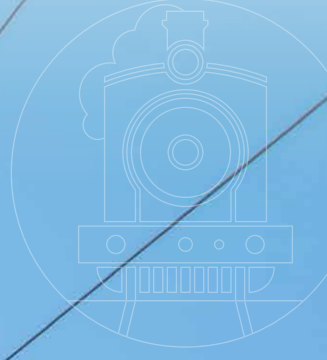


TRANSPORT HERITAGE

NSW



ANNUAL REPORT 2022-23

SECTION 1: ANNUAL REVIEW

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Section 2: Audited Financial Statements

Front cover: Locomotive 3801 at Lavender Bay following its first crossing of the Sydney Harbour Bridge. Steve Burrows.

Inside cover: 3801 during its historic crossing of the Sydney Harbour Bridge. THNSW.



◀ Locomotive 3642 at the 2023 Thirlmere Festival of Steam. Steve Burrows

MESSAGE FROM THE CHAIR



It has been a pleasure to see Transport Heritage NSW make such tremendous progress during my first year as Chair.

The incredible achievements outlined in this annual report are the direct results of the hard work of our volunteers, staff, members, management team, CEO and Board. While the results speak for themselves, I want to congratulate everyone on a remarkable year.

These results are particularly impressive as they come directly after three years of unprecedented challenges faced by both the community and the organisation. 2022-23 marks the first financial year of full operations since the pandemic began. The fact the organisation has not only met,

but exceeded all expectations is an indicator Transport Heritage NSW has returned to form.

The organisation also made good progress this past year towards numerous long-term strategic initiatives, including the Loop Line upgrade project and Chullora Heritage Hub.

Despite a change of government this year, the NSW Government continues to provide strong support, with funding to continue our major initiatives, as well as regular dialogue at all levels.

Looking to the year ahead, we will continue to grow our sector

support, showcase our vast collection of heritage transport assets and activities, and deliver an ever-growing program of events and experiences for generations young and old to enjoy.

I want to thank my fellow Board Directors, Peter Watters our Volunteer Company Secretary, and Andrew Moritz our CEO and his team for their commitment and expertise that realised an incredible year of bringing transport heritage to life.

Finally, congratulations and thank you to our volunteers, staff, and members for your unwavering support.

Onwards to 2023-24!

**The Hon Nathan Rees
CHAIR**

MESSAGE FROM THE CEO



Transport Heritage NSW, at long last, has been able to operate its first full calendar year of planned activities, resulting in not only a return to business as usual, but our biggest and most successful year on record.

What an amazing year 2022-23 has been! After fire, floods, and pandemics marred previous years, I am immensely proud of our people, particularly our staff and volunteers, who have endured and risen above all to deliver new record results this financial year.

I could speak to many more, however just a few of the incredible achievements of the 2022-23 financial year include:

- Record visitation to both the NSW Rail Museum and Valley Heights Locomotive Depot, both of which exceeded all our projections;
- The return of Locomotive 3001 to steam, becoming a flagbearer at the NSW Rail Museum as our regular Loop Line locomotive;
- Returning with our first Transport Heritage Expo since 2019 and biggest on record, seeing 11,000 members of the general public experience our State's rich transport history;

- Creating history crossing the Sydney Harbour Bridge with Locomotive 3801, in celebration of the Bridge's 90th anniversary; and
- Delivering continued funding and support to our heritage transport sector colleagues throughout NSW.

You can find out more about these achievements, plus many more, in the following pages.

As we move into 2023-24, we have our sights set on achieving the following:

- Continuing to deliver a program of highly engaging, successful and regular events and activities at our museums and across the state;
- Reopening the Loop Line between Buxton and Colo Vale;
- Boosting our program to care for the collection and assets entrusted to THNSW by the NSW Government;

- Working with Transport for NSW to move key parts of our heritage collection into the Tank Annex, the first stage of the new Heritage Hub at Chullora, for undercover and enclosed storage of significant heritage rolling stock; and
- Continuing to deliver a program of grants, support services and works to ensure the care, preservation and appreciation of the NSW Government heritage transport assets in conjunction with the Independent Funding & Advisory Panel (IFAP) and other heritage transport sector organisations.

I'd like to thank our staff, volunteers and the Board for your ongoing resilience, commitment and determination. I have no doubt the results of your hard work are immensely satisfying and I am proud of what we have achieved.

I also extend my thanks to our donors, sponsors and principal funder - the NSW Government - for their commitment to our cause.

It has never been a better time for the heritage transport sector. I look forward to working with everyone in 2023-24 and continuing to bring transport heritage to life!

**Andrew Moritz
CHIEF EXECUTIVE OFFICER**

OUR BIGGEST YEAR ON RECORD: 2022-23 HIGHLIGHTS

This year, our museums, main line heritage train experiences and events, as well as our sector support programs all came together, culminating in great success.

The NSW Rail Museum welcomed a record 78,800+ visitors, of which more than 57,600 were passengers on the Loop Line. Meanwhile, the Valley Heights Locomotive Depot Heritage Museum saw more than 4,800 visitors through its gates. On the main line, we welcomed over 22,000 passengers on our heritage train experiences. We also welcomed an estimated 11,500 passengers on other heritage transport modes at various events thanks to our heritage sector transport partners.

The growth is a welcome return to form and sees the organisation firing on all cylinders!



Image credit: Steve Burrows

QUARTER 2

October - December 2022

- Visitation to the NSW Rail Museum surpassed pre-pandemic 2019-20 levels in all three (3) months of the quarter.
- *Transport Heritage Expo* returns to Sydney over the October long weekend, setting a new record of just under 11,000 tickets sold.
- Successful 2022 Transport Heritage Grants Program recipients are announced, with a total of \$149k awarded to 10 projects.
- THNSW holds its first heritage transport sector development day in three years at the Australian National Maritime Museum.
- THNSW celebrates 60 years since the establishment of the former NSW Rail Transport Museum (now THNSW).
- THNSW receives the first of ten brand new turnouts for the Loop Line Upgrade Project.

QUARTER 3

January - March 2023

- Daily railmotor rides on the Loop Line deliver record January visitor result at the NSW Rail Museum.
- Locomotive 3001 re-joins the THNSW operational fleet after three years of restoration, with a special relaunch ceremony at the NSW Rail Museum.
- More than 8,000 people visit the annual *Thirlmere Festival of Steam*.



QUARTER 4

April - June 2023

- Visitation to the NSW Rail Museum reaches record highs for the quarter.
- *Hunter Valley Steamfest* returns after a five year absence with a quad train race - the only one of its kind in the world.
- Over 4,000 passengers enjoy a steam train ride through the Central West as part of the *Bathurst Steam Weekend*.
- THNSW and Sydney Trains host Camp Quality kids and their families at the NSW Rail Museum.
- Refurbishment works and installation of track inside the Chullora Tank Annex Building are completed as part of the Chullora Heritage Hub project.

QUARTER 1

July - September 2022

Record visitation to the NSW Rail Museum during the July school holidays delivers a strong start to the new financial year.

The Hon. Nathan Rees is appointed as the new Chair of the THNSW Board.

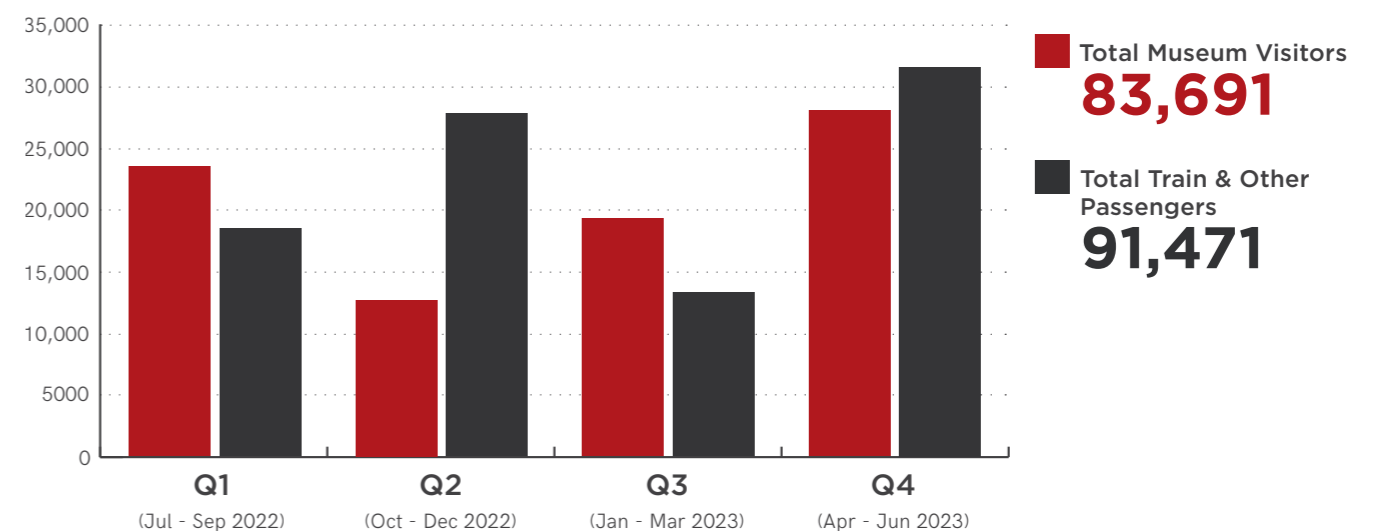
Locomotive 3801 makes history by crossing the Sydney Harbour Bridge.

