

# **Annual Report 2014–15**

**Transport  
HeritageNSW**



# Contents

Chair's Report	4
CEO Report	6
Vision and Strategic Directions	8
Key Results	9
Events	10
Exhibitions	12
Heritage Train Operations	13
Trainworks Railway Museum	14
Collections	15
Volunteering and Membership	17
Operational Fleet	18
Blue Mountains Division	20
Hunter Division	21
Illawarra Division	21
Directors' Information	22
Safety and Environment	25

*See separate document for THNSW Financial Statements for 2014-15.*



## Chair's Report

Despite the challenges that come with change, our first full financial year has been one of progress and achievement. It has been one in which the Board and members have faced the tough realisation that progress often involves difficult decisions. Although these decisions can be hard and even uncomfortable, we have an enormous responsibility to the transport heritage sector and the Government, who has so generously supported us, to press on.

Your Board, CEO and staff are all working in the best interests of Transport Heritage NSW and are accelerating progress towards implementing the recommendations of the 'All Aboard!' Transport Heritage Review report. This progress will inevitably involve changes that will ensure we achieve the highest standards of safety, training, restoration and service as we move towards a successful model that promises sustainability for the sector and enjoyment for the community.

I cannot reiterate too strongly that, as Chair, I have been dedicated to promoting safety as our highest priority. Other important priorities are fiscal responsibility, effective communication, branding, care for our heritage assets, respect for and engagement with our members and volunteers, maintaining our membership and recruiting a new generation of members and volunteers. In many ways our members and volunteers represent the lifblood of our organisation.

All of our Directors, particularly our elected Directors, have continued to work diligently this year. They also continue to seek feedback from members and aim to detect problems as they arise and continue working to keep members informed of progress.

Achievements during 2015 have included: working with 3801 Ltd towards cooperative management of the Large Erecting Shop at Eveleigh; returning the 3801 boiler to Australia and into the capable hands of our experienced team; and I have personally been assisting with the compensation claim for the Zig-Zag Railway. I would also like to express gratitude to our Hunter Division, led by Shane Blatchford who, despite a bout of ill health this year, has worked tirelessly, with commendable dedication, leading our dedicated Hunter Division members to conserve and promote the development of the valuable Broadmeadow-site.

This year we have continued to achieve constructive collaboration and harmony among groups within the sector, including 3801 Ltd and Lachlan Valley Railway and ARHS ACT, and many others. We will be expanding our working with more groups across the sector in 2016.

We are now embarking on the second phase of our strategic plan. Very soon our CEO will be establishing working committees and advisory groups to help increase engagement and involvement of our valued members.

As Chair, I would like to express, again, my gratitude to the members of our dedicated Board for their support and for their generosity in contributing their skills and expertise to the complex challenges we have all faced this year, and to the CEO and Staff of Transport Heritage NSW. The Board, Staff and I would also like to express our thanks to our colleagues at Transport for NSW including Dr Natalie Pelham and staff.

I would also like to particularly mention our CEO, Andrew Killingsworth who helped guide us through the difficult first year. Andrew's job has necessitated continuing adjustments to the inevitable changes and has also been a progressively more complex and difficult one.

I would also like to acknowledge and thank Patricia Azarias and her colleagues Lord Faulkner and Richard



Scott for their report 'All Aboard! A Fresh Start for Transport Heritage'. This excellent report, adopted by the State Government and presently being implemented by the organisation is the result of hard work, profound experience and understanding of the transport heritage sector. It has provided the foundations on which our new company has been based, the *raison d'être* for the changes we have been making and the vision to which we all aspire.

During the last two years, I have forged firm friendships with members and volunteers. I have learned much from my many conversations with those in the sector with whom I have spent time during meetings, on platforms, in museums and trains. I would also like to express my appreciation for the support and constructive advice regularly received from Member No 1, the greatly-experienced and ever-optimistic Graeme Ahern from Adelaide.

One of the most remarkable men I have met during my time as Chair of Transport Heritage NSW is my dear friend and sometime mentor, the wonderfully dedicated 'Mr Maitland', the Honorable Milton Morris AO. No one is more dedicated or has worked harder and more consistently to the cause of transport heritage, transport in general and the vital training of future generations than Milton Morris. I know everyone in the sector will be proud and delighted to know that, Mr Morris will be promoted at the AGM to the exalted position of Vice Patron of our company, as approved by His Excellency the Governor and ratified by the Board.

May I reiterate that I believe we are 'a family'. Despite occasional differences, we share the same loyalty and passion to promote transport heritage. Our great strength lies in the respect we have for each other, the diversity that we each bring and our dedicated collaborative endeavour.

As we face the challenges and changes ahead with a clear vision for the future, with a strong, positive, constructive and co-operative spirit, and as we strive to provide encouragement and training for younger volunteers and members, we will ensure that our new company survives and thrives, 'full steam ahead', for the benefit of the community and for the generations to come.

**Peter Lowry OAM**  
Appointed Chair



# CEO Report

## Laying Strong Foundations

The first full financial year for Transport Heritage NSW was one of consolidation and laying strong foundations for the future.

During the year we completed the complex integration of Trainworks Limited and the activities of the (former) Office of Rail Heritage NSW into Transport Heritage NSW. We also signed a new landmark agreement with Transport for NSW (TfNSW) for the custody of the State's transport heritage assets.

The Master Custody Management Agreement (MCMA) signed in November 2014 effectively means that all non-operational NSW Government rail heritage, including fixed and moveable assets, now becomes the responsibility of Transport Heritage NSW.

