	9	8	7	7	1
Ray Rumble	7	7	5	5	2
Rod Caldwell	4	4	3	3	7

Notes:

1 Elected director from 19 December 2012

2 Resigned 9 May 2016

3 Non-elected director, appointed 18 December 2013

4 Non-elected chairman, appointed 16 January 2014

5 Director from 25 May 2016

6 Non-elected director, appointed 28 October 2014

7 Term completed 9 December 2015

8 Non-elected director, appointed 5 May 2015

9 Elected director, appointed 9 December 2015

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