THNSW commences the rollout of boiler high-risk work license training and assessment for sixteen staff and volunteers.

THNSW acquires vintage railmotor, CPH 13 in anticipation of future demand for heritage train experiences at the NSW Rail Museum.



2022-23 VISITOR & PASSENGER NUMBERS



Customer service volunteers prepare for a day of operations during the Bathurst Steam Weekend. ▶



PEOPLE

Transport Heritage NSW's success is due to its members, volunteers and staff. It is only through our people that we bring transport heritage to life.

The 2022-23 year saw a full and vibrant program of face-to-face and in-person events and activities for our customers, members, volunteers and staff.

MEMBER EVENTS

Five members' events were held during the year, the first of which was a special invitation to members and volunteers to partake in the Sydney Harbour Bridge 90th Anniversary celebrations. This provided members the opportunity to travel behind Locomotive 3801 across the Sydney Harbour Bridge for the very first time on Sunday 25 September 2022.

Our first Members' Information Forum (MIF) for this year was held in October with newly appointed Chair, The Hon. Nathan Rees. This was followed by a presentation announcing successful recipients of the 2022 Transport Heritage Grants Program. Members also had the opportunity to network with other heritage transport sector groups from across the state.

October also saw us mark 60 years since the establishment of the former NSW Rail Transport Museum (now THNSW). To celebrate, an invitation-only lunch for Foundation and Life Members was held at Hamilton, as part of a special *Newcastle Flyer* on Sunday 16 October 2022. A short documentary was also produced for THNSW's YouTube channel, commemorating the milestone.

A second MIF was held in November at the Powerhouse Museum following the annual general meeting, including informal

Christmas canapes and drinks with both members and volunteers to wrap up 2022.

A special VIP and members only event on 2 March 2023 celebrated the official relaunch of Locomotive 3001. Held at the NSW Rail Museum, members were able to ride along the Loop Line behind this much-loved locomotive in the run up to the *Thirlmere Festival of Steam*.

2022 ANNUAL GENERAL MEETING

THNSW held its Annual General Meeting 2022 in person after two years of pandemic conditions, with more than 40 ordinary members in attendance. No valid proxies were received, however just over 200 members pre-voted directly in advance of the meeting. An election for two director positions saw Dale Budd OBE re-elected to the THNSW Board, and Ian Sheppard elected for the first time. One non-elected, appointed director position was also confirmed, with Howard Collins OBE reappointed to the Board.

LIFE MEMBERSHIP

Life membership, the highest award THNSW can bestow upon a member, was awarded to one member who has continued to make exemplary contributions to THNSW – Rodney (Rod) Hawkes.

Two of our THNSW Life Members this year were recognised for their long-term commitment and dedication to bettering the community:

- THNSW Life Member Ted Dixon, also a founding member of the Valley Heights Locomotive Depot Heritage Museum, was named the 2022 Blue Mountains Volunteer of the Year by The Centre for Volunteering NSW and also named Senior Volunteer of the Year, at a ceremony on 30 August 2022 for outstanding effort as a volunteer in the community.
- THNSW also proudly congratulated Life Member and long-term regular volunteer, Allan Leaver, who was awarded an Order of Australia Medal (OAM) for service to rail heritage, announced by The Governor-General of Australia on the King's Birthday 2023 Honour List in June.

MEMBERSHIP PROGRAM

Our THNSW membership program continued its focus on progressively building and introducing new benefits for our members through partnerships with like-minded museums, galleries and cultural institutions. This year, we welcomed some 300 new members and finished the financial year with 1,762 ordinary members in total.

This year once again saw a strong uptake of our NSW Rail Museum Annual Pass with close to 1,000 new annual passholders. Whilst not classified as ordinary membership in our THNSW constitution, this provides an ideal alternative for the public, particularly families with small children, to connect and grow their affiliation with us, building a link going forward.



▲ THNSW members admire newly restored locomotive 3001 at its relaunch.

Both ordinary membership and annual passholders saw an almost combined 1,300 new people join or subscribe. This brings both membership and annual passholders well on its way towards 3,000 people belonging to our THNSW.

Our Valley Heights Locomotive Depot Heritage Museum also introduced its first Annual Pass from January 2023, aimed mainly at local and neighbouring Blue Mountains residents. We look forward to seeing it grow over the coming 12-18 months.

VOLUNTEERS PROGRAM

Our THNSW's volunteers program returned to full steam this year. Our volunteers contributed more than 50,000 hours, bringing their passion

and enthusiasm, along with their skills and expertise across all areas.

A key focus this year was continuing critical competency training and certification for volunteers in our rail operations and rail safe working activities, as we returned to growing our heritage passenger rail operations.

In December, we held a Christmas function at the NSW Rail Museum for our volunteers and staff, and in May we celebrated National Volunteer Week. In conjunction with seventeen Sydney Cultural Institution Network colleague organisations, we were able to offer 36 unique experiences to our volunteers this year as a thank you for the vital contribution volunteers make to organisations across Sydney.



▲ Staff and volunteers pose for a photo at Day Out With Thomas.

It is thanks to all our people – our passionate and dedicated volunteers and staff who bring their skills and expertise, working together across every area of our organisation – that we have been able to keep doing what we do, bounce back so strongly, and keep bringing transport heritage to life!



▲ Locomotives 3801, 5917, 6029 and R766 in the Great Quad Train Race at the 2023 Hunter Valley Steamfest. Michael Costigan

ENGAGING THE COMMUNITY

Transport Heritage NSW brings transport heritage to life through a regular program of events and experiences, both at our museums and in communities across the state.

The 2022-23 financial year marked the first full year since the pandemic began with a full calendar of events. Having recovered from the pandemic, floods, fires and land slips, THNSW has seen incredible growth and engagement across all fronts.

The first quarter of the year saw a strong return to form, with a new record set for visitors to the NSW Rail Museum. This was thanks to our ability to operate the Loop Line more regularly and increasing brand awareness.

In September 2022, the originally planned celebrations of the Sydney Harbour Bridge 90th Anniversary were finally able to go ahead. This saw Locomotive 3801 cross the iconic structure for the first time in history, becoming one of the few steam locomotives to make the crossing. The event was captured in real time from multiple angles and vantage points and broadcast live to a national audience on the Channel 9 Today Show.

During the year, THNSW also acquired vintage railmotor CPH 13 as a restoration project in anticipation of future demand for heritage train experiences at the NSW Rail Museum, and as part

of the Loop Line Upgrade Project. CPH 13 was built in 1925 and in its final years of service operated along the Illawarra line, providing local services until withdrawn in 1984.

Transport Heritage Expo returned for the first time in three years in October 2022. Around 11,000 ticketed customers visited the three-day event at Central Station, with thousands more onlookers visiting to view displays and enjoy the entertainment.

December and January saw our first school holidays with heritage train rides every day at the NSW Rail Museum. Over the 29 operating days, some 5,600 people visited the museum, with CPH 18 travelling over 2,600km across 160 trips.

In March 2023, we welcomed newly restored 120-year-old Locomotive 3001 to the operational fleet. Following three years of restoration, the locomotive returned to steam at an invitation-only ceremony attended by members and VIPs at the NSW Rail Museum. The locomotive has now become the mainstay of operations at the museum, carrying passengers every weekend.

March also saw the return of the *Thirlmere Festival of Steam*, which this year was attended by well over 8,000 visitors across the two-day event. The event was once again held in partnership with Wollondilly Shire Council, and despite the sweltering temperatures on the Sunday, the event was well received by attendees.

A significant promotional campaign was undertaken for the April school holidays, bringing a record 6,400 visitors to the NSW Rail Museum in just two weeks. The school holidays also saw the return of the *NSW Rail Museum Express*, hauled solo by 3801 from Central to Thirlmere.

As part of the *NSW Rail Museum Express*, the museum hosted Camp Quality for the first time. This pilot program was a collaboration with Sydney Trains and proved to be highly successful. The trial helps pave the way for potential experiences we can offer to other children's charities in the future.

The end of April also saw the return of the *Hunter Valley Steamfest* for the first time since 2019, with locomotives 3801 and 6029 participating in this Maitland City Council event. The two-day festival, which was attended by an estimated 55,000 people, also saw the return of the *Great Quad Train Race*, marking the second time four steam trains have run parallel simultaneously. The race, which was live streamed by ARTC and recorded from the air and onboard 3801 by THNSW, has since reached millions worldwide thanks to social media.



Two *Day Out With Thomas* events were held, one in September 2022 and the other in May 2023. May saw over 12,400 in attendance with a second Friday of operations introduced, bringing the event to six days total. Weekend train rides sold out well in advanced, with the Museum selling out of entry only tickets on peak days.