This is a significant game changer for transport heritage in NSW. Not only do we now have the increased responsibility for a larger and more diverse

collection, we now have an opportunity to develop a single, consistent and prioritised strategy for the entire State owned collection.

We have also focused on strengthening our capability to meet this much larger remit through the recruitment of key specialist staff, and enhancement of our systems and processes across the organization – from accounting practices to procurement and operational safety. Our bottom line proves we have achieved this while remaining lean and cost effective.

## Developing our Collections and Operational Fleet

Our funding arrangements with TfNSW have also enabled us to invest in long overdue 'catch up' works for our operational heritage rolling stock. We have also planned and undertaken important work on our extensive collection of objects, including asbestos removal works and cataloguing of the massive small objects collection.

We progressed the iconic locomotive 3801 project, negotiated a partnership with the Museum of Applied Arts and Sciences (for locomotives 3265 and 3830), continued a major overhaul on locomotive 3526 and refreshed four main line carriages.

## Increased Community Engagement

Despite the impact of our fleet upgrade works, we maintained our popular Heritage Express tours program, expanded our communications, developed our education and outreach programs and conducted two of the biggest transport heritage events seen in decades.

The 2015 Thirlmere Festival of Steam attracted over 8,000 visitors to Trainworks in March and engaged a raft of local community groups and sector organisations. The 2014-15 year was capped off with over 15,000 people attending the June long weekend Transport Heritage Expo at Central Station.

Both of these events along with the North West regional tour in August 2014, demonstrate the future potential and worth of our community engagement strategy.



The 2014-15 year saw a very successful shift in focus toward family focused community events – as our steam fleet returns to strength we will renew emphasis on other market segments and products, and we will look again at how we can get the best from the Southern Aurora and heritage diesel fleet.

## The Year Ahead

We will continue to build our capability and capacity in 2015-16 whilst also actively growing our reach and activities with transport heritage operators across the sector and our asset base across the State.

We look forward to the establishment by Government of the Independent Funding and Advisory Panel in the near future, so that the funding and asset works implicit in the MCMA can be rolled out to the many NSW Government owned heritage assets in the custody of other transport heritage groups, including ourselves, across the State.

With some of our key early business and operational steps in place, and a keen focus on community engagement underway, we will turn our attention to two key areas of improvement.

### 1. Developing our People and Safety

Our people, whether unpaid or paid, continue to make the organisation proud and strong. We appreciate every effort from our devoted team of volunteers and staff – and so do our customers, whose feedback flows in strongly and positively. We know we can always do more and we know we can always do better, so we'll be actively developing the best ways to keep our people involved and developed – supported by a culture and processes which will keep our activities and people safe.

### 2. Enhancement of our Sites and Infrastructure

Supported by updated branding, we will focus on building visitation at Thirlmere and Valley Heights. We will actively involve ourselves in a TfNSW led master planning process to inform future use of the Large Erecting Shop and Broadmeadow Locomotive Depot. Arrangements will also be put in place to enable us to take good care of our heritage sites and the Picton to Buxton Loop Line.

We will also maintain our strong relationship and honour our funding commitments with TfNSW which are fundamental to our sustained future.

This Annual Report presents not only an independent audit of our financial accounts to our stakeholders, members and Government, it is also an important summary of our achievements for the 2015 year and, by comparison with 2014, a strong indicator of the real, exciting and fundamental change and growth underway in our organisation.

We are a family of members, volunteers and staff; of people who are passionate, committed and working together to bring transport heritage to life.

I thank you for your continuing support and enthusiasm for our activities.

**Andrew Killingsworth**  
Chief Executive Officer





# *Bringing transport heritage to life*

This year Transport Heritage NSW commenced implementation of its new Strategic Plan 2015-19. This strategic plan was the result of an in-depth consultation process involving members, volunteers, staff and representatives of transport heritage groups. Transport Heritage NSW will continue to work towards implementing and achieving the mutually agreed strategic objectives in the coming year.

## **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 for 2014-15

Key Indicators	2014-15	2013-14
Volunteer Hours*	22,866	N/A
Membership	2,342 <span>↑</span>	2,170
Thirlmere visitation (Trainworks)	37,806 <span>↑</span>	29,272
Valley Heights visitation	3,457 <span>↑</span>	1,728
Exhibition Patronage	16,893	N/A
Event Patronage	35,126 <span>↑</span>	26,731
Retail**	\$147,443 <span>↑</span>	\$78,573
Operating Train Kms	29,810 <span>↑</span>	28,643
Operating Train Passengers	49,705 <span>↑</span>	45,791
Website Visitation	79,386 <span>↑</span>	11,600 - launched in March 2014
Social Media Followers	11,940 <span>↑</span>	4,794
Collection Accessioned (%)	0.22%	N/A
Collection Audited (%)	100% complete	N/A
Student Participation in Education Programs	1,183 <span>↑</span>	1,103

\* Incomplete figures due to recording system implemented progressively during 2014-15

\*\* Excluding GST





## Events

Over the last year, Transport Heritage NSW events have increased patronage and improved customer satisfaction ratings. These events increased the organisation's community outreach in both Sydney and Regional NSW.

### **Thirlmere Festival of Steam / March 2015**

The festival attracted over 6,300 people during the two-day event – setting a new record in event visitation for the Trainworks Railway Museum. Locomotives from across NSW and ACT came together for the festival, including Garratt 6029 and loco 3016 from the Canberra Railway Museum (ARHS ACT), and 3237 from the Lachlan Valley Railway (LVR). These three locomotives, combined with the Powerhouse Museum's 3265 and Transport Heritage NSW locomotives 3642 and 2705, meant all six operational NSW main line steam locos were in steam and on display or in operation for the event.

