

TRANSPORT HERITAGE

— NSW —

ANNUAL REPORT

2024–25



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Locomotive 3265 at the 2024
Transport Heritage Expo.
Credit Mark Coleman

Locomotive 3820 arrives at Chullora for restoration works.



MESSAGE FROM THE CHAIR AND CEO

The 2024–25 financial year delivered an impressive range of achievements across all areas of the organisation.

We welcomed around 82,000 visitors and a record 102,000 passengers – a clear reflection of the public's passion for our work and the dedication of our entire team. Our sincere thanks go to our volunteers, staff, members, management team, and Board for their hard work and unwavering commitment.

As we look back on a year of significant progress, there are many achievements to celebrate. The Loop Line Upgrade Project reached a major milestone, with works commencing between Buxton and Colo Vale following the successful completion of a comprehensive Review of Environmental Factors (REF) at the end of last financial year. This critical stage paves the way for the line's reopening, which we look forward to celebrating in the first half of 2026.

Several major restoration projects were also completed.

Carriage HFS 2017 returned to service after more than four years of meticulous work, and locomotive 2705 steamed again in March. Other milestones included the static restoration of 5711's tender and the restoration of Brake Van CHG 16995 – all testament to the skill and dedication of our teams across a wide range of disciplines.

The year also saw the commencement of several important new projects: overhauls of Powerhouse locomotive 3265 and railmotor CPH 13, along with the static restoration of locomotive 3820. The progress to date has been remarkable, and we look forward to their completion.

On the preservation front, locomotive 3085 from the state collection was relocated to the Oberon Tarana Heritage Railway for static display, allowing its story to be shared with the Central West community. The acquisition and

long-term preservation of South Bulli Locomotive No. 2 will also help tell the broader story of our industrial transport heritage.

This year marked the 10th anniversary of the Transport Heritage Grants Program, which since inception has provided over \$1.7 million in funding to more than 130 projects across 47 organisations in New South Wales. These grants continue to play a vital role in enabling communities to share the rich stories that bring our transport heritage to life.

The NSW Rail Museum enjoyed a landmark year, celebrating its 50th anniversary at the Thirlmere site with a series of events and a special display charting its growth over five decades – built from the ground up with the support of dedicated volunteers and the NSW Government. Building on these strong foundations, the museum launched a refreshed

education program to inspire younger audiences with the story of transport's impact on our state. A renewed *Day Out With Thomas* experience, delivered in partnership with Mattel, attracted more than 12,000 visitors.

Events across the board continued to excel. The 2024 Transport Heritage Expo and the 2025 Thirlmere Festival of Steam both achieved new record levels of attendance – over 12,400 and 8,500 ticketed visitors respectively – and earned recognition at the 2024 Western Sydney Tourism Awards and 2025 NSW National Trust Heritage Awards. We also congratulate our Fleet Maintenance Manager, Ben Elliot, who was recognized with the 2025 Heritage Skills Award at the 2025 NSW National Trust Heritage Awards.

Looking ahead, we are excited to build on this momentum as we refine our vision, mission, values

and strategic goals for the next five years and roll out our new strategic plan in the second half of 2025. The achievements of the past year – from major milestones and partnerships to new projects and expanded engagement – set a positive course for the future.

We extend our gratitude to the NSW Government for its ongoing support, which is vital to our success. Special thanks also go to our Board Directors and senior management team for their leadership.

Finally, we acknowledge Peter Watters, our outgoing Company Secretary, whose passionate commitment over many years has been instrumental in bringing transport heritage to life.

To our volunteers, staff, and members – thank you. Your dedication continues to make our shared vision a reality. Here's to another exciting year ahead.



Hon Nathan Rees
CHAIR



Andrew Moritz
CHIEF EXECUTIVE OFFICER

MORE PASSENGERS THAN EVER: 2024-25 HIGHLIGHTS

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

The NSW Rail Museum welcomed close to 78,000 visitors, of which more than 55,000 were passengers on the Loop Line. Meanwhile, the Valley Heights Locomotive Depot Heritage Museum saw more than 4,700 visitors through its gates. On the main line, Transport Heritage NSW hosted some 32,000 passengers on its own heritage train experiences, plus a further 15,000 passengers as part of its heritage rail charter and other heritage transport passenger experiences. Total passengers were a record 102,000.



QUARTER 2

October – December 2024

- Transport Heritage Expo 2024 attracts over 12,400 ticketed customers – a new record – making it the largest single event ever hosted by THNSW.
- Celebrating its 10th anniversary, the Transport Heritage Grants Program awards a total of \$189,000 in funding to 14 projects. Since its inception, the program has awarded over \$1.7 million to 47 organisations, supporting 132 projects.
- A range of works are undertaken as part of the Loop Line Upgrade Project, including hazardous tree removal, installation of turnouts at Colo Vale station, and re-sleeping between Buxton and Balmoral.
- Work begins on the restoration of CPH 13 to support future operations along the extended Loop Line.
- THNSW wins the platinum award for Best Historical Venue with the NSW Rail Museum, and Best Visitor Economy Event – Day Visitation with the Thirlmere Festival of Steam at the inaugural Western Sydney Tourism Awards.

Q2

QUARTER 3

January – March 2025

- Following two years of extensive overhaul, locomotive 2705 returns to service at the NSW Rail Museum.
- Continuing its partnership with Mattel, THNSW launches a refreshed *Day Out With Thomas*, featuring 2705 as “James” and attracting over 12,000 visitors to the museum.
- THNSW acquires South Bulli No.2 for its collection. The locomotive is transferred to the Chullora Heritage Hub for preservation.
- Volunteers at Chullora complete the static restoration of locomotive 5711’s tender.