Other main line heritage train experiences included the return of the *Vintage Electric Day Out* to the Sydney Tramway Museum in January, *The Southern Highlander* in April, and 3801 hauling the *Newcastle Flyer* solo in June.

Following *Day Out With Thomas* in May, THNSW ended the financial year with four days of steam train rides in Bathurst featuring a double header of steam locomotives 3526 and 3642. This event, operated in partnership with Bathurst Regional Council, attracted over 4,000 people, including representatives from TrackSAFE foundation, as well as many more onlookers from vantage points along the rail corridor.

The NSW Rail Museum's shop continues to grow with revenue now in excess of \$380k, almost double that of the previous year, thanks to the investment in new souvenir and merchandise ranges.

The NSW Rail Museum and THNSW social media engagement both set significant new records, reaching almost 6.3 million and 8 million people, respectively.



◀ Left: David Baker wins the Huff n Puff Road Race at the 2023 Thirlmere Festival of Steam.

Right: New acts and activities were introduced to *Day Out With Thomas* in 2022-23.

▼ Sydney Bus Museum volunteers operate a bus service at the 2022 Transport Heritage Expo. Steve Burrows.



VALLEY HEIGHTS LOCOMOTIVE DEPOT HERITAGE MUSEUM

The Valley Heights Locomotive Depot Heritage Museum, based in the Blue Mountains, welcomed more than 4,800 visitors this financial year. This is the highest ever visitation recorded at Valley Heights and an outstanding achievement by the all-volunteer team.

This year, the museum opened its doors to the community on 28 days, plus a handful of extra days for special group visits. These public open days are thanks to the long standing close collaboration between THNSW and the Steam Tram and Railway Preservation (Co-Op) Society (STARPS).

Key projects for the team during the year included:

- completing the installation of solar panels following successfully receiving a grant under the Powering Communities Program in December 2022 which has already seen the museum reduce both its energy costs and carbon footprint.
- installing UV blinds at the front of the roundhouse to protect the rolling stock and other heritage collection items from the harshness and deteriorating impacts of the direct sun.
- works to fully strip out and refurbish the EHO668 wagon, repurposing and adapting it into a dedicated collections work area.

SECTOR

NSW has a vibrant heritage transport sector ranging from small operators and museums open once a month, to larger organisations that are open year-round with regular heritage experiences and events.

Transport Heritage NSW continues to support sector groups across various modes - rail, tram, bus and ferry - via funding, advice, facility support, and access to collection items for operation and/or display.

ACCESS TO COLLECTIONS

THNSW provides eligible heritage transport sector groups with access to assets in the NSW Government's State Movable Heritage Collection and the THNSW Collection.

In 2022-2023, twenty-eight groups were custodians of operational, display or non-rolling stock collection items. Most of the items on loan were at a regional base or travelled to regional areas for tourist trips.

Cooma Monaro Railway, for example, commenced its five-year display custodianship of Locomotive 3203 in the 2022-23 period and the Royal Agricultural Show Association borrowed a model passenger car for display in the *Travel Back in Time to the 70s* at the 2023 Sydney Royal Easter Show Heritage Pavilion.

FUNDING

THNSW provides financial support to groups engaged in preserving and promoting heritage transport.

Funding Stream 2 support to the value of \$363k for six projects was allocated to custodian groups of State-owned collection items following endorsement from the Independent Funding & Advisory Panel. The funding was provided to assist custodians with maintaining and preserving collection items for the community to enjoy. In 2022-23 a total of sixteen ongoing restoration and conservation projects were being conducted by sector groups and supported by Funding Stream 2 approved in previous periods. East Coast Heritage Rail's project for triple valve replacement on carriages in their custody was completed.

In 2022, the Transport Heritage Grants Program awarded \$149k to transport heritage groups across the state. See appendix 2 for the full list of recipients.

Transport Heritage NSW Chair, The Hon. Nathan Rees, and NSW



▲ Locomotive 3203 is lowered upon arrival at Cooma Monaro Railway.

Minister for Transport, David Elliott MP, presented the grants at a special ceremony at the Australian National Maritime Museum - the first in-person ceremony in three years.

Overall, THNSW's financial contribution via Funding Stream 2 and 3 to the heritage transport sector was more than \$1.1 million.



▲ THNSW staff at the Railway Journeys Museum in Werris Creek.



◀ THNSW staff visit the volunteers at Tenterfield Railway Museum.

BRINGING
TRANSPORT
HERITAGE



▲ The second sector development day for 2022-23, held at the Sydney Bus Museum.

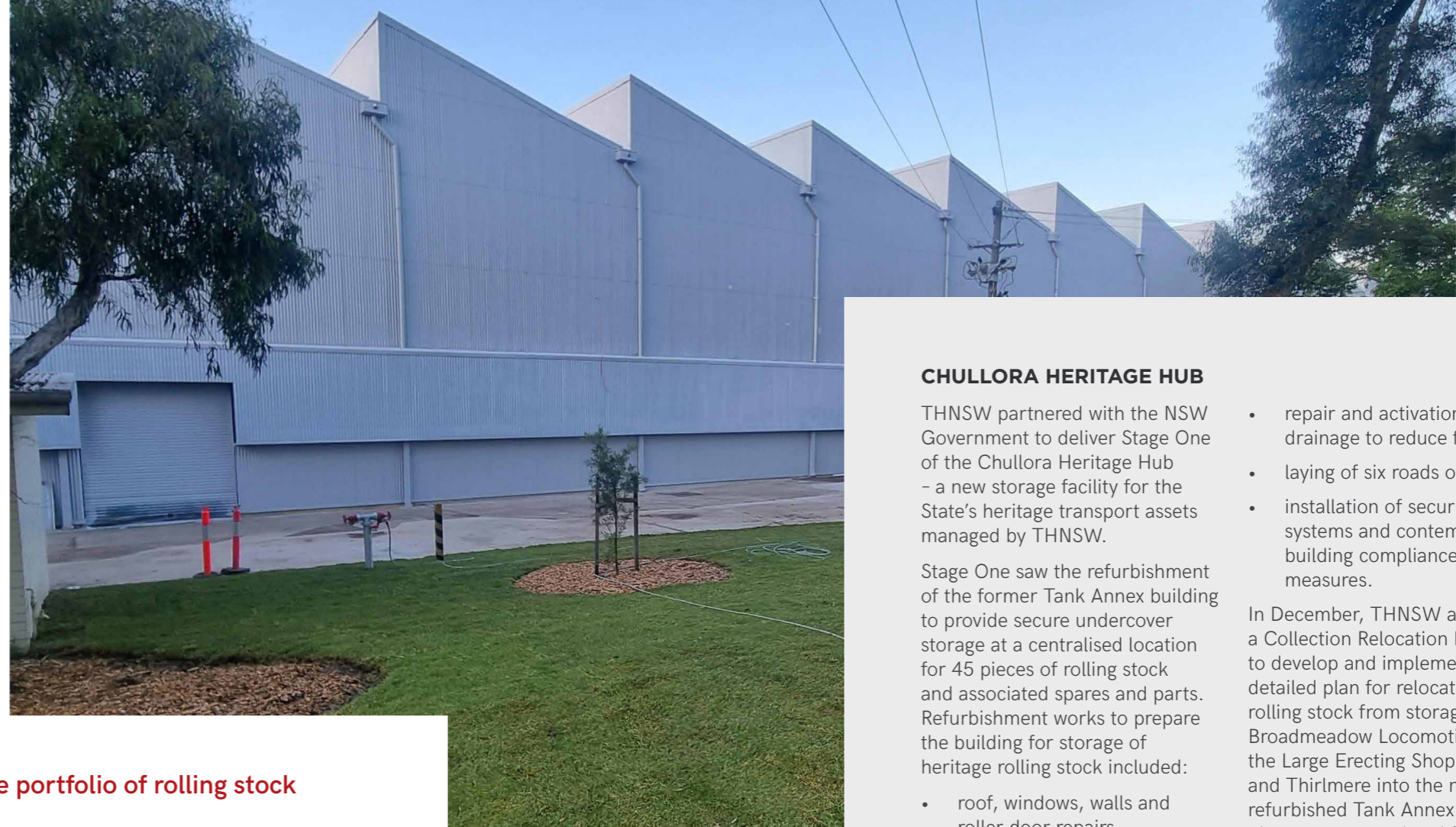
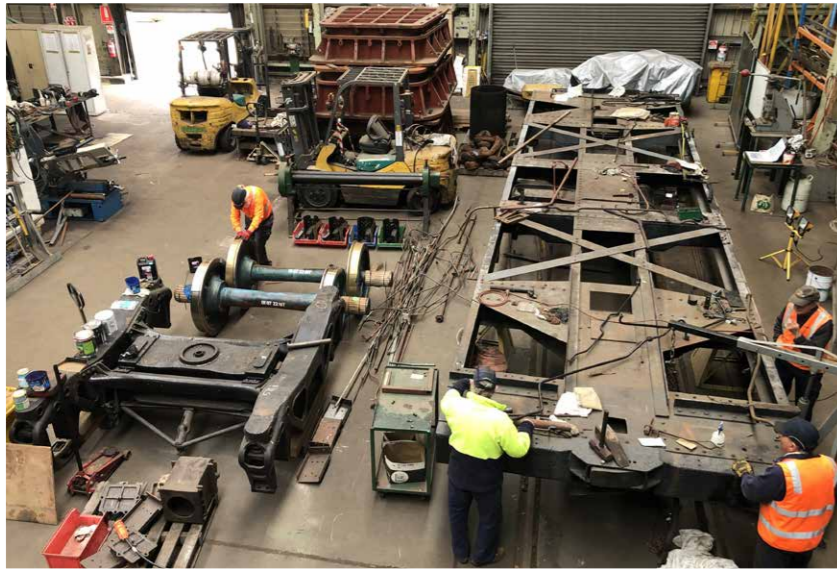
ENGAGEMENT WITH SECTOR GROUPS

THNSW staff made visits to eleven sector groups across the state in the 2022-23 period.