### **Day Out With Thomas / July and September 2014, May 2015**

More than 10,560 people attended over three separate weekends. This event is a valuable commodity for Trainworks and is a great way for the museum to engage families. The introduction of the miniature railway rides operated by THNSW and the expansion of the Thomas the Tank Engine merchandise range were well received and also enabled a steady increase in revenue sales.

### **North West Tour - Tamworth / August 2014**

The first regional community outreach event in August 2014, travelling over four days through North West NSW, including Muswellbrook, Scone, Murrurundi, Werris Creek, Gunnedah, Narrabri and Tamworth. Over 40 volunteers helped the tour run smoothly, engaging around 600 school students and over 4,600 regional residents.



### Inaugural Transport Heritage NSW Conference / November 2014

Over 200 members along with more than 20 representatives of transport heritage groups from across NSW gathered at Eveleigh for the inaugural Transport Heritage NSW Conference. The conference commenced with an inspiring video message from the Minister for Transport followed by the opening address from THNSW Chair, Peter Lowry OAM, and an introduction by Deputy Director General of Policy and Regulation at Transport for NSW, Tim Reardon. THNSW CEO Andrew Killingsworth provided an overview of the organisation's draft strategic plan followed by a two-hour workshop session facilitated by THNSW Director and Sydney Trains Chief Executive, Howard Collins OBE.

### Transport Heritage NSW Members and Sector Forum / March 2015

The inaugural Transport Heritage NSW Members and Sector Forum was held on 22 March. The event was an opportunity for more than 100 THNSW members and representatives of transport heritage groups to come together to hear and discuss key topics relevant to the transport heritage sector. It is intended that this will become a regular calendar event, so that THNSW can continue to foster strong working relationships between its members and with transport heritage sector organisations.

### Transport Heritage Expo / June 2015

Over 15,000 Sydneysiders attended the Transport Heritage Expo over the June long weekend – the most successful visitation result for any event ever undertaken by Transport Heritage NSW. The expo took place at Central and Mortuary Station featuring regular steam train rides, vintage bus rides and the opportunity for the public to view the vintage electric set and visit the historic Mortuary Station.

#### Key Event Figures

**10,569** people visited for Day out with Thomas

Thirlmere Festival of Steam visits were over **6,300**

**4,696** people took part in the Regional Outreach Tour

Transport Heritage Expo total visits were **15,266**



# Exhibitions

2015 saw the commencement of an annual program of temporary exhibitions curated by THNSW. Each exhibition provided new insights for THNSW's existing audiences and identified opportunities to develop new audiences across our various sites and digital platforms.

Exhibitions in 2014-15 included extensive collaboration with the Casula Powerhouse Arts Centre and Workshops Rail Museum and the development of partnerships with Sydney Trains, Australian Technology Park, Southern Tablelands Arts, Wollondilly Council, TrackSafe Foundation, Regional Arts NSW and many others.

## **Tony Mott: Trains / 28 February – 27 April / Trainworks**

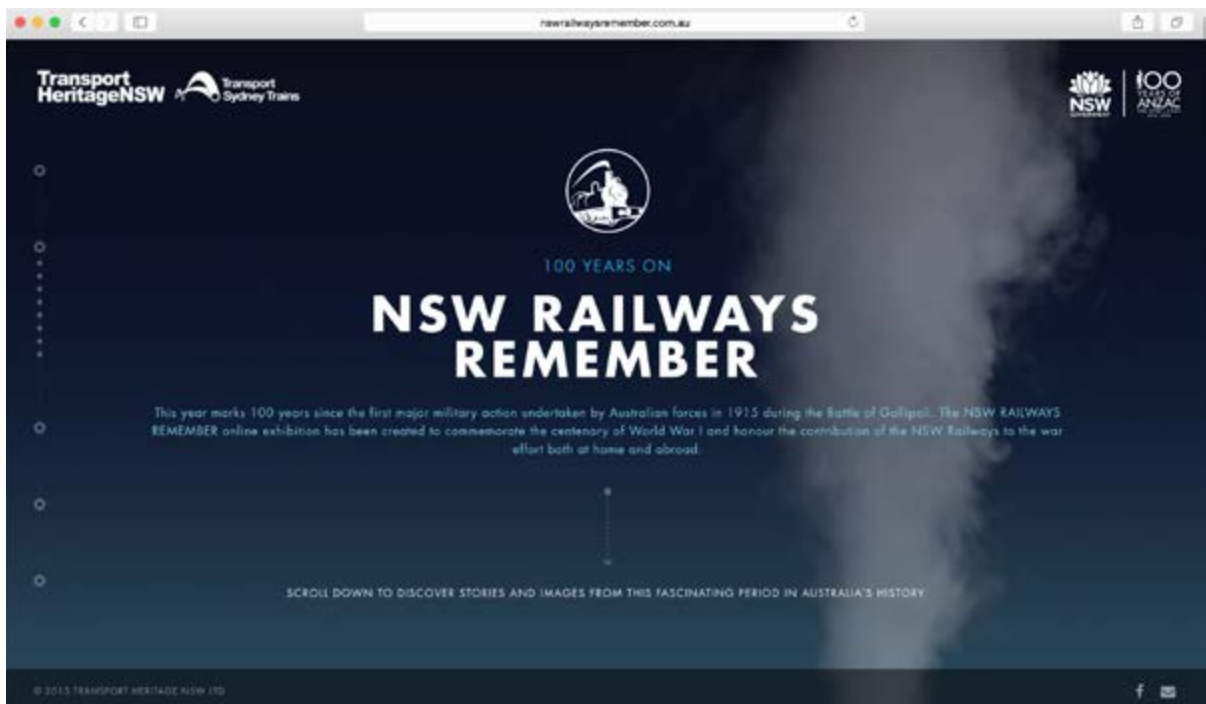
An exhibition of photographs by internationally renowned rock photographer, rail enthusiast and avid rail memorabilia collector, Tony Mott. The exhibition documented the Annual Sydney Model Railway Exhibition held in Liverpool and the many thousands of people of all ages and interests who attended. On loan from the Casula Powerhouse Arts Centre, the exhibition was viewed by over 7,400 people to Trainworks making it our most successful temporary exhibition yet.