Q3

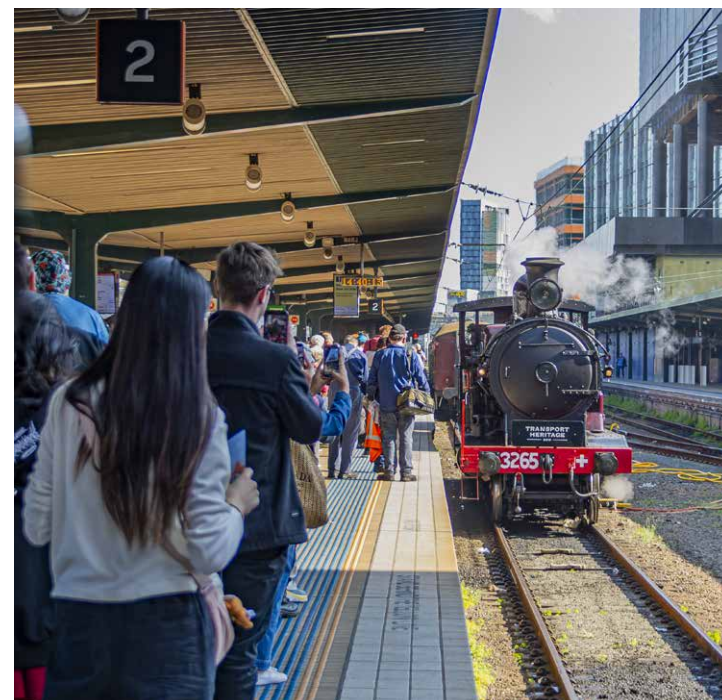


QUARTER 1

July – September 2024

- Following the completion and approval of an extensive Review of Environmental Factors (REF), significant works commence on the Loop Line Upgrade Project between Buxton and Colo Vale.
- THNSW partners with Historic Electric Traction and Sydney Trains to mark the end of heavy rail along the T3 Bankstown line with a weekend of heritage train rides, with over 2,150 passengers.
- After several years of restoration works, historic carriage HFS 2017 is returned to service.
- Locomotive 3085 is relocated to Oberon Tarana Heritage Railway for static display, with significant media attention in the Central West.
- Valley Heights Rail Museum sees record attendance at its second annual Blue Mountains Steam FunFest.
- THNSW soft launches its refreshed education program at the NSW Rail Museum.

Q1



QUARTER 4

April – June 2025

- In a landmark collaboration with the National Film and Sound Archive of Australia, THNSW premieres a brand-new short documentary on the making of *A Steam Train Passes* in celebration of its 50th anniversary to sold-out screenings in Sydney and Canberra.
- THNSW and Wollondilly Shire Council host a record 8,500 people at the 2025 Thirlmere Festival of Steam. Featuring night-time operations and steam train rides from the NSW Rail Museum, the festival also features the most complex timetable operated on the Loop Line to date.
- As part of additional funding for the Loop Line Upgrade Project, THNSW announces the reactivation of Hill Top Station.
- Following hazardous material removal, Locomotive 3820 is transferred to Chullora for reconstruction by THNSW volunteers, marking its first movement in 45 years.
- THNSW is recognised at the 2025 National Trust Heritage Awards: Transport Heritage Expo 2024 wins both the Events Category and People’s Choice award, while the NSW Rail Museum’s Education Program receives Highly Commended in its category. THNSW Fleet Maintenance Manager Ben Elliot is also recognised with the Heritage Skills Award.

Q4



LOOP LINE UPGRADE PROJECT PROGRESS

With the completion of the Review of Environmental Factors at the end of 2023–24, Transport Heritage NSW (THNSW) made significant progress throughout 2024–25 towards completing the Loop Line Upgrade Project. The extension from Buxton to Colo Vale will more than double the length of the operational section of the Loop Line, from 14km to 32km.

Initial works focused on re-sleepering the 18.3 km section of track between Buxton and Colo Vale, with more than 15,000 sleepers replaced. These works commenced in June 2024 and concluded in August 2024.

In parallel, THNSW replaced the century-old Ligar Street Underbridge. The former bridge span was removed and stored, with a new span fabricated and installed. Repairs were undertaken on the abutments, and the track formation reconditioned for 25 metres on either side of the bridge.

During August 2024, track upgrades were completed at five level crossings between Buxton and Colo Vale. These works involved removing existing track panels and installing concrete sleepers, heavy-duty rail, new flangeway rails, improved drainage, and a new bitumen surface.

At Colo Vale Station, a series of works enabled heritage locomotives to perform a run-around for return journeys to Thirlmere. Upgrades included installation of a new turnout at the southern end, overhaul of the northern turnout, re-railing of main and loop tracks, placement of more than 1,000 tonnes of new ballast, and construction of a 40-metre shunting neck.

THNSW also undertook vegetation management along the corridor, trimming or removing hazardous trees to ensure safe train operations and improve visibility at level crossings. A low-impact approach minimised environmental disruption, with larger remnants retained to provide wildlife habitat.

A community partnership was facilitated at Hill Top, where THNSW secured an agreement between the NSW Government and Wingecarribee Shire Council

for the development of a new play space adjacent to the station precinct. This facility opened to the public in late 2024.

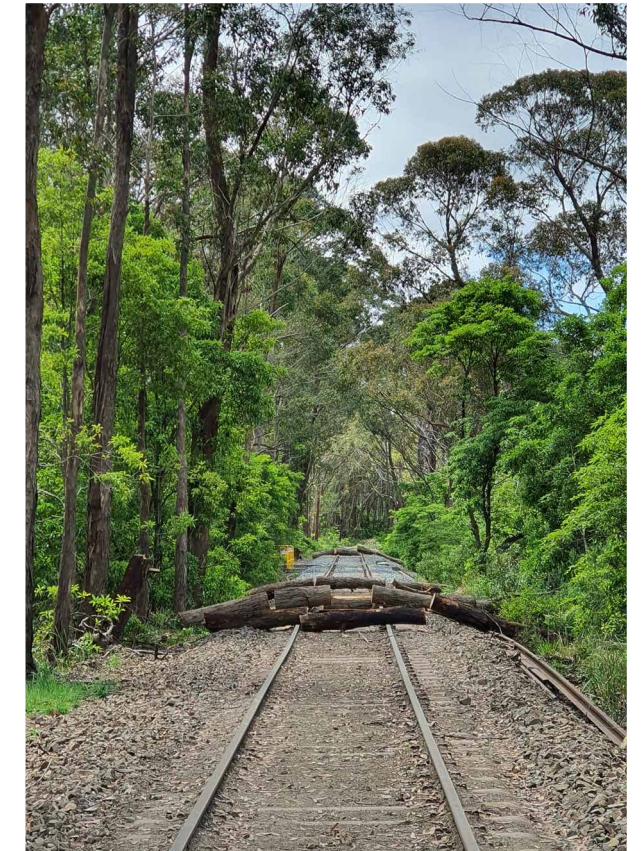
Following a short pause in early 2025 to finalise supplier arrangements, construction recommenced in June 2025 to complete the final engineering packages. These works focus on geotechnical rectification of cuttings, resurfacing and line marking at level crossings, installation of signage, reactivation of Hill Top and Colo Vale Stations, and final track preparation ahead of the line's reopening.

After strong community advocacy, THNSW also secured funding to reactivate the Hill Top station platform. This will ensure safe passenger access when services commence between the NSW Rail Museum at Thirlmere and Colo Vale.