Two Sector Development Days were held - one at the Australian National Maritime Museum in October 2022, and the other at the Sydney Bus Museum in March 2023. Groups participated in various sessions (such as grant writing and accessibility for visitors and volunteers, safety and compliance), as well as participating in the day's networking opportunities. Representatives from twelve groups attended each event.

In 2022-23, THNSW commenced a regular Sector eNews to communicate with heritage transport groups. Six editions of the Sector eNews were sent this financial year to a growing database.

The Chullora Heritage Hub Tank Annex as it nears completion. ▶
 Volunteers at Chullora restoring the tender of locomotive 5711 for display. ▼



COLLECTION

Transport Heritage NSW owns and manages an extensive portfolio of rolling stock and rail heritage assets and sites across the State.

At the NSW Rail Museum, conservation works were undertaken to the heritage listed Co-Op Shed to repair the aging roof and ensure the building was watertight. This was completed ahead of works to fit the internals as a storage space to support the organisation's visitor operations. Staff and volunteers also worked on a fortnight-long project to rehome a collection of over 10,000 plans and drawings of heritage rolling stock and operational and engineering documentation relating to our operational fleet. These were moved to improved humidity-controlled storage so that these archives may be cared for and accessed into the future.

At Thirlmere volunteers made steady progress on rolling stock restoration projects CHG 16995 and BCH 32259. Work to restore weather-affected assets, such as the running boards on the LHG and the buffer stops on the link road of the Great Train Hall and in the Museum forecourt, were also undertaken.

Valley Heights and Thirlmere volunteers worked together to relocate spare parts for rolling stock to Thirlmere previously stored in EHO 668 at Valley Heights. The movement enabled Valley Heights volunteers to progress the project to adaptively reuse EHO 668 into a dedicated collection registration and documentation workspace. UV filtering blinds were installed on three roads of the Valley Heights Roundhouse to protect rollingstock from sun exposure. The conservation project is funded by funding stream 2 and will continue in 2023-24 to put blinds across the remaining roads.

The 5711 tender restoration progressed to near completion thanks to the volunteer team at Chullora. The group also undertook restoration work on a lever frame for use on the Picton-Mittagong Loop Line, the NSW Rail Museum mini trains and the shunting tractor that will be used to move rolling stock into the Heritage Hub Tank Annex.

The Collection Officer, working with volunteers and interns at the Igloo collection store at Chullora, continued to document and improve the storage conditions of non-rolling stock items in the State Moveable Heritage Collection. Tasks included cataloguing the objects, researching their history, recording dimensions, condition reporting and photographing items for the collection database. The items were then barcoded and rehoused to improve conservation outcomes. Between May and June an intensive program of work by eight volunteers documented and rehoused over 300 large items on the store's pallet racking. Individual projects included documenting, researching, improving the storage, developing a conservation plan for the Central Station Northern Concourse Indicator Boards, and a project to research and document the provenance and significance of items in preparation for acquisition or disposal.

CHULLORA HERITAGE HUB

THNSW partnered with the NSW Government to deliver Stage One of the Chullora Heritage Hub - a new storage facility for the State's heritage transport assets managed by THNSW.

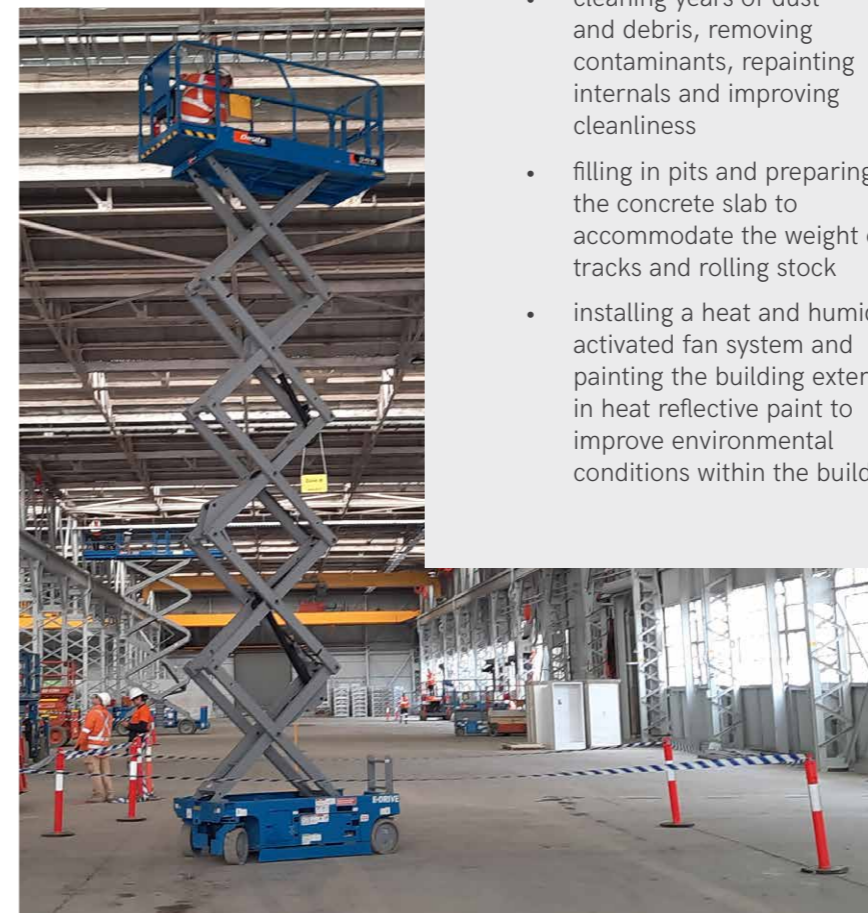
Stage One saw the refurbishment of the former Tank Annex building to provide secure undercover storage at a centralised location for 45 pieces of rolling stock and associated spares and parts. Refurbishment works to prepare the building for storage of heritage rolling stock included:

- roof, windows, walls and roller door repairs
- cleaning years of dust and debris, removing contaminants, repainting internals and improving cleanliness
- filling in pits and preparing the concrete slab to accommodate the weight of tracks and rolling stock
- installing a heat and humidity activated fan system and painting the building exterior in heat reflective paint to improve environmental conditions within the building

- repair and activation of drainage to reduce flooding
- laying of six roads of track
- installation of security systems and contemporary building compliance measures.

In December, THNSW appointed a Collection Relocation Manager to develop and implement the detailed plan for relocating static rolling stock from storage at Broadmeadow Locomotive Depot, the Large Erecting Shop, Eveleigh, and Thirlmere into the newly refurbished Tank Annex. The plan was accepted and funded by TfNSW in April 2023, and the first movement of rolling stock from Broadmeadow to Chullora occurred in May.

Relocating the collection into the Tank Annex will be the first time most of the state significant collection managed by THNSW will be stored undercover and will result in improved conservation outcomes and better access to our heritage for future generations.



◀ Inside the Tank Annex during its refurbishment.

GOVERNANCE

Directors' Report

The Directors present their report together with the consolidated financial statements of Transport Heritage NSW Limited ("THNSW") for the year ended 30 June 2023 and the Auditor's report thereon.