## **NSW Railways Remember / Launched 6 May / Online - [www.nswrailwaysremember.com.au](http://www.nswrailwaysremember.com.au)**

Our first online exhibition, developed in partnership with Sydney Trains, to commemorate the centenary of World War I and honour the contribution of the NSW Railways to the war effort both at home and abroad. The exhibition has attracted more than 5,200 website views since its launch in early May.

## **I've Been Working on the Railway / 31 May – 12 July / Trainworks and Valley Heights**

A travelling exhibition from The Workshops Rail Museum exploring the little known railway stories of Aboriginal people, Torres Strait Islanders and Australian South Sea Islanders and their contributions to the development of rail across Australia. This ongoing exhibition was viewed by 4,293 visitors at Trainworks and Valley Heights.







## Heritage Train Operations

THNSW increased its patronage in 2014-15 while introducing a more sustainable, standardised schedule of rail journeys. While our total train kilometres increased 4% to 29,393kms, THNSW carried 46,279 passengers, a 7% increase on the previous year, across 34 scheduled main line journeys.

THNSW offered a diverse range of journeys including Rail + Sail to Wollongong, Steam to Surf (South Coast), the Southern Highlander to Bowral and Moss Vale, the Thirlmere Flyer to Trainworks, Day out with Thomas trains, and Santa steam trains, as well as various other special events trains. Passenger operations continued to be delivered by a majority volunteer workforce who contributed a large number of hours to both the Mainline Operations and the Thirlmere Heritage Railway activities.

This year also saw the introduction of a suite of gap training and competency assessment programs with an initial focus on THNSW Rail Safety workers. An expansion of these training and progression pathways for all volunteers and rail safety workers will commence this new financial year. It is expected that this will open up many new exciting volunteering and skills training opportunities for all of our people.

Maintaining a balance between the increasing overhaul programs with the rail operating program remained a challenge this year, yet the commencement of a standardisation process for THNSW's product offering, along with efficient utilisation of rolling stock has helped to mitigate these issues. It is expected that the introduction of a more standardised rail operating program for 2016 supplemented by special events will further facilitate balancing operations and maintenance whilst we work to rejuvenate our fleet.

**Total train kilometres 29,393kms**

- Mainline operations 26,235kms
- Thirlmere Heritage Railway operations 3,158kms
- Valley Heights Museum operations 417kms

**Total passengers 46,279**

- Mainline passengers 24,685
- Thirlmere Heritage Railway passengers 22,044
- Valley Heights Museum passengers 2,976



**37,806 people visited  
Trainworks**

## *Trainworks Railway Museum*

Visitation at Trainworks increased in 2014-15 to 37,806 from 29,272. This was despite a significant decrease in the Museum's operating costs. This was as a result of increased events on-site and operating of more regular steam services from Sydney.

In addition, THNSW initiated the development, promotion, and delivery of a series of successful transport heritage public programs connected to Trainworks. These programs delivered a broad range of activities to visitors that included theatre performances, a photography workshop, family fun days, art workshops and free school holiday activities based on various themes such as transport and railway jobs.

The education program increased with more than 1000 school children attending education experiences at the museum. Post-visit evaluations revealed that 100% of responding teachers believed the excursion supported their teaching and learning program, and that they would recommend Trainworks as a place for school visits. Resourcing constraints continued to be a challenge in the delivery of education and public programs. This was partially mitigated through the recruitment and training of additional volunteers to help meet the current demand.

This year also saw the review and reconfiguration of the management of the Trainworks site presentation. This resulted in efficient and much improved arrangements for the presentation of the precinct's gardens, lawns and site facilities. Consolidation of the Trainworks and Heritage Express customer relationship management and booking systems was also achieved.

The challenge of attracting regular visitation remains and will be a key focus of the marketing strategy for the new THNSW brand in 2016. This will form a holistic approach to the promotion of museums, journeys and events under THNSW, including new venue hire packages, the introduction of new products and experiences at Thirlmere and the initiation of mutually beneficial marketing partnerships with Destination NSW, local tourism organisations and like-minded museums and cultural institutions. Future initiatives include the development of a range of learning experiences and relevant education content for schools, vacation care centres, and outreach programs for regional groups. The commencement of an intensive program of improvement for the museum's interpretation and exhibition offering along with the renovation of a new café and front entrance area, allowing for an expanded retail and ticket sales area.



# Collections

Our diverse collection now includes objects from tickets to trikes to trains. The collection team initiated the accessioning process of an estimated 5,000 THNSW owned objects within storage along with a further 5,000 stored objects within the NSW State-owned collection.