Geotechnical works kick off in cuttings along the Loop Line.



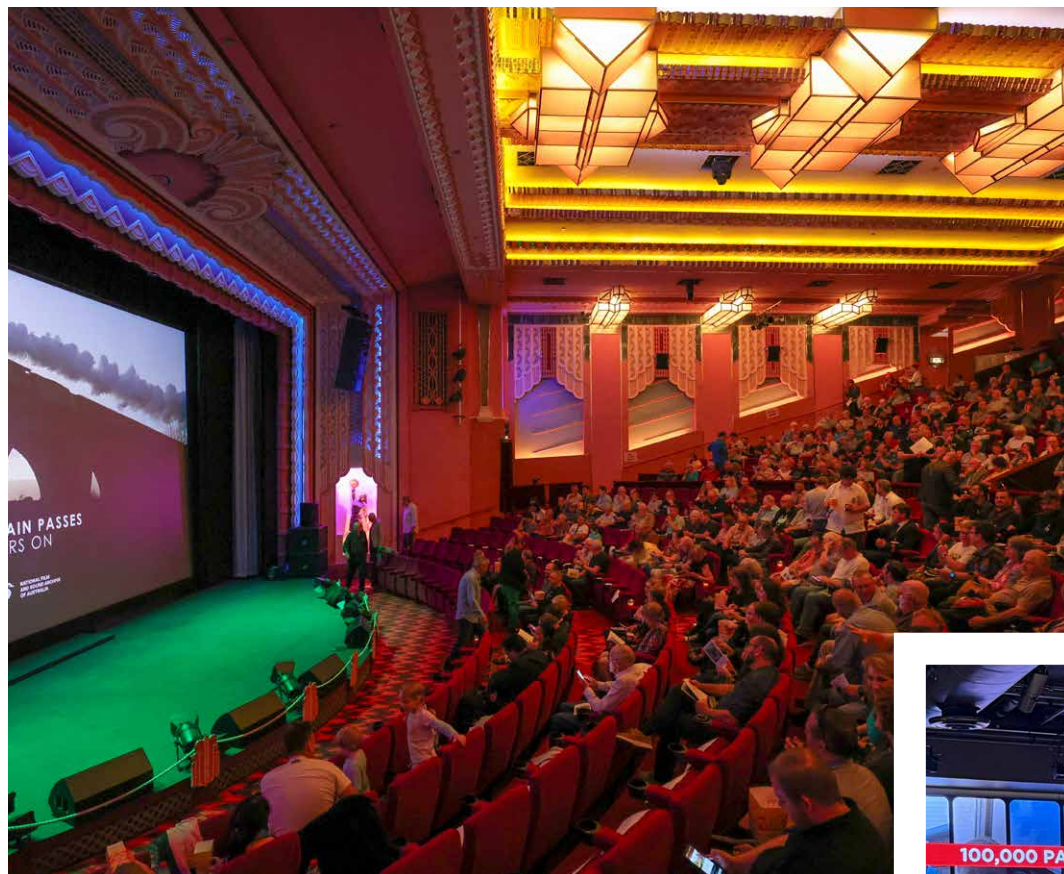
Hazardous tree works along the line



The new play space at Hill Top.

Track works underway at Colo Vale.





The screening of *A Steam Train Passes, 50 Years On* at the Hayden Orpheum Picture Palace.

The 2024 Annual General Meeting.



THNSW team members at Chullora celebrate the arrival of locomotive 3820.



An all-female Loop Line team celebrate International Womens' Day.



PEOPLE

Transport Heritage NSW's success is built on its people – our volunteers, staff, and members – whose dedication makes it possible to bring transport heritage to life.

MEMBERSHIP PROGRAM

The membership program continued to grow, supported by new partnerships with museums, galleries, and cultural associations. This year, 276 new members joined, bringing total ordinary membership to 1,697.

The NSW Rail Museum Annual Pass also remained popular, with more than 800 new passholders. While not classified as ordinary membership, this initiative provides families with an accessible way to engage with THNSW. Combined, ordinary members and annual passholders now total nearly 3,000 people.

The 2024 Annual General Meeting (AGM) was held in person on 26 November 2024, attended by 35 voting members, with an additional 210 members pre-voting. Colin Pursehouse was re-elected to the Board, while Deanna Varga was re-appointed to her appointed director position.

An Extraordinary General Meeting was held on 1 March 2025 to appoint a new audit services provider. More than 40 members attended, with 225 pre-votes lodged. Members appointed HLB Mann Judd as THNSW's new auditors, commencing with the 2024–25 audit.

A Members' Information Forum (MIF) was held in November alongside the AGM, including informal networking.

A Members-Only Event in March 2025 launched the steam season with a dedicated train ride and coincided with the extraordinary general meeting. The second MIF, also in March, provided updates on major projects, including the Loop Line Upgrade Project.

Members also received advance invitations to *A Steam Train Passes: 50 Years On* screenings in Sydney and Canberra, presented in partnership with the National Film and Sound Archive.

VOLUNTEERS PROGRAM

Volunteers contributed more than 50,000 hours across the organisation. Training and certification programs continued, particularly in rail operations and safe working practices, supporting the expansion of heritage passenger services.

In December 2024, more than 100 staff, volunteers, and guests gathered at the NSW Rail Museum to celebrate the year's achievements. In May 2025, National Volunteer Week was marked with a lunch hosted by the CEO and management team, recognising the

significant contributions of our volunteer workforce.

The theme, *Connecting Communities*, was emphasised through collaboration with our Sydney Cultural Institutions Volunteers Network, which provided volunteers with unique experiences across nearly 20 cultural organisations.

CULTURE PROJECT

Initiated in June 2024, the Culture Project explored THNSW's organisational culture to support future growth. A comprehensive survey, interviews, and focus groups were facilitated by Henry Reed Australia.

Findings were shared at town hall sessions in November, followed by workshops in February 2025 to identify cultural priorities for the future. A new Culture Framework will be rolled out in the 2025-26 financial year.

STRATEGIC PLAN

Building on the Culture Project, THNSW began developing its next five-year strategic plan 2025 - 2030. Staff and volunteers have been engaged in early discussions, with broader stakeholder consultation scheduled to commence in August 2025. The new strategic plan is targeted for launch at AGM 2025 in November.



Eager crowds take photos of James at Day Out With Thomas.

DIGITAL ENGAGEMENT

Transport Heritage NSW achieved record levels of engagement across its digital platforms, with content reaching over 29 million people worldwide. The organisation now boasts a combined following of more than 150,000 across Meta platforms, with thousands more following via LinkedIn and YouTube.