INFORMATION ON DIRECTORS

The names of the Directors in office at any time during the financial year ended 30 June 2023 are as follows:

DIRECTOR	QUALIFICATIONS	EXPERIENCE
The Hon. Nathan Rees Appointed Chair of the Board <i>Board Director since July 2022 (current term commenced 25 July 2022)</i>	<ul style="list-style-type: none"> Bachelor of Arts (Hon) AICD 	<ul style="list-style-type: none"> Currently Head of Government Relations and External Affairs, MetLife Australia Patron Greater Blacktown Business Chamber Hume Housing Board Director, member of the Audit & Risk Committee and Development Committee Foundation member inaugural Australian Mass Participation Sports Events Association Australian Labor Party Audit Committee Member World Cross Country Organising Committee Member Former roles include: <ul style="list-style-type: none"> Government Minister and 41st Premier of NSW Chief Executive of the Public Education Foundation (PEF) National Assistant Secretary of the Finance Sector Union (FSU) Cycling NSW Board Director
Alex Claassens Deputy Chair, Elected Director <i>Board Director since March 2018 (current term commenced AGM 2020)</i> <i>Deputy Chair since AGM 2018</i>	<ul style="list-style-type: none"> AICD Company Directors Course ACTU Union Governance ASFA Core Governance for Superannuation AM Institute Risk Management ALARA Risk Management Human Factors for Transport Safety Investigators Workcover OH&S Course for Workplace Committees All internal Union training requirements All Railway Certification requirements 	<ul style="list-style-type: none"> Currently NSW State Secretary & National Executive Member - Rail, Tram and Bus Union (RTBU) since 2010 Elected Director of Australian Mutual Bank and Member of Risk Committee Employee Representative Board Member, State Super Executive Member of Unions NSW Member of Australian Institute of Company Directors (AICD) Member of the Australian Institute Superannuation Trustees (AIST) Member of the Association of Superannuation Funds of Australia (ASFA)
Brett Fitzpatrick Elected Director <i>Board Director since December 2013 (current term commenced AGM 2019 and concluded at AGM 2022)</i>	<ul style="list-style-type: none"> Human resources professional Graduate Certificate in Customer Service and Case Management Cert IV Workplace Assessment Cert IV Adult Teaching & Learning 	<ul style="list-style-type: none"> NSW RTM Director since August 2002 to December 2013 NSW RTM Company Secretary August 2006 to December 2013 THNSW Company Secretary since December 2013 to February 2020
Dale Budd OBE Elected Director <i>Board Director since AGM 2015 (current term commenced AGM 2022)</i>	<ul style="list-style-type: none"> B.E. (Mech) (Hons) Officer of the Order of the British Empire (1978) 	<ul style="list-style-type: none"> Senior project advisor, Melbourne-Brisbane Inland Rail program 2014-2021 Director, Australian Rail Track Corporation 2001-2007 Director, Australian Institute of Company Directors 2006- 2008 Chair, Development Advisory Board, Rail Industry Safety & Standards Board (RISSB) 2008-2015 Committee Member, NSW Rail Transport Museum 1962-1970 and 1974-1975 THNSW Life Member since 2019

DIRECTOR	QUALIFICATIONS	EXPERIENCE
Deanna Varga Non-Elected, Appointed Director <i>Board Director since May 2019 (Current term commenced following AGM 2021)</i>	<ul style="list-style-type: none"> MBA, MGSM B.A. Tourism Management AICD Governance for Directors Adjunct Associate Professor (Industry), UTS 	<ul style="list-style-type: none"> Over 25 years' experience in sales and marketing for tourism, business events and the Arts' Sector Expertise in commercialisation and revenue generation for Government, Small-Medium Enterprises and Not-for-Profits Currently CEO for Mayvin Global Pty Ltd Adjunct Professor (Industry) with UTS Independent Non-Executive Director, Australian Society for Ultrasound in Medicine (ASUM) Regional Advisory Board Member, Professional Convention Management Association (PCMA) Asia Pacific Panel Marketing Expert for Screens Tasmania and Arts Tasmania Expert Steering Committee South Coast Centre for Excellence Former roles include: <ul style="list-style-type: none"> Assistant Director Commercial & Visitor Services at the Australian National Maritime Museum (ANMM) Director, Dress for Success, Sydney Director, Sydney Improvised Music Association Director, Business Events Sydney Pty Ltd
Howard Collins OBE Non-Elected, Appointed Director <i>Board Director since December 2013 (current term commenced following AGM 2022)</i>	<ul style="list-style-type: none"> Master of Business Administration Fellow of Institution of Civil Engineers Fellow of Institute of Directors (UK) Fellow of Institute of Railway Operations Officer of the Order of the British Empire (2013) 	<ul style="list-style-type: none"> Currently Coordinator General, Transport for NSW General management, rail operations, rail heritage, pension trustee Director, TrackSafe Foundation Director, Australasian Railway Association (ARA) Director, Sydney Metro Chair of Antique Motorcycle Club of America (Aus Div) Former roles include: <ul style="list-style-type: none"> Chief Operations Officer, Transport for NSW Chief Executive of Sydney Trains Chief Operating Officer London Underground Director of London Transport (Museum) Member of British Transport Police Authority Lead Director London Underground and London Rail for 2012 London Olympic Games
Andrea Plawutsky Non-Elected, Appointed Director <i>Board Director since August 2020 (current term commenced following AGM 2020)</i>	<ul style="list-style-type: none"> Bachelor of Arts (Political Science & Economics) Post Grad Diploma (Asia Business Management & Finance) AICD Company Directors Course AICD Member 	<ul style="list-style-type: none"> Over 20 years' experience in PR, marketing and communications for the travel and tourism industry Expertise in regional tourism and inbound Chinese market Founder and Director of consultancy Amplify Me, commercial and business experience as business owner 10+ years Former clients include Inland NSW Tourism, Australian National Maritime Museum, Best Western Hotels & Resorts Australasia Director, Destination Network Country & Outback National President - Women Chiefs of Enterprises International Former roles include: <ul style="list-style-type: none"> Director and Company Secretary - Beehive Industries (2015-2021) Chair - Lay Advisory Committee, Royal College of Pathologists of Australasia (2013-2018) Judge - NSW Tourism Awards (2019, 2021), Mumbrella Travel

DIRECTOR	QUALIFICATIONS	EXPERIENCE
Colin Pursehouse Elected Director <i>Board Director since November 2021 (current term commenced AGM 2021)</i>	<ul style="list-style-type: none"> Marine Engineer (Steam & Motor) Town & Country Planner Commercial Mediator (ACDC) Workplace Trainer & Assessor Australian Merchant Navy Cross (2000) 	<ul style="list-style-type: none"> Hon Fleet Engineering Superintendent and Hon Life Member, Sydney Heritage Fleet Development, implementation and auditing of Safety Management Systems, training packages, including emergency preparedness and response regimes within the maritime and public transport sectors, as well as for THNSW Former roles include: <ul style="list-style-type: none"> Deputy Chief Town Planner, Concord LGA Team Leader, Planning & Development, Nth Sydney LGA Former Expert Examiner for the Department of Arts, Sport, Environment and Territories for National Estate items Australian Institute of Marine & Power Engineers NSW Branch Assistant State Secretary and Delegate Australian Maritime Officers Union Delegate Director, Vice Chair and Chair, Sydney Heritage Fleet (Sydney Maritime Museum) Chair, NGO Advisory Group, child protection sector (2018-2020)
Ian Sheppard Elected Director <i>Board Director since November 2022 (current term commenced AGM 2022)</i>	<ul style="list-style-type: none"> Bachelor of Engineering (Hons) Master of Engineering (Hons) Master of Business Administration in Strategic Management (with Merit) 1st Class Certificate of Competency as a Coal Mine Manager in NSW AICD Company Directors Course 	<ul style="list-style-type: none"> Over 40 years' experience in engineering, business and project management Active volunteer, NSW RTM and now THNSW from 1973 to present THNSW Life Member since 2017 Former roles include: <ul style="list-style-type: none"> Manager of Mining, Mineral Processing and Engineering Operations in NSW Environment and Community Relations Manager for mining company in Wollondilly Shire from 2007 to 2017 Committee Member, NSW Rail Transport Museum 1979-1985

(Volunteer) Company Secretary

The Company Secretary supports the Board and the CEO to achieve THNSW's vision, mission and strategic objectives as set out in THNSW's 5-year Strategic Plan 2019-2024.

The activities of the Company Secretary include legal and regulatory duties and obligations and those as described within THNSW's Constitution, as well as playing a key role in facilitating corporate governance processes and supporting the operation of the Board.

The THNSW Board reappointed Peter Watters for a fourth year following AGM 2022.

It is important to note whilst the Volunteer Company Secretary is a volunteer role, is appointed by the Board, attends Board Meetings and is considered an Officer of the Company, the Volunteer Company Secretary is not a Director and as such has no deliberative vote or casting vote on the Board.

Directors' Meetings

During the financial year ended 30 June 2023 a total of seven (7) Board Meetings were held, including regular Board Meetings and Special Board Meetings.

No new Board Subcommittees or Working Groups were established during the financial year. The Board has commenced a review of its subcommittees and working groups,

the outcomes of which will be used to inform the next iteration of the Board's governance arrangements following AGM 2023 as part of its focus on continuous improvement of the THNSW Board.

All directors have standing invitations to attend subcommittee meetings and working groups, and directors are expected under the Board's Charter to attend at least one (1) meeting of each subcommittee and

working group, of which they are not the Chair or additional member, each year.

The following tables show the attendance by each of the Directors of THNSW during the financial year at Directors (Board) Meetings and at meetings of Board Subcommittees and Working Groups. The Terms of Reference (ToR) for each of these are published on our THNSW website, go to: thnsw.com.au/what-we-do

Board Meetings

During the financial year ended 30 June 2023 a total of seven (7) Board Meetings were held, including regular Board Meetings and Special Board Meetings.