The collections team also began the development of new collections procedures to address the various aspects of collection management within THNSW; these procedures define the scope of THNSW's collection, how the organisation will care for and make the collection accessible to the public, and outline loans process for other organisations. A significance assessment matrix was developed and trialled, an innovation understood to be a first within the museum sector. Routine maintenance on Colo Vale Station, Signalling and Perway, and the cataloguing of the Ken Ames ticket collection continued in 2014-15, which has allowed for the engagement with old, new and interstate volunteers. These tasks were only possible through the tireless efforts of more than 4,850 volunteer hours spent on the completion of various registration and ticket cataloguing projects (an increase from the previous years' 4,770 hours); 271 hours worked on Colo Vale Station (a 155% increase from last year); and signalling experienced a healthy 7.5% increase to 355 volunteer hours.

The significant challenges inherent in fully resourcing the Perway team have resulted in a 25% decrease in the amount of track maintenance carried out this year to 2,676 hours. This is currently being moderated with assistance from Sydney Trains and John Holland Rail, who have provided support in the form of professional track maintenance advice. It is planned to initiate the recruitment process of a paid manager for the Perway team within the next year. This vital role will provide much-needed administrative support, programming and technical guidance to the existing Perway and Signals volunteers, and ensure the implementation of our asset management plan for the Loop Line.

Investigations are underway into procuring a collections management system to make the collection accessible and provide a single location for all collection and asset data across the organisation. This online access will increase engagement with the general public, and increase object visibility to other organisations in the sector, providing clarity about what objects may be available for loan.

Other key priorities for the next financial year will include the completion and implementation of agreements and processes across Sydney Trains, John Holland Rail and ARTC to ensure heritage items are offered for acquisition into the State-owned movable heritage collection and can be made available to other organisations in the sector.







# Volunteering

This year saw the introduction of the volunteer software, 'Volgistics'. This user-friendly database replaced the previous outdated manual entry processes and multiple databases for volunteer management. The system is currently only operated at Trainworks, Eveleigh, Chullora and Valley Heights, and is expected to be progressively rolled out to other sites, on-board, and to the many volunteers who perform duties offsite / at home. This will allow us to better track active volunteer numbers and record complete volunteer hours.

Key priorities for the next financial year include the development of an overarching Members and Volunteers framework including improved communications, revamping of the Volunteer Coordinator role and its subsequent recruitment, and a review of THNSW's current volunteering program to take THNSW on the journey towards best practice and achievement of the National Standards in Volunteer Involvement.

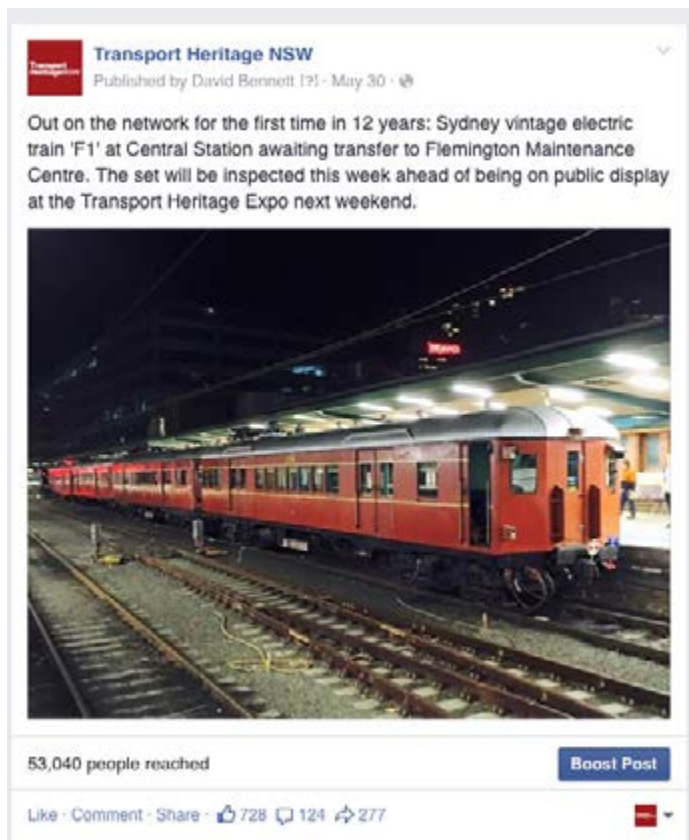
Understanding the youth of today and how to engage and recruit youth members, volunteers and staff will also be a key focus next year.

# Membership

Member services and programs remained consistent with membership numbers enjoying an 8% increase to a total of 2,342 current members at the end of 30 June 15.

The THNSW Members and Friends program refresh began through a series of targeted workshop groups held throughout the year that provided valuable feedback and insight into what members love about our current program and what steps we need to take to improve our current offering.

Collaborative workshops with sector representatives focusing on the development of a new associates program for Transport Heritage Organisations provided valuable information that will be used as a starting point for the new program's development. Collaboration for both programs with members and sector representatives will continue into the upcoming year



Transport Heritage NSW maintains the following member communications:

- Quarterly printed Roundhouse Magazine
- Monthly eNews
- Daily social media updates.

***Seen on Facebook  
Over 53,000 people were  
engaged with a post about the  
vintage electric train set 'F1'  
back on the rail network***



## Operational Fleet

The THNSW fleet underwent considerable maintenance and repair work this year with the objective of obtaining improved performance and reliability.

Regular running maintenance and planned overhauls of locomotives and rolling stock are a necessity to ensure availability for operational purposes and to mitigate the risk of costly failures (in terms of revenue and organisational reputation). Unlike a purely commercial transportation business, our organisation has the added responsibility of ensuring the heritage considerations of the fleet are managed in accordance with the requirements of the NSW Office of Environment and Heritage in addition to satisfying all relevant requirements of National Rail Safety Law.

### Steam Fleet

2705 had its slidebars realigned and a minor tune-up performed. While this loco is the backbone of our Loop Line operations, it will need some time out in the foreseeable future for heavy repairs.