A key highlight of THNSW's digital outreach was the launch of heritage locomotive 2705 as "James" for *Day Out With Thomas*, which generated an estimated global reach of 6 million. Furthermore, THNSW partnered with industry stakeholders to highlight several Stream 2 and 3-funded projects across the state, while also showcasing its progress on the Loop Line Upgrade Project.

FAREWELL T3 BANKSTOWN LINE

Ahead of the T3 Bankstown Line's closure for metro conversion, THNSW partnered with the NSW Government to host final heritage train services. More than 2,150 passengers travelled on Red Set F1 operated by Sydney Trains crews and Historic Electric Traction volunteers, as well as behind steam locomotive 3265, marking a historic farewell to heavy rail on the line.

Students board a heritage train ride as part of the refreshed education program.



ENGAGING THE COMMUNITY

Transport Heritage NSW delivers a diverse program of events and experiences at our museums, in collaboration with partners across the heritage sector and in communities across the state.

In 2024–25, more than 102,000 passengers travelled on our experiences at our events – the highest in our history.

NSW RAIL MUSEUM

The NSW Rail Museum welcomed close to 78,000 visitors this year, supported by a strong calendar of programs and events. Investments through the Loop Line Upgrade Project continue to expand capacity and enhance the heritage train experience. As a result, heritage train operations now run every weekend and daily during school holidays.

The museum recorded more than 22,000 visitors during school holidays, with strong attendance also maintained on weekends and an increase in weekday visitation.

REFRESHED EDUCATION PROGRAM

A refreshed Education Program was launched at the NSW Rail Museum in early 2025. Developed with Kimberlin Education and tailored for Stage 1 and 2 students (Years 1–4), the program integrates history, science, mathematics, and geography through the context of rail heritage.

Delivered by trained volunteers with professional guidance from educators, the program has been well received by schools and continues to support efforts to grow weekday visitation.



Record crowds at the 2024 Transport Heritage Expo. Credit Jason Eddy.

THIRLMERE FESTIVAL OF STEAM 2025

The annual festival in May welcomed 8,500 visitors to the museum and an estimated 18,000 attendees in Thirlmere village. The event featured contributions from cultural partners including the Powerhouse, the Steam Tram and Railway Preservation Society (STARPS) and the NSW Police Mounted Unit, as well as the return of the *Festival of Steam Flyer* from Central to Thirlmere operated by The Picnic Train.

REGULAR HERITAGE TRAIN EXPERIENCES

Beyond major events, THNSW delivered a wide program of heritage rail experiences, including the *NSW Rail Museum Express*, *Southern Highlander*, and *Steam to Surf* services. Sold-out heritage rides also operated across Greater Sydney, including Penrith, Hornsby, Gosford, and Bomaderry. Collaborations with partners such as the Sydney Tramway Museum and Bundanoon Station restoration commemoration added to reach.

TRANSPORT HERITAGE EXPO 2024 – OUR BIGGEST SINGLE EVENT ON RECORD

Held at Central Station over the October long weekend, the *Transport Heritage Expo* drew an all new record of 12,500 ticketed visitors and thousands more exploring displays. Delivered in collaboration with key sector partners, the event was recognised at the 2025 National Trust Heritage Awards with both *Best Event* and *People's Choice* awards.

REFRESHED DAY OUT WITH THOMAS

In March 2025, THNSW launched a refreshed *Day Out With Thomas*, attracting 12,000 visitors across six days. The event introduced new characters, updated branding aligned to *All Engines Go!* (a global first), and enhanced site-wide family experiences.



Night steam train rides at the Thirlmere Festival of Steam. Credit Cooper Chapman.

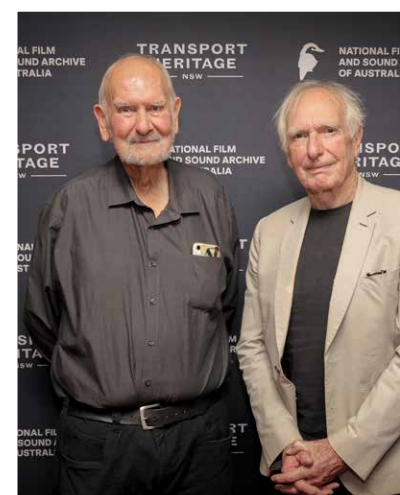
A STEAM TRAIN PASSES: 50 YEARS ON

In partnership with the National Film and Sound Archive, THNSW produced a documentary marking the 50th anniversary of the iconic *A Steam Train Passes*. Featuring interviews with key filmmakers and Australian directors, the documentary premiered to 1,000 people across sold-out screenings in Sydney and Canberra, alongside a remastered 4K edition of the original production.

Renowned Australian directors Peter Weir and David Haythornthwaite at the screening of *A Steam Train Passes*.

VALLEY HEIGHTS RAIL MUSEUM

The Valley Heights Rail Museum attracted nearly 5,000 visitors in 2024–25. The museum's second *Blue Mountains Steam FunFest* drew record attendance and established itself as a signature annual event. Regular open days and community events were again made possible through collaboration with STARPS.





Historic Electric Traction presents at a Sector Development Day in November 2024.



Locomotive 3237 under restoration with support from the 2024 Transport Heritage Grants Program.

SECTOR

THNSW supports more than 50 not-for-profit groups dedicated to preserving and sharing NSW's public transport history.

ENGAGEMENT AND DEVELOPMENT

Staff made 11 site visits to sector groups in 2024–25, complemented by six-monthly online meetings to strengthen connection.

Sector Development Days were held in October 2024 and April 2025, with representatives from 21 groups attending each. Sessions covered heritage significance, stakeholder engagement, volunteer management, partnerships, and record-keeping.

Ten editions of the *Transport Heritage Sector eNews* were published, and for the first time, THNSW collected operational and visitation statistics from 20 groups, establishing a new annual data set.

ACCESS TO COLLECTIONS

In 2024–25, 30 organisations held collection items on loan from the State Movable Heritage Collection and THNSW Collection, with most assets displayed regionally. Examples include locomotive 1307 at Yass Railway Station Museum, and various carriages in use by East Coast Heritage Rail and Lachlan Valley Railway.

HERITAGE PRECINCT MANAGEMENT

THNSW continues to work with community partners to manage five rail heritage precincts. In 2024–25, submissions were progressed with Heritage NSW for works at Valley Heights, Werris Creek, Tenterfield, and Finley. Cooma Monaro Railway advanced planning for works at the Cooma precinct.