Director	Number of Board meetings held and where eligible to attend	Number of Board meetings attended in full	Number of Board meetings attended in part only
The Hon. Nathan Rees* (Chair)	7	7	-
Alex Claassens (Deputy Chair)	7	7	-
Brett Fitzpatrick**	3	3	-
Dale Budd OBE	7	6	1
Colin Pursehouse	7	7	-
Deanna Varga	7	6	-
Howard Collins OBE	7	5	1
Andrea Plawutsky	7	7	-
Ian Sheppard***	4	2	-
Peter Watters (V/Co Sec)	7	7	-

Notes: * term as the Chair and a Director commenced July 2022

** term as a Director concluded at AGM 2022

*** terms as a Director commenced following AGM 2022

In addition to the above Meetings, the Board also held a number of workshops, Members' Information Forums (MIFs), Members' only Events (MoEs) and the Annual General Meeting (AGM) throughout the year.

Board Subcommittee Meetings

(A) SAFETY & ENVIRONMENT COMMITTEE (SEC) – chaired by Alex Claassens

A total of five (5) SEC meetings were held, including regular and special SEC meetings, during the financial year ended 30 June 2023.

The SEC supports the Board overseeing at the strategic-level THNSW's safety risk

management and environmental risk management, including setting THNSW's key safety and environmental performance indicators. The SEC also monitors THNSW's compliance with the applicable rail safety, work health

and safety and environmental legislation and laws. SEC Members include the CEO and the Safety, Environment & Quality Manager. There are no other SEC members.

Director	Number of SEC meetings held and where eligible to attend	Number of SEC meetings attended in full	Number of SEC meetings attended in part only
The Hon. Nathan Rees	5	-	-
Alex Claassens (SEC Chair)	5	5	-
Brett Fitzpatrick	2	-	-
Dale Budd OBE	5	2	-
Colin Pursehouse	5	3	-
Deanna Varga	5	2	-
Howard Collins OBE	5	1	-
Andrea Plawutsky	5	3	-
Ian Sheppard	3	1	-
Peter Watters (V/Co Sec)	5	-	-

(B) FINANCE, RISK & AUDIT COMMITTEE (FR&AC) - chaired by Deanna Varga

A total of five (5) regular FR&AC meetings were held during the financial year ended 30 June 2023.

The FR&AC supports the Board overseeing the financial position and performance of THNSW, including internal control frameworks, financial

management systems, budgeting, procurement, insurances, reporting and THNSW's annual financial statements, as well as THNSW's governance, (non-safety) corporate risk management and THNSW's external accountability requirements. FR&AC Members include Director Howard Collins;

Independent Member Andrew Elliot, former Director of Corporate Resources & Chief Finance Officer, Museum of Applied Arts & Sciences (MAAS); THNSW Member Les Shepherd, FGIA, FCG, FCPA, GAICD; the CEO and the Head of Finance & Corporate Resources.

Director	Number of FR&AC meetings held and where eligible to attend	Number of FR&AC meetings attended in full	Number of FR&AC meetings attended in part only
The Hon. Nathan Rees	5	1	-
Alex Claassens	5	2	-
Brett Fitzpatrick	3	-	-
Dale Budd OBE	5	-	1
Colin Pursehouse	5	2	-
Deanna Varga (FR&AC Chair)	5	5	-
Howard Collins OBE	5	4	-
Andrea Plawutsky	5	1	-
Ian Sheppard	2	-	-
Peter Watters (V/Co Sec)	5	3	-

(C) FUNDRAISING WORKING GROUP (FWG) – chaired by John Cowper, supported by Andrea Plawutsky

There were no (0) FWG meetings held during the financial year ending 30 June 2023.

The FWG supports the Board on the development of a fundraising strategy for THNSW, as well as fundraising opportunities and activities, including both financial and non-monetary (incl. 'in-kind') fundraising opportunities, and their respective merits and viability,

and THNSW's capacity to effectively and efficiently pursue and resource.

FWG Members include Director Andrea Plawutsky, Director Dale Budd, THNSW Member John Cowper as FWG Chair, the CEO, the Head of Engagement and the Head of Finance & Corporate Resources.

(D) COLLECTIONS & CURATORIAL COMMITTEE (C&CC) – chaired by Dale Budd

A total of two (2) C&CC meetings were held during the financial year ended 30 June 2023.

The C&CC supports the Board, CEO and management on collection management and curatorial matters, including making recommendations with

respect to Collection policy, acquisition, accessioning, deaccessioning, as well as restoration projects and risk management of the Collection in line with THNSW’s strategic directions and annual business plans.

C&CC Members include THNSW Members Brett Fitzpatrick, Peter Dudgeon, Tony Eyre, Allan Leaver, Ray Love (until January 2023), Evan Rees and Bruce Saunders, the CEO and the Heritage & Collections Manager.

Director	Number of C&CC meetings held and where eligible to attend	Number of C&CC meetings attended in full	Number of C&CC meetings attended in part only
The Hon. Nathan Rees	2	-	-
Alex Claassens	2	-	-
Brett Fitzpatrick	1	1	-
Dale Budd OBE (C&CC Chair)	2	2	-
Colin Pursehouse	2	1	-
Deanna Varga	2	-	-
Howard Collins OBE	2	-	-
Andrea Plawutsky	2	-	-
Ian Sheppard	1	1	-
Petter Watters (V/Co Sec)	2	-	-

(E) REMUNERATION COMMITTEE (RemC) – chaired by The Hon. Nathan Rees

There were no RemC meetings held during the financial year ended 30 June 2023. Relevant matters were dealt with by email.

Members comprise of The Hon. Nathan Rees, Alex Claassens, Howard Collins. The RemC supports the Board on matters relating to the remuneration of the CEO, plus consideration of compensation of Board members.

(F) RAIL OPERATIONS SUPPORT COMMITTEE (ROSC) – chaired by Howard Collins

A total of three (3) ROSC meetings were held during the financial year ended 30 June 2023.

The ROSC supports the Board, CEO and management on short-,

medium- and long-term planning to meet future heritage rail operations delivery in line with THNSW’s strategic directions and annual business plans.

ROSC Members include Director Colin Pursehouse, the CEO and the Rail Operations Manager.

Director	Number of ROSC meetings held and where eligible to attend	Number of ROSC meetings attended in full	Number of ROSC meetings attended in part only
The Hon. Nathan Rees	3	-	-
Alex Claassens	3	1	-
Brett Fitzpatrick	2	-	-
Dale Budd OBE	3	1	-
Colin Pursehouse	3	2	1
Deanna Varga	3	1	-
Howard Collins OBE (ROSC Chair)	3	3	-
Andrea Plawutsky	3	1	-
Ian Sheppard	1	1	-
Peter Watters (V/Co Sec)	3	-	-

Note:

1. The number of Board and Board Subcommittee/Working Group meetings held where a director was eligible to attend during the financial year is as per an individual director’s term as a director.
2. All directors have standing invitations to attend subcommittee meetings.
3. All Directors requested, and were granted, leave for meetings that they were unable to attend.

Members

As at 30 June 2023, there were 1,762 members (excluding Complimentary and Honorary members) of THNSW. If the company was wound up, each member would be required to contribute a maximum of \$20 towards meeting any outstanding obligations of the company.

Objectives & Strategies

THNSW's long-term objectives and its strategies for achieving those objectives are set out in its Strategic Plan - *Strategy 2024: Investing for Growth*. Annual business planning supports the achievement of THNSW's longer-term objectives by setting out the principal activities that are to be undertaken during the year, building on the previous year's achievements. Our THNSW Annual Report provides an explanation of those activities and our accomplishments during the financial year ended 30 June 2023.

Performance Measures

THNSW measures and reports on both financial and non-financial data to the Board and to the applicable Board Sub-committee. Financial reports provide information pertaining to performance against budgets and financial well-being of the organisation. Non-financial measures include information on customer engagement, membership, progress on major projects, work health and safety, statutory and regulatory obligations, and compliance matters. Results for key performance measures are included in our THNSW Annual Report.

Lead Auditor's Independence Declaration

The lead Auditor's Independence Declaration for the year ended 30 June 2023 has been received and is set out on page 2 of the Financial Statements section of this Annual Report, and forms part of the Directors' Report.

This Report is made in accordance with a resolution of the Board of Directors and is signed for and on behalf of the Directors by:

Nathan Rees
CHAIR

Alex Claassens
DEPUTY CHAIR

Peter Watters
V/COMPANY SECRETARY

26 September 2023



Finances

Transport Heritage NSW entered a funding deed with the NSW Government, via Transport for NSW (TfNSW), to care for and manage the NSW State-Owned Heritage Collection and to deliver a wide range of activities to support the transport heritage sector in NSW. In addition to the funding from the NSW Government, THNSW raises other revenue through its various activities highlighted elsewhere in this annual report.

The funding deed with the NSW Government provides specific funding to THNSW for the following purposes:

- **TfNSW Funding Stream 1 (FS#1)** - Annual funding allocated specifically to THNSW's business operations, including a minimum of \$1 million that must be used for operational rolling stock fleet maintenance.