3526 is continuing its major heavy overhaul with considerable work being performed by paid and volunteer labour. All wheels have been machined, new tyres are being fitted, along with axle journal machining and new crank pins to be fitted. The right hand cylinder was removed to enable repairs to the cracked mounting flange; the rear cylinder covers were replaced with new castings and new slidebars are being made, along with work on bull rings and piston rings and valves. In addition to the mechanical works, the boiler was removed from the frames for the first time since 1964 and the lower inner firebox plates have been replaced due to cracking which involved the installation of Monel wall stays.

3642 has travelled roughly 35,000 km since its major overhaul in 2011. The fleet engineering team have re-metalled the coupling rods, repaired the ashpan and tender coal space in addition to fitting a new set of slidebars to the engine.

3801 is continuing through its major overhaul and (at year end) a decision was awaited on the locomotive boiler. We expect this decision to be made and announced early in FY 2015-16 to enable the overhaul to continue through to its completion.

3265 & 3830 have been loaned to THNSW by the Museum of Applied Arts and Sciences (MAAS). 3830 requires boiler work and limited mechanical work before it can be returned to traffic; 3265 requires mechanical work before it can be returned to service. THNSW anticipate returning 3830 to operational condition in the second half of calendar year 2016, with 3265 following some time after that.

6029 from ARHS Canberra underwent minor repair works and locomotive weighing at Thirlmere.

Weighing of locos 3265, 3642 (during the 2010 overhaul) and 6029 is a developing skillset for our tradespeople at Thirlmere and is a very useful addition to our workshop capability which can be offered to other organisations.

## **Diesel Fleet**

4201 currently resides at UGL-Unipart workshop in Auburn and is undergoing the final stages of work on its traction motors, bogies, engine, as well as rust removal and repainting. This work has been undertaken in partnership with UGL-Unipart and THNSW volunteers.

4490 & 4520 both had drawgear replacement work completed this year.

4803 is currently in use at Thirlmere as a shunter. It is anticipated that the body work on this locomotive will soon require repair works and repainting to ensure its continued integrity.

7006 has been in use since the MAAS loco 3830 entered the Thirlmere roundhouse as this is the only shunting loco we have that fits on the turntable with a 38 class loco.

7350 was purchased mid 2014 and taken to Broadmeadow depot where it presently resides. Some work is required to be done on this loco to ensure road worthiness.

In addition to the THNSW diesel units, we have had continuous use of FL220 and HL203 from CFCLA to ensure reliability of operations for our long distance operations.

## **Carriages**

CN1747, RFN2187 and HN2197 have all undergone rust removal, replacement of windows and doors, roof and gutter repair and have been finished off with a repaint. Additionally, HN2197 has had the flooring in the guard's compartment replaced.

VHO1816 has been re-sheathed and repainted.

Southern Aurora cars continue to be in service (albeit at a reduced level) and a customer favourite, however significant work is required to commence soon to ensure this car set remains in a trafficable condition. Targeted work on power vans, air conditioning, fridges and toilets is anticipated to commence in the near future.

Carriage EFS2090 is currently in the workshop and work is under way to remove rust and work on the floor. There is current consideration toward the possibility of converting one end of this car to enable disability access.



# Blue Mountains Division: Valley Heights Locomotive Depot Museum

This year has been one of significant growth and accomplishment for the THNSW Blue Mountains Division and Valley Heights Locomotive Depot Museum. The site has seen an increase in events, visitation, passenger operations patronage, membership, and volunteers. An increase in events combined with improved publicity and site promotion has ensured visitor numbers increased 77% to 3,457 for this year. In addition to regular visitation, the Blue Mountains Division hosted a diverse range of groups including schools, car clubs, probus, walking groups, film studios and various other special interest groups. A focus on educational events for school children resulted in 3 school visits with a total of 232 children. Consequently, the increase in events and visitation ensured a 33% increase in tram and train passenger numbers to 2,976 and a total of 417 kms.



Membership increased 17% to 149 members and volunteer hours increased 3.6% to 17,825 hours. In order to accommodate the increasing member and volunteer numbers, the Blue Mountains team commenced volunteer progression roles within the division to ensure the general management of the site, museum, and restoration projects will be completed by interested and passionate volunteers. Similarly, the team are planning to implement a succession plan for all critical executive committee roles to ensure the continued, efficient running of the site should any member choose to retire.

Numerous maintenance, conservation, and restoration works were completed on site during the year. The most notable being the completion of the Caves Express Carriage RBR 1049 which received a runner-up placement in the National Trust's Heritage Awards in May. Locomotive 3214 also underwent restoration after complete asbestos removal and cataloguing of the small exhibits continued with an additional 117 objects recorded, photographed and added to the database (672 in total). It is expected that 50% of the small exhibits cataloguing is complete and will continue into next year.

Key goals for the upcoming year will focus on continuing to communicate the Valley Heights Locomotive Depot story and experience to the public. As well as adding Locomotive X206 to the running fleet for shunting purposes, use by smaller groups when it is not cost effective to operate a steam engine, and to ensure steady revenue during total fire bans.

THNSW would also like to acknowledge Mr Ted Mullet who recently retired from 26 years of continued service as the inaugural chairman of the Blue Mountains Division. Ted and his team saved the roundhouse and precinct from being bulldozed, restored the site and subsequently opened the site as an operating museum. The THNSW Blue Mountains Division is proud to be building on the excellent work done by Ted and his team.