FUNDING SUPPORT

THNSW allocated more than \$1.23 million across Funding Streams 2 and 3 in 2024–25.

- **Funding Stream 2** allocated \$1.04 million (ex GST) for 15 projects, supporting restoration and conservation of collection items. See **Appendix 1**. Projects included Ladysmith Tourist Railway's return of a D6 track vehicle, The Rail Motor Society's restoration of 620–720 drawgear, and Cooma Monaro Railway's remediation of the Railway Institute building.
- **Funding Stream 3 – Transport Heritage Grants Program** marked its 10th anniversary in 2024. Since inception, the program has distributed over \$1.7 million to 47 organisations for 132 projects. In 2024, 14 projects shared \$189,344 (incl. GST) from 27 applications received. See **Appendix 2**.



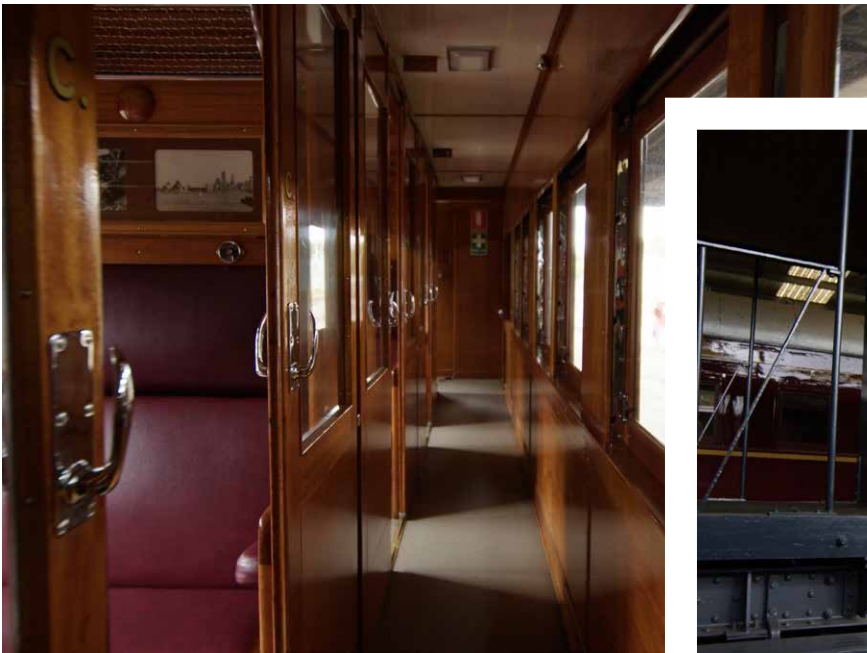
Sector groups at a Strategic planning workshop at the Sydney Tramway Museum in Loftus.

COLLECTION

THNSW manages a significant collection of rolling stock and railway heritage assets across NSW. Staff and volunteers played a key role in restoration and maintenance projects during 2024–25.

OPERATIONAL ROLLINGSTOCK PROJECTS

- **Passenger Car HFS 2017** – with its overhaul complete, HFS 2017 returned to service and now forms part of the operational fleet.
- **Railmotor CPH 13** – overhaul for return to service is under way to support the Loop Line Upgrade Project.
- **Steam locomotive 2705** – with its overhaul complete, 2705 now forms part of our operational fleet, and will continue to support *Day Out With Thomas* events.
- **Steam locomotive 3265** – is currently undergoing overhaul in partnership with the Powerhouse, including a 10-year boiler inspection, retubing of the boiler, remediation of corrosion found in the tender tank and a full repaint
- **Steam locomotive 3801** – is currently awaiting custom-made parts for its return to operations.
- **Steam locomotive 6029** – is currently awaiting custom-made parts for its return to operations.



Inside newly restored carriage HFS 2017.

Completed Brake Van CHG 16995.

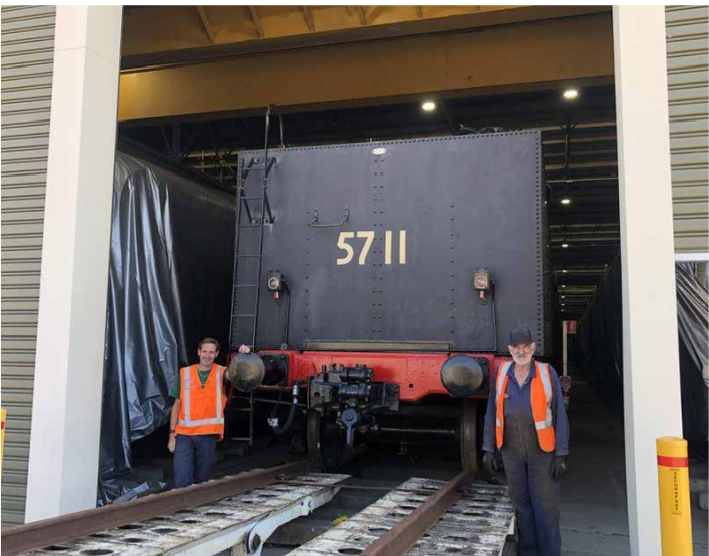


CHULLORA HERITAGE HUB

In 2024, Transport Heritage NSW took custody of the Tank Annex building at the Chullora Railway Workshops as the first stage of delivering the Chullora Heritage Hub. The Hub provides Transport Heritage NSW with a new facility to better protect and preserve NSW's most significant heritage trains and carriages.

By June 2025, 51 rolling stock assets were stored at the Tank Annex. Spare parts were organised into stillage crates with an updated inventory.

Significant relocations included South Bulli No. 2, acquired into the collection, moved by crane to the Tank Annex in May 2025, along with wagons HG 10819 and L177.



The completed tender of locomotive 5711.

South Bulli No. 2.



DISPLAY ROLLING STOCK PROJECTS

- **Guard's Van CHG 16995** – restoration completed and placed on display.
- **Steam locomotive 5711 tender** – restoration completed and transferred to the Tank Annex.
- **Eight-wheel radial car** – frame and floor repairs commenced; seat base frames under construction.
- **Wheat Wagon RU 24468** – paint and rust removed, anti-corrosive coatings applied, and missing plates recast.
- **Diesel-electric locomotive 7921** – restoration commenced at Thirlmere.
- **Steam locomotive 3820** – asbestos removed at Thirlmere, with restoration progressing at Chullora.
- **Steam locomotive Bronzewing** – Dry ice blasting of wheels, frames and running gear, followed by minor repairs and cleaning in preparation for repainting.