The THNSW Board determines THNSW's annual business plan and business operations budget, including the allocation of FS#1 funds to be used and the use of THNSW's own generated revenue.

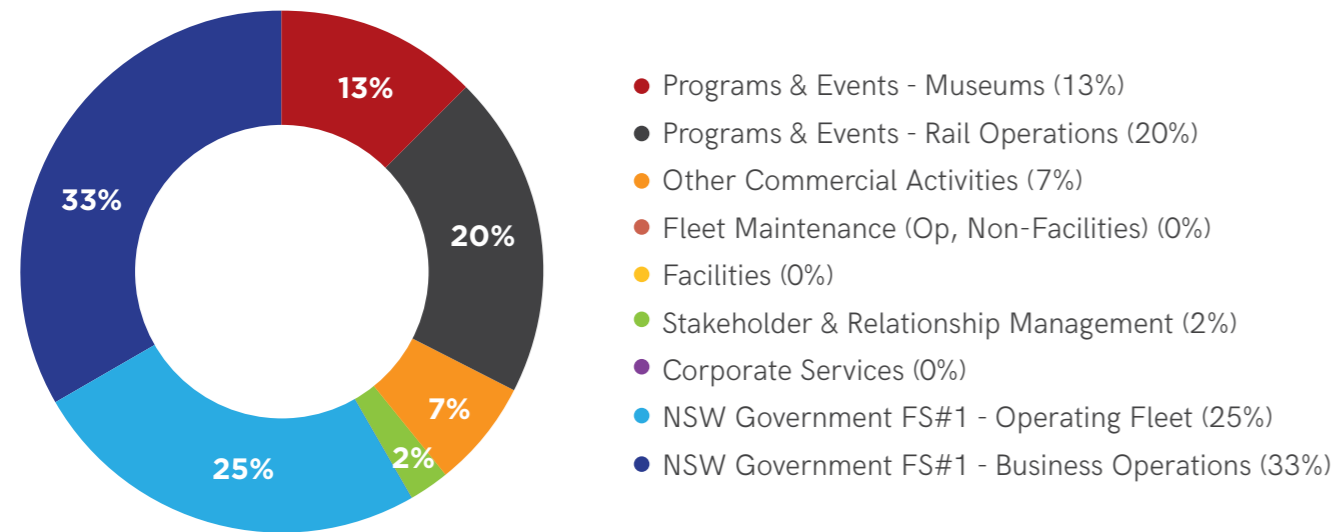
- **TfNSW Funding Stream 2 (FS#2)** - Annual funding for the purposes of portfolio management of the NSW Government-owned heritage transport assets. Allocation of the annual funding is determined by the Independent Funding & Advisory Panel (IFAP) appointed by the NSW Government.
- **TfNSW Funding Stream 3 (FS#3)** - Annual funding for the Transport Heritage Grants Program. Allocation of the annual funding is determined by the Independent Funding & Advisory Panel (IFAP) appointed by the NSW Government.

- **TfNSW Special Purpose Funding (SPF)** - THNSW has also entered into a 'special projects funding deed' with the NSW Government, under which specific funding is allocated to specific projects. Allocation of special purpose funds to specific projects is determined by TfNSW. There are currently three (3) approved projects being the Loop Line Upgrade Project (LLUP), the Heritage Hub Stage 1- Tank Annex Refurbishment at Chullora Establishment Project, and the Heritage Hub Stage 1 - Collection Relocation Project to relocate Collection Items into the Tank Annex once completed.

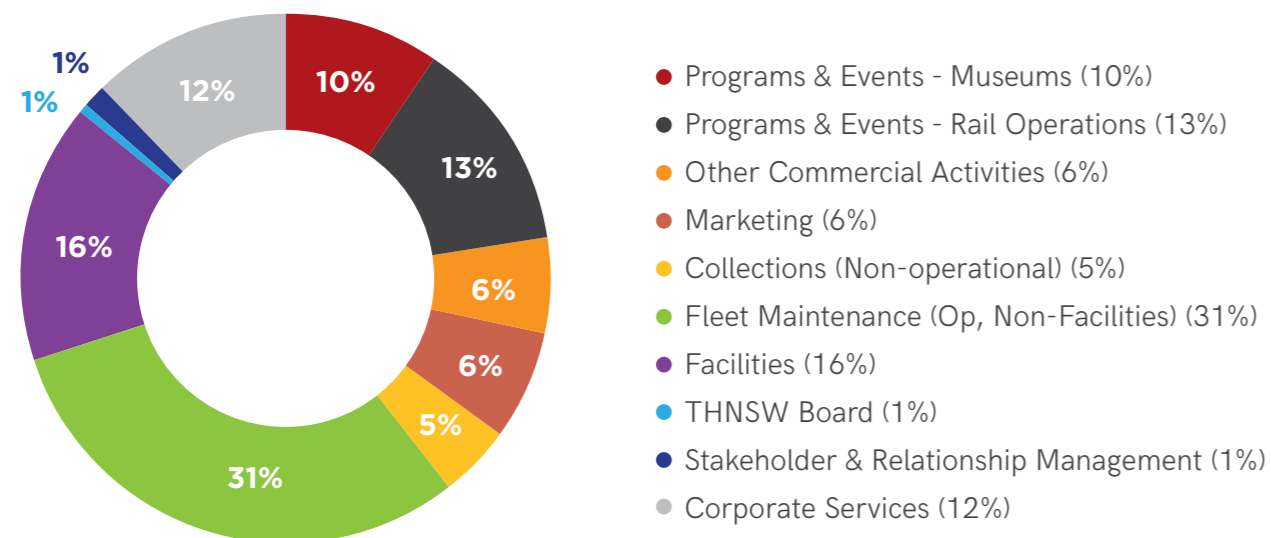
Details of the annual funding allocations determined by the IFAP in FY 2022-23 under Funding Stream 2 and the Transport Heritage Grants Program (Funding Stream 3), are provided in Appendices 1 and 2, respectively.

NOTE: Details of the annual FS#1 funding along with our own-generated income are provided in Section 2: Audited Financial Statements.

FY 2022-23 Income - FS#1 and Own-Generated



FY 2022-23 Expenses - FS#1 and Own-Generated

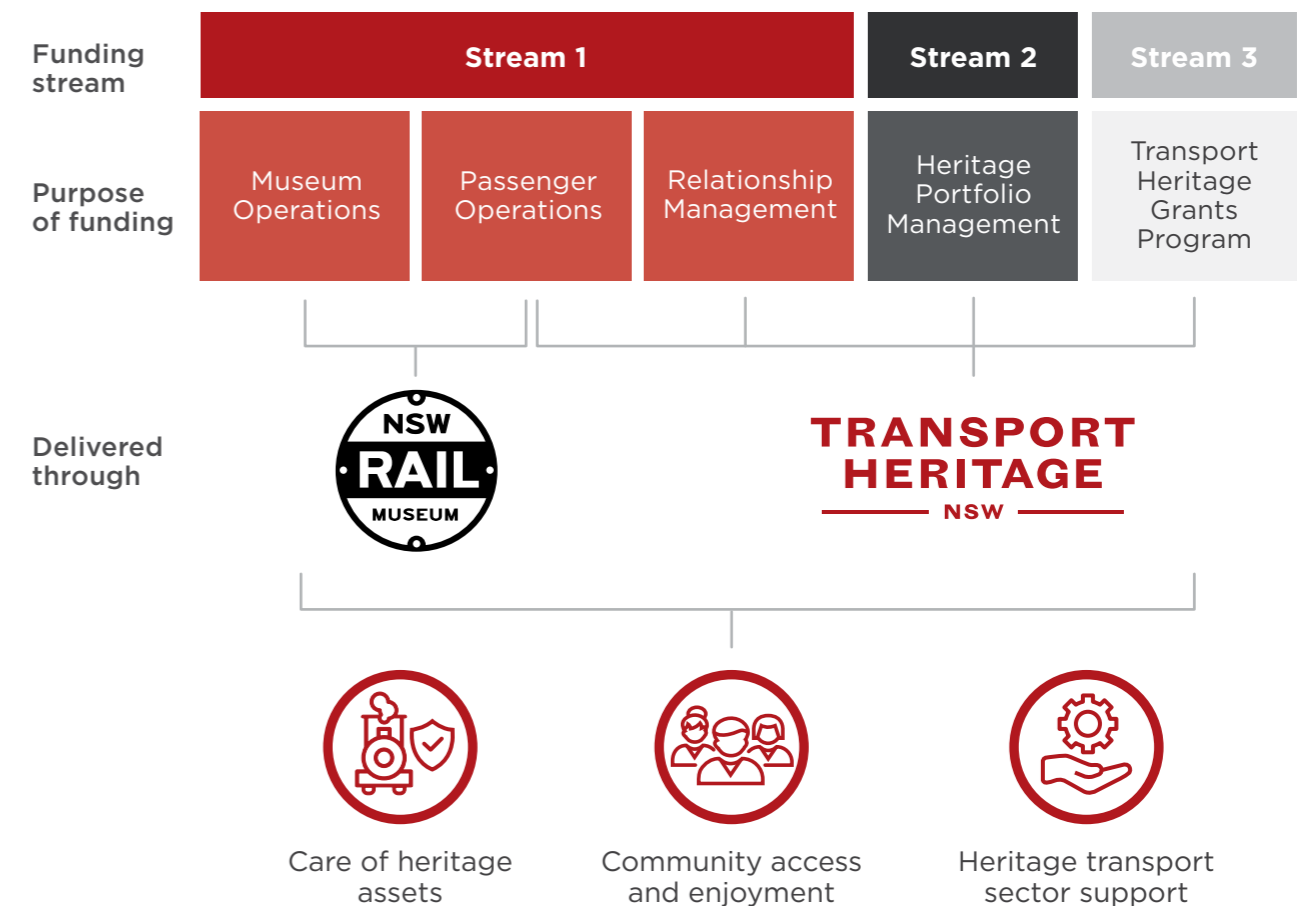


Note: The amounts presented have been rounded to the nearest whole percent. As a result percentages may not add up to a total of 100% due to rounding.