# *Hunter Division: Broadmeadow Locomotive Depot*

The THNSW Hunter Division continued to liaise with Sydney Trains this year to effectively manage the Broadmeadow Locomotive Depot whilst working towards the completion of a site Master Plan.

Unfortunately, due to the damage sustained by the significant April storms in Broadmeadow, the team spent considerable time on necessary repairs around the site, particularly in the No. 2 Roundhouse. This work is ongoing and will continue into the next financial year.

This year also saw the signing of a lease by THNSW on the Ambulance Room, and its subsequent restoration of power, which ensured the Broadmeadow team had suitable facilities to continue their ongoing work toward implementing a site-wide safety management plan. This plan will allow access to the site by the numerous volunteers who are currently waiting to work on various projects and to perform much needed maintenance work around the site. It is also hoped that once the safety management plan is completed and implemented, the team will be able to focus on increasing membership to the Hunter Division by actively promoting locally, and within THNSW, the various work available for volunteers and members.

A notable achievement was the obtainment of a near complete set of drawings for the structures at the Broadmeadow Depot by a fellow THNSW member. This will greatly assist in the restoration and ongoing maintenance of the site's structures.

Other plans for next year include the continued clean up, repair and maintenance of the entire site, the installation of the second drive motor to the 105 foot diameter No.2 Turntable, the initiation of reinstallation of the drive motor on the 75 foot diameter No.1 Turntable, and to stabilise the assets stored outside that are exposed to extreme weather conditions.

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

## *Illawarra Division*

During the past year, the Illawarra Division has continued to support the Illawarra and South Coast based membership of THNSW, while participating in the broader activities of Transport Heritage NSW. Locally, the Illawarra Division has provided continuing support for THNSW in general, and at Thirlmere in particular, by participating in a variety of restoration activities and events during the course of the year.

The Illawarra division continued to uphold their 47 year strong tradition of convening regular monthly meetings. These meetings provided a welcome 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 focused entertainment was a feature of these monthly meetings, with a rail themed discussion by a guest speaker, or a presentation of photographs or movies presented on the big screen by willing members.

The division continued to produce the popular Illawarra Newsheet that was circulated to local members as well as other THNSW members and divisions. In addition, it was distributed to kindred bodies and supporters of the Illawarra Division and THNSW in general.

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

# Directors' Information

The names and details of the Directors in office during 2014-15 are as follows:

<b>Peter Lowry OAM</b> (Appointed Chair, 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 Board Member Sydney Harbour Federation Trust Board Member of various NFP and performing arts organisations THNSW Director since December 2013
<b>David Ireland</b> (Elected Director) Deputy Chair	Qualifications	Professional geologist Rail operations professional
	Experience	RTM Director December 2012 to December 2013 THNSW Director since December 2013 RTM Deputy Chair to April 2013 RTM Chair since April 2013 to December 2013 THNSW Deputy Chair since December 2013
<b>Brett Fitzpatrick</b> (Elected Director) Company/Board Secretary	Qualifications	Human resources professional Graduate Certificate in Customer Service & Case Management Cert IV Workplace Assessment Cert IV Adult Teaching & Learning
	Experience	RTM Director August 2002 to December 2013 THNSW Director since December 2013 Company Secretary since August 2006
<b>Rod Caldwell</b> (Elected Director)	Qualifications	Professional engineer & manager, heritage professional (Master's Degree)
	Experience	RTM Director November 2010 to December 2013 THNSW Director since December 2013 Chairman of Engineering Heritage Australia (Newcastle Branch) since 2008. Member of the EHA National Board. Other directorships and senior management positions in the electricity supply industry and the NFP sector, including community-based organisations
<b>Don Godden</b> (Non-Elected Director)	Qualifications	Master of Science Bachelor of Science Conservation specialist
	Experience	Deputy President National Trust of Australia (NSW) Chair and Member of various Heritage Committees, Heritage Council NSW Field Investigator, Smithsonian Institute Director of various heritage consultancy companies Course Director, lecturer, teacher, University of NSW and NSW Education Department THNSW Director December 2013 to July 2014

<b>Ray Rumble</b> (Elected Director)	Qualifications	Professional commercial broadcaster (ret). Broadcast Operators Certificate of Proficiency (BOCP) Dip Broadcast Administration Uni NSW Dip Advanced Broadcast Administration Uni NSW
	Experience	RTM Director April 2013 to December 2013 RTM Deputy Chairman April 2013 to December 2013 THNSW Director since December 2013 Justice of the Peace NSW 1973 to present
<b>Howard Collins OBE</b> (Non-Elected Director)	Qualifications	Master of Business Administration Officer of the Order of the British Empire (2013)
	Experience	Chief Executive, Sydney Trains Former Chief Operating Officer London Underground Former Director of London Transport (Museum) Former member of British Transport police Authority Lead Director London Underground and London Rail for 2012 London Olympic Games General management, rail operations, rail heritage, pension trustee THNSW Director since December 2013
<b>Nev Nichols</b> (Non-Elected Director)	Qualifications	B.Sc.(Hons) Technology Post Graduate Diploma Management Incorporated Engineer (I.Eng) HNC Electrical/Electronic Engineering Company Directors Diploma AICD
	Experience	CEO Country Regional Network John Holland General Manager Northern, John Holland Rail Operations Director, Jarvis Rail PLC THNSW Director since October 2014 JP MAICD, FIET, MIRSE
<b>Dr Natalie Pelham</b> (Non-Elected Director)	Qualifications	PhD Public Policy, Master Science & Society, Bachelor of Science (Hons)
	Experience	Executive Director, National Policy & Priority Initiatives 2010-present, Transport for NSW Director CRC (Rail Innovation) 2013-2014, Director Australasian Centre for Rail Innovation 2014-present THNSW Director since May 2015
<b>Timothy Reardon</b> (Non-Elected Director)	Qualifications	Bachelor of Technology (Engineering & Management); Graduate Certificate in Natural Resources; Diploma of Engineering (Civil); Business Management Certificate, AIM; Company Directors Diploma, AICD
	Experience	Deputy Director General Policy and Regulation, Transport for NSW Transport policy, transport infrastructure projects, transport service delivery reform Financial and risk management Corporate Governance Director of various NFP organisations THNSW Director December 2013 to May 2015