Other works included installation of power supply for locomotive 6040's display, dehumidifiers in the Great Train Hall, LED light conversions, and improved storage for uniforms.



The 8 Wheel Radial Car is prepped for transportation ahead of its restoration.

COLLECTION MANAGEMENT

Progress continued in cataloguing, condition reporting, photographing, barcoding, and rehousing stored items at Braemar, Chullora, and Thirlmere. Historical files were digitised into the THNSW database, and new standardised condition report forms introduced to support custodians and streamline collection management.

OBJECT CONSERVATION

Innovative approaches were trialled, including laser paint removal on carriage AB 90, improving future repainting efficiency. In early 2025, 44 expired battery boxes were safely removed by conservators, reducing WHS risks and protecting exhibition assets.

GOVERNANCE

DIRECTORS' REPORT

The Directors present their report together with the financial statements of Transport Heritage NSW Limited ("THNSW") for the year ended 30 June 2025, along with the accompanying Auditor's Report.

INFORMATION ON DIRECTORS

The names of the Directors in office at any time during the financial year ended 30 June 2025 and up to the date of this report are as follows:

DIRECTOR	QUALIFICATIONS	EXPERIENCE
The Hon. Nathan Rees Appointed Chair of the Board <i>Board Director since July 2022 (current term commenced 1 June 2025)</i>	- Bachelor of Arts (Hon) - AICD	- 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: - Government Minister and 41st Premier of NSW - Chief Executive of the Public Education Foundation (PEF) - Former National Assistant Secretary of the Finance Sector Union (FSU) - Former Cycling NSW Board Director
Alex Claassens Deputy Chair, Elected Director Board <i>Director since March 2018 (current term commenced AGM 2023)</i> <i>Deputy Chair since AGM 2018</i>	- 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	- Currently National Secretary – Rail, Tram and Bus Union (RTBU) since 2024 - Previously NSW State Secretary and National Executive Member (RTBU 2010-2024) - Elected Director of Australian Mutual Bank and Member of Risk Committee - Employee Representative Board Member, State Super - Member of Australian Institute of Company Directors (AICD) - Member of the Super Members' Council (SMC) - Member of the NSW Freight Advisory Council (FTAC)
Dale Budd OBE Elected Director <i>Board Director since AGM 2015 (current term commenced AGM 2022)</i>	- B.E. (Mech) (Hons) - Officer of the Order of the British Empire (1978)	- 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
Janelle Middleton Non-Elected, Appointed Director <i>Board Director since November 2023 (Current term commenced following AGM 2023)</i>	- B.A. Visual Arts - Diploma of Education - Grad. Cert. Community Development - Grad. Cert. Museum Studies - AICD Company Directors Course	- Museums & Galleries International Fellowship 2024 - Advocacy and Grants Officer, City of Launceston Council - Acting Director Cultural and Community Services, Bathurst Regional Council - Manager Museums, Bathurst Regional Council (led the establishment of the Bathurst Rail Museum and the Central Tablelands Collections Facility) - Manager Community Development, Launceston City Council - High School Teacher
Deanna Varga Non-Elected, Appointed Director <i>Board Director since May 2019 (Current term commenced following AGM 2024)</i>	- MBA, MGSM - B.A. Tourism Management - Graduate Company Directors Course (GAICD) - AICD Governance for Directors - Adjunct Associate Professor (Industry), UTS	- 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 - CEO for Mayvin Global Pty Ltd - Adjunct Professor (Industry) with UTS - Independent Non-Executive Director, Australasian Society for Ultrasound in Medicine (ASUM) - Regional Advisory Board Member, Professional Convention Management Association (PCMA) Asia Pacific (to May 2025) - Panel Marketing Expert for Screens Tasmania and Arts Tasmania Former roles include: - Assistant Director Commercial & Visitor Services at the Australian National Maritime Museum (ANMM) - Director, Dress for Success, Sydney - Director, Sydney Improvised Music Association - Member Director, Business Events Sydney Pty Ltd - Expert Steering Committee South Coast Centre for Excellence
Howard Collins OBE Non-Elected, Appointed Director <i>Board Director since December 2013 (current term commenced following AGM 2022)</i>	- 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)	- 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 Former roles include: - 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

DIRECTOR	QUALIFICATIONS	EXPERIENCE
Colin Pursehouse Elected Director <i>Board Director since November 2021 (current term commenced AGM 2024)</i>	- Marine Engineer (Steam & Motor) - Town & Country Planner - Commercial Mediator (ACDC) - Workplace Trainer & Assessor - Australian Merchant Navy Cross (2000)	- 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: - 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>	- 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	- 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: - 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 plays a vital role in supporting both the Board and the CEO in achieving THNSW's vision, mission, and strategic objectives as outlined in its Strategic Plan.

Key responsibilities of the Company Secretary include fulfilling legal and regulatory obligations, as defined in THNSW's Constitution, and facilitating effective corporate governance processes to ensure the smooth operation of the Board.

Following the 2023 Annual General Meeting, the THNSW Board reappointed Peter Watters for a fifth term as Volunteer Company Secretary. However, Peter elected to conclude his volunteer service, stepping down from the role after the 2024 Annual General Meeting in November 2024.

To ensure continuity, the Board appointed Francis Child FCA, Executive Chair of The Association Specialists, as Interim Company Secretary in December, pending the appointment of a new volunteer. In April the Board invited expressions of interest from both THNSW members and independent individuals for the voluntary Company Secretary position. A merit-based selection process was conducted and Megan Lavender was appointed as the new Volunteer Company Secretary in July 2025.

It is important to note that while the Volunteer Company Secretary is appointed by the Board, attends Board meetings, and is considered an Officer of the Company, the role is not that of a Director. Accordingly, the Volunteer Company Secretary does not hold a deliberative or casting vote on Board matters.

DIRECTORS' MEETINGS

During the financial year ended 30 June 2025 a total of five (5) Board Meetings were held, including regular Board Meetings and Special Board Meetings.

All Directors have standing invitations to attend subcommittee meetings, and

Directors are expected under the Board's Charter to attend at least one (1) meeting of each subcommittee of which they are not the Chair or additional member each year.

The following tables show the attendance by each Director

during the financial year at Directors' (Board) Meetings and at Board Subcommittee meetings. The Terms of Reference (ToR) for each of these are published on the THNSW website at:

thnsw.com.au/what-we-do

BOARD MEETINGS

During the financial year ended 30 June 2025 a total of five (5) 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)	5	5	-
Alex Claassens (Deputy Chair)	5	5	-
Dale Budd OBE	5	5	-
Deanna Varga	5	4	-
Colin Pursehouse	5	5	-
Ian Sheppard	5	4	-
Howard Collins OBE	5	3	1
Janelle Middleton	5	4	-
Peter Watters* (V/Co Sec)	3	3	-
Francis Child** (T/Co Sec)	2	2	-

Notes: * term as Volunteer Company Secretary (V/Co Sec) concluded in December 2024

 ** term as Interim or Temporary Company Secretary (T/Co Sec) commenced in December 2024

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

BOARD ADVISORY SUBCOMMITTEE MEETINGS

A) SAFETY & ENVIRONMENT SUBCOMMITTEE (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 2025.

The SEC supports the Board providing governance and strategic advice in relation to THNSW's safety and

environmental policies, Safety Management System (SMS), safety and environmental risk registers, safety and environmental performance, and its external accountability and compliance requirements with the applicable rail safety, work health and safety

and environmental legislation and laws.

SEC Members include Director Alex Claassens as Chair, the CEO and the Safety, Environment & Quality Manager. There are no other SEC members during the financial year.

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	1	-
Alex Claassens (SEC Chair)	5	5	-
Dale Budd OBE	5	4	-
Deanna Varga	5	3	-
Colin Pursehouse	5	2	-
Ian Sheppard	5	1	-
Howard Collins OBE	5	1	-
Janelle Middleton	5	1	-
Peter Watters (V/Co Sec)	2	-	-
Francis Child (T/Co Sec)	2	-	-

(B) FINANCE, RISK & AUDIT SUBCOMMITTEE (FR&AC) – chaired by Deanna Varga

A total of four (4) regular FR&AC meetings were held during the financial year ended 30 June 2025.

The FR&AC supports the Board providing governance and strategic advice in relation to THNSW's financial position and performance, including its audited

annual financial statements, business (non-safety) risk management, including THNSW's overall Risk Appetite Statement and business (non-safety) risk register, and its external accountability and compliance requirements.

FR&AC Members include Director Deanna Varga as Chair, Director Howard Collins, Independent Member Andrew Elliot, CEO Dalcol Investments; 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	4	-	-
Alex Claassens	4	1	-
Dale Budd OBE	4	1	-
Deanna Varga (FR&AC Chair)	4	4	-
Colin Pursehouse	4	-	-
Ian Sheppard	4	-	-
Howard Collins OBE	4	1	-
Janelle Middleton	4	-	-
Peter Watters (V/Co Sec)	3	2	-
Francis Child (T/Co Sec)	1	-	-

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

One (1) C&CC meeting was held during the financial year ended 30 June 2025. Relevant matters were dealt with by email.

The C&CC supports the Board, CEO and management providing governance support and strategic advice on THNSW's collection,

collection management and curatorial matters, including making recommendations with respect to Collection policy, acquisition, accessioning, deaccessioning, as well as restoration projects and managing risks to the Collection, and its external accountability and compliance requirements.

C&CC Members include Director Dale Budd as Chair, THNSW Members Brett Fitzpatrick, Peter Dudgeon, Tony Eyre, Allan Leaver (until August 2024), 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	1	-	-
Alex Claassens	1	-	-
Dale Budd OBE	1	1	-
Deanna Varga	1	-	-
Colin Pursehouse	1	-	-
Ian Sheppard	1	-	-
Howard Collins OBE	1	-	-
Janelle Middleton	1	-	-
Peter Watters (V/Co Sec)	1	-	-
Francis Child (T/Co Sec)	N/A	-	-

(D) ORGANISATIONAL CULTURE SUBCOMMITTEE (OCC) – chaired by The Hon Nathan Rees

One (1) OCS meeting was held during the financial year ended 30 June 2025, attended by the current OCS members only.

The OCS supports the Board on matters relating to the

promotion of good corporate health as it relates to the culture of THNSW and the pursuit of being an employer and volunteer organisation of choice.

Members comprise of Director The Hon Nathan Rees as Chair, Director Janelle Middleton, Director Ian Sheppard, and the CEO. There were no other members during the financial year.

(E) REMUNERATION SUBCOMMITTEE (REMC) – chaired by The Hon Nathan Rees

There were no RemC meetings held during the financial year ended 30 June 2025. Relevant matters were dealt with by email.

The RemC supports the Board on matters relating to the remuneration of the CEO, plus consideration of compensation of Board members.

Members comprise of Director The Hon Nathan Rees as Chair, Director Alex Claassens and Director Howard Collins.

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

A total of two (2) ROSC meetings were held during the financial year ended 30 June 2025. The ROSC supports the Board, CEO and management providing governance support and strategic advice in relation to THNSW's

heritage rail operations and activities including short, medium and long term planning to meet future heritage rail operations delivery, and policy decisions concerning THNSW's heritage rail operations.

ROSC Members include Director Howard Collins as Chair, Director Colin Pursehouse, the CEO and the Head of Rail Operations & Infrastructure.

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	2	-	-
Alex Claassens	2	1	-
Dale Budd OBE	2	2	-
Deanna Varga	2	-	-
Colin Pursehouse	2	2	-
Ian Sheppard	2	-	-
Howard Collins OBE (ROSC Chair)	2	2	-
Janelle Middleton	2	2	-
Peter Watters (V/Co Sec)	1	-	-
Francis Child (T/Co Sec)	1	-	-

THNSW Board Advisory Subcommittees play a critical role in strengthening the governance of THNSW and advancing its strategic direction and goals. These subcommittees provide the Board with expert insights, guidance, and specialised knowledge across key focus areas, helping to inform decision-making and support effective oversight.

During the financial year, the Board undertook a comprehensive review and update of the Terms of Reference (ToRs) for all its Advisory Subcommittees. In April the Board determined to vacate all Subcommittees and invited expressions of interest from both THNSW members and independent individuals with subject matter expertise, relevant

qualifications, and demonstrated experience to join its SEC, FR&AC, C&CC, ROSC and OCC Subcommittees.

A merit-based selection process is currently underway, and we look forward to welcoming new THNSW member and independent subcommittee members early in the 2026 financial year.

MEMBERS

As at 30 June 2025 THNSW had 1,697 members, excluding Complimentary and Honorary members. In the event of the company being wound up, each member would be liable to contribute a maximum of \$20 towards meeting any outstanding obligations of the company, in accordance with the provisions set out in THNSW's Constitution.

OBJECTIVES & STRATEGIES

THNSW's long-term objectives and its strategies for achieving those objectives are set out in its Strategic Plan – *Strategy 2019-2024: Investing for Growth*. The Board determined to extend the life of this Strategic Plan to 2025 whilst undertaking a detailed process to develop a new Strategic Plan for the period 2025-2030. Each year, annual business planning translates these strategic

priorities into actionable goals by outlining the principal activities to be undertaken, building on the achievements of the previous year and driving continued progress toward THNSW's long-term vision. The THNSW Annual Report provides a detailed account of these activities and accomplishments for the financial year ended 30 June 2025.

PERFORMANCE MEASURES

THNSW monitors and reports on both financial and non-financial performance indicators to the Board and relevant Board Subcommittees. Financial reporting provides insights into the organisation's performance against budget, as

well as its overall financial health and sustainability. Non-financial reporting encompasses a broad range of metrics, including customer engagement, membership trends, progress on major projects, work health and safety, and adherence

to statutory, regulatory, and compliance obligations. Key performance outcomes, both financial and non-financial, are published annually in the THNSW Annual Report, ensuring transparency and accountability across all areas of the organisation's operations.

LEAD AUDITOR'S INDEPENDENCE DECLARATION

The lead Auditor's Independence Declaration for the year ended 30 June 2025 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

7 October 2025


Alex Claassens
DEPUTY CHAIR


Megan Lavender
VOLUNTEER COMPANY SECRETARY



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.

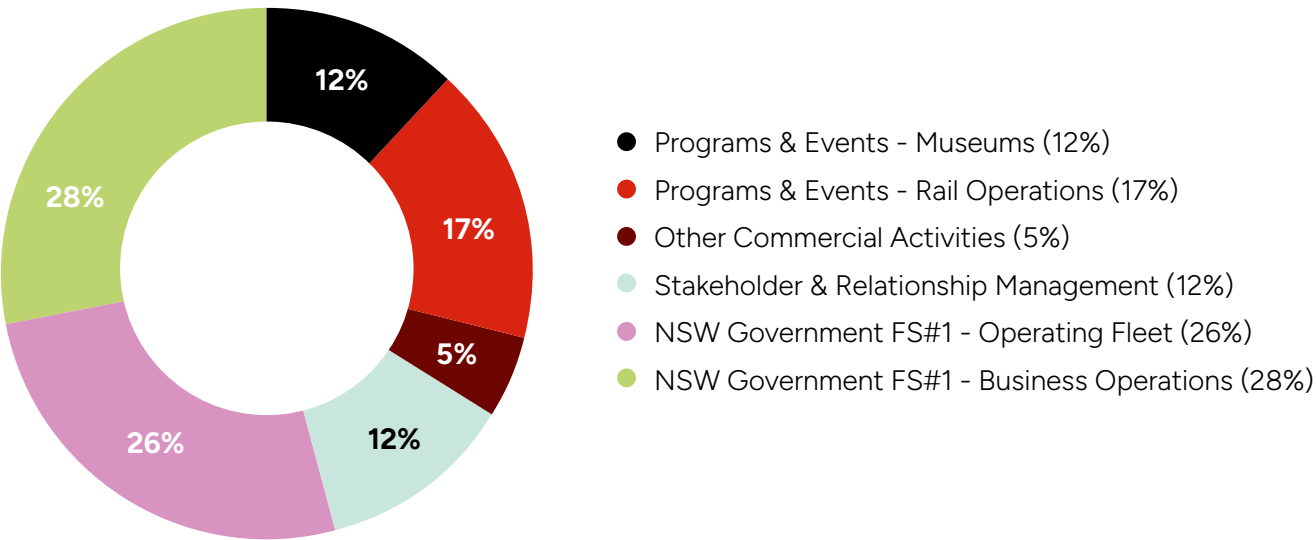
- **TfNSW Funding Stream 2 (FS#2)** – Annual funding for the purposes of portfolio management of the NSW Government-owned heritage transport assets. Allocation of the annual funding is determined by the Independent Funding & Advisory Panel (IFAP) appointed by the NSW Government.
- **TfNSW Funding Stream 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. During the financial year there were 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.

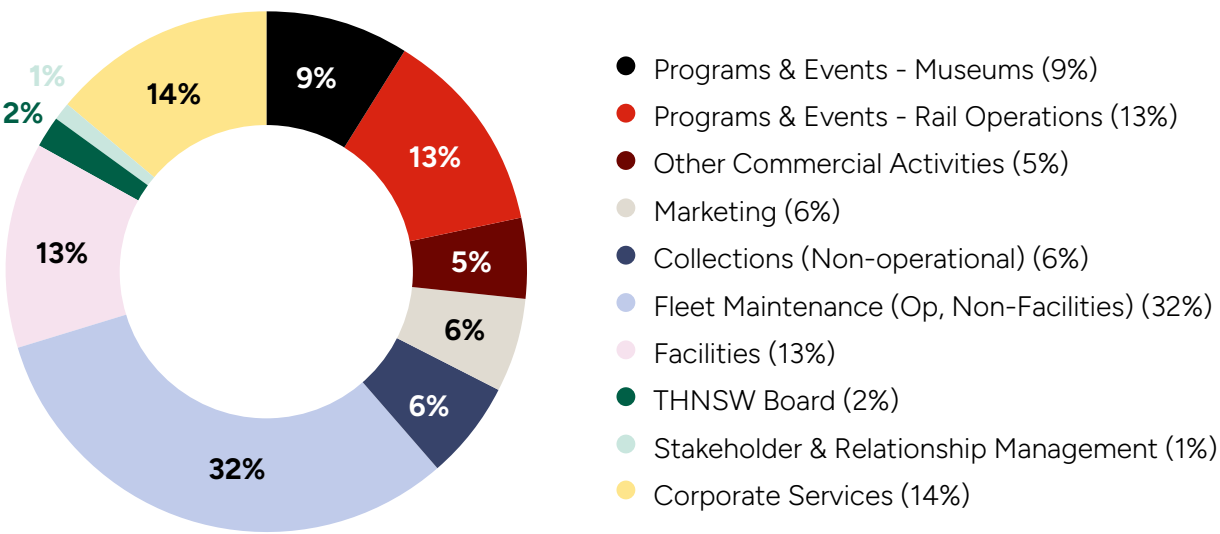
Details of the annual funding allocations determined by the IFAP in FY 2024-25 under Funding Stream 2 and the Transport Heritage Grants Program (Funding Stream 3), are provided in Appendices 1 and 2, respectively.

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

FY 2024-25 INCOME - FS#1 AND OWN-GENERATED



FY 2024-25 EXPENSES - FS#1 AND OWN-GENERATED