OUR SITES & OPERATIONS

Transport Heritage NSW conducts activities from several sites throughout NSW:

- Direct Custody Sites (owned by NSW Government)
 - ▶ NSW Rail Museum, Thirlmere
 - ▶ Valley Heights Locomotive Depot Heritage Museum, Valley Heights
- Leased Spaces
 - ▶ Head Office, Powerhouse Ultimo
 - ▶ Chullora Railway Workshops
 - ▶ Picton — Mittagong Loop Line
- Residual Sites (owned by NSW Government)
 - ▶ Large Erecting Shop, Eveleigh
 - ▶ Paint Shop, Eveleigh
 - ▶ 'The Igloo', Chullora
- Custodial Sites (owned by NSW Government)
 - ▶ Broadmeadow Locomotive Depot
 - ▶ Finley Railway Yard (managed by Finley Pioneer Railway)
 - ▶ Cooma Station Yard and part of the Cooma Goods Yard (managed by Cooma Monaro Railway)
 - ▶ Tenterfield Railway Yard (managed by Tenterfield Railway Station Preservation Society Inc.)
 - ▶ Porters' Room Wagga Wagga Railway Station (managed by Wagga Wagga Rail Heritage Association)
 - ▶ Werris Creek Railway Refreshment Room (managed by Liverpool Plains Shire Council and the Australian Railway Monument and Rail Journeys Museum Inc.)



APPENDIX 1 – FUNDING STREAM 2 ALLOCATIONS

The following heritage assets in the NSW Government portfolio were allocated Stream 2 funding during the 2022-2023 period:

APPLICANT	PROJECT TITLE	AMOUNT
ROLLING STOCK		
Sydney Tramway Museum (STM)	Variotram return to service - Stage 2	\$49,000
East Coast Heritage Railway (ECHR)	XFS2015, MFS2096, MFS2145 toilet installation and repaint	\$70,185
East Coast Heritage Railway (ECHR)	FNR 2186 carriage lift, bogie overhaul, and replace wheel discs	\$96,777
Historic Electric Traction (HET)	Overhaul of one AE1149 motor	\$23,735
Cooma Monaro Railway (CMR)	MBC 22959 and L 759 clean, restore and paint to display condition	\$37,884
THNSW, Rail Motor Society (RMS), Lachlan Valley Railway (LVR), Canberra Railway Museum (CRM)	Ice radio upgrades to 4G.	\$229,091
	SUB TOTAL:	\$506,672
BUILT HERITAGE		
THNSW (Custodial properties)	SoHIs for Werris Creek and Tenterfield	\$15,545
THNSW (Residual property)	Broadmeadow routine maintenance	\$49,478
THNSW (Residual property)	Igloo - louvre covers	\$15,934
	SUB TOTAL:	\$80,957
	TOTAL:	\$587,629

APPENDIX 2 – TRANSPORT HERITAGE GRANT RECIPIENTS 2022

Transport Heritage Grants Recipients for 2022 were as follows:

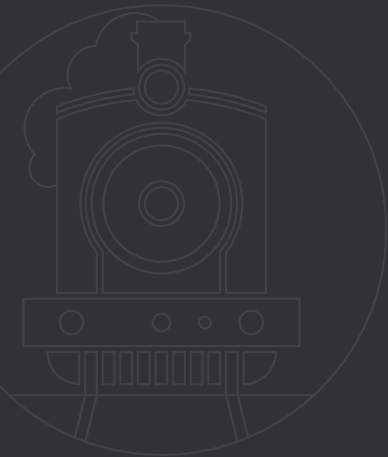
APPLICANT	PROJECT TITLE	AMOUNT APPROVED
RESTORATION & CONSERVATION PROJECTS		
10 Class Locomotives Ltd	Respraying and resetting height of heritage listed loco number 18	\$15,000
Capital Region Heritage Rail (CRHR)	Restoration of HCX 632 composite guards van	\$4,760
Illawarra Light Railway Museum Society (ILRMS)	Steam locomotive Burra's new tank project	\$14,630
New England Railway (NER)	Initial restoration of 635 and 765 - internal painting and window replacement	\$10,903
The Rail Motor Society (TRMS)	Refurbishment and restoration to service of rail motor unit 602/707	\$50,000
Steam Tram and Railway Preservation Society (STARPS)	Locomotive 1022 saddle water tank rebuild	\$16,500
Sydney Bus Museum (SBM)	Preservation and display of bus transport staff uniforms	\$7,755
Sydney Heritage Fleet (SHF)	Kanangra hull interior clean up	\$14,509
Sydney Tramway Museum (STM)	Seat recovering for Sydney corridor trams R 1740 and R1 1979	\$10,392
	SUB TOTAL:	\$144,449
EDUCATION & INTERPRETATION PROJECTS		
Albury and District Historical Society (ADHS)	Connecting the NSW and Victorian railway systems at Albury Wodonga	\$4,200
	SUB TOTAL:	\$4,200
	TOTAL:	\$148,649

APPENDIX 3 – KEY PEOPLE

Below is a summary of key personnel and Life Members as at 30 June 2023, listed alphabetically by first name.

PATRON		THNSW LIFE MEMBERS*	
Her Excellency the Honourable Margaret Beazley AO KC		Alan Driscoll	Ian Gregory
		Allan Leaver OAM	Ian Martin
		Andrew Killingsworth	Ian Sheppard
		Andrew Tester	Jeffery Forrester
		Anthony Eyre	Jeffrey Snedden
		Barry McMahon	Jocelyn Eyre
		Bernie McTackett	John Fisher
		Brett Fitzpatrick	John Harwood
		Brian Woolley	John Knotek
		Bruce Coxon	John Lloyd
		Bruce Merrett	Leon Rudd
		Bruce Saunders	Les Wilson
		Christine Cuttle	Mary Wear
		Dale Budd OBE	Neil Finey
		David Hunt	Peter Dudgeon
		David Sinfeld	Philip Robinson
		Donald Estell	Raymond Beharrell
		Edward Mullett	Raymond Love OAM
		Edward Oliver	Richard Butcher
		Gary Marshall	Robert Price
		Gary Woodward	Rodney (Rod) Hawkes
		Geoffrey Allerton	Roslyn Reynolds
		Geoffrey Olsen	Stephen Corrigan
		George Baias	Stephen Williams
		Gilbert Wheaton	Terence Matchett
		Glenn Buckman	Thomas Dickson
		Glenn Hargrave	Timothy Ball
		Graham Ahern	Trevor Ford
		Ian Dale	
THNSW BOARD OF DIRECTORS			
The Hon. Nathan Rees	Chair		
Alex Claassens	Deputy Chair		
Andrea Plawutsky			
Colin Pursehouse			
Dale Budd OBE			
Deanna Varga			
Howard Collins OBE			
Ian Sheppard			
VOLUNTEER COMPANY SECRETARY			
Peter Watters			
MANAGEMENT TEAM			
Andrew Moritz	Chief Executive Officer		
Andy McNeill	Head of Finance & Corporate Resources		
Ben Elliot	Fleet Maintenance Manager		
Daniel Page	Rail Operations Manager		
David Bennett	Head of Engagement		
John Thorogood	Safety, Environment & Quality Manager		
Leah Domanski	Heritage & Collections Manager		
INDEPENDENT FUNDING & ADVISORY PANEL (Appointed by Transport for NSW)			
Caroline Wilkie (from 1 June)	Kathy Jones (from 1 June)		
Craig Lee	Dr Paul Donnelly		
Helen Laverty	Peter Colacino (until 30 May)		
Judith Coombes (until 30 May)			

*Does not include deceased life members



TRANSPORT HERITAGE

— NSW —

PROUDLY FUNDED BY



Transport Heritage NSW Ltd

ABN 25 000 570 463

PHONE 1300 11 55 99

POST PO Box K37, Haymarket NSW 1240

OFFICE Level 5 - Powerhouse Ultimo, 500 Harris Street Ultimo NSW 2007

WEB thnsw.com.au