## Meetings of Directors

During the financial year up to 33 meetings involving directors were held, with the following attendance:

Director	Number eligible to attend	Number attended	Number eligible to attend	Number attended	Note
Peter Lowry OAM	12	11	15	14	3, 4
Nev Nichols	9	6	0	0	6
Brett Fitzpatrick	12	11	13	13	1
Rod Caldwell	12	12	14	14	1
Timothy Reardon	5	4	2	2	3,7
Dr Natalie Pelham	3	2	0	0	8
Howard Collins OBE	12	11	2	2	3
David Ireland	12	9	12	11	1
Ray Rumble	12	10	13	11	5
Don Godden	1	0	0	0	3,2

### NOTES:

- 1 Elected director, appointed 19 December 2012
- 2 Resigned 27 July 2014
- 3 Non-elected director, appointed 18 December 2013
- 4 Non-elected chair, appointed 16 January 2014

- 5 Elected director, appointed 23 April 2013
- 6 Non-elected director, appointed 28 October 2014
- 7 Resigned 05 May 2015
- 8 Non-elected director, appointed 05 May 2015

## Auditor's Independence Declaration

The auditor's independence declaration for the year ended 30 June 2015 has been received and can be found on Page 1 of the Financial Statements appended to this section of the Annual Report.

## Directors' Benefits

Since the end of the previous financial year, no member of the Board of Directors has received or become entitled to receive any benefit by reason of a contract made by the Company with a Director or with a firm of which the Director is a member, or with a company in which the Director has a substantial interest.

## Officers' And Auditors' Indemnification

The Company has not, during or since the end of the financial year, in respect of any person who is or has been an officer or auditor of the Company or a related body corporate -

- (i) indemnified or made any relevant agreement for indemnifying against a liability incurred as an officer, including costs and expenses in successfully defending legal proceedings, or
- (ii) paid or agreed to pay a premium in respect of a contract insuring against a liability incurred as an officer for the costs or expenses to defend legal proceedings with the exception of the following matter:

During or since the financial year the Company has paid premiums in respect of a policy insuring all the Directors and Officers of the Company against costs incurred in defending any legal proceedings which may eventuate. The total amount of insurance premiums paid for this cover was \$5,260.

## Proceedings On Behalf Of The Company

No person has applied for leave of Court to bring proceedings on behalf of the company or intervene in any proceedings to which the company is a party for the purpose of taking responsibility on behalf of the company for all or any part of those proceedings. The company was not a party to any such proceedings during the year.

## Non-Audit Services

Some non-audit services were provided by the auditors during the year, being assistance in preparing accounts.

Signed in accordance with a resolution of the Board of Directors.



# Safety and Environment

Key statistics for the reporting period:

## Worker Injuries

Description	Action
1x Lost time injury	Internally investigated, not WorkCover reportable
1x Medical Treatment injury	Not WorkCover Reportable
1x Medical Treatment injury	Internally investigated, not WorkCover reportable

## Rail Incidents

Description	Action
1x PHA generator fire alarms activated	Internally investigated, engineering solution identified
1x Werris Creek graffiti attack	Reported to ONRSR, NFA
1x Couridjah near miss with motor vehicle	Reported to ONRSR, NFA
1x Railmotor moved 5 metres on Trainworks platform	Internally investigated, reported to ONRSR, safety actions identified and implemented
1x Maitland graffiti attack	Reported to ONRSR, NFA

## Environmental Incidents\*

Description	Action
1x Report of excessive noise from Thirlmere roundhouse	EPA requested a response to a complaint, response provided, no further action
1x Report of asbestos dumping at Thirlmere	EPA requested a response to a complaint, response provided, no further action

\* Both reported environmental incidents were found to have no substance.

This year saw the formation and implementation of a Locomotive Asbestos Removal procedure. This safe procedure was used for Locomotive 3214 at Valley Heights, the cylinders on Locomotive 3526 at Thirlmere, and the stoker motor of Locomotive 6040 at Thirlmere.

The Office of the National Rail Regulator (ONRSR) conducted two assurance activities during the reporting period. December 2014 audit resulted in 3 non-conformances. April 2015 Compliance Inspection resulted in 1 non-conformance and 3 observations. The non-conformances and observation from both the audit and compliance inspection have now been closed out to the satisfaction of ONRSR.

This year THNSW completed a review of the Safety Management System (SMS) currently in place and resolved to implement a program of refresh for the entire system to ensure we achieve an optimal safe working culture and follow clearly defined, appropriate practices. This will include the creation of user friendly documents that are linked to legislation requirements and guided by risk management principles. The documents will also clearly define responsibilities, authorities and accountabilities. Other key goals for the upcoming year are the review and update of the Safety Risk Register.

Transport Heritage NSW would like to thank the following photographers for use of images in this Annual Report: Chris Malikoff (p2), Colin McDonald (p5), Liam Brundle (p6), Stephen Burrows (p9,p11), Graham Palmer (p13), Jennifer Edmonds (p15), Allan Leaver (p18), Keith Ward (p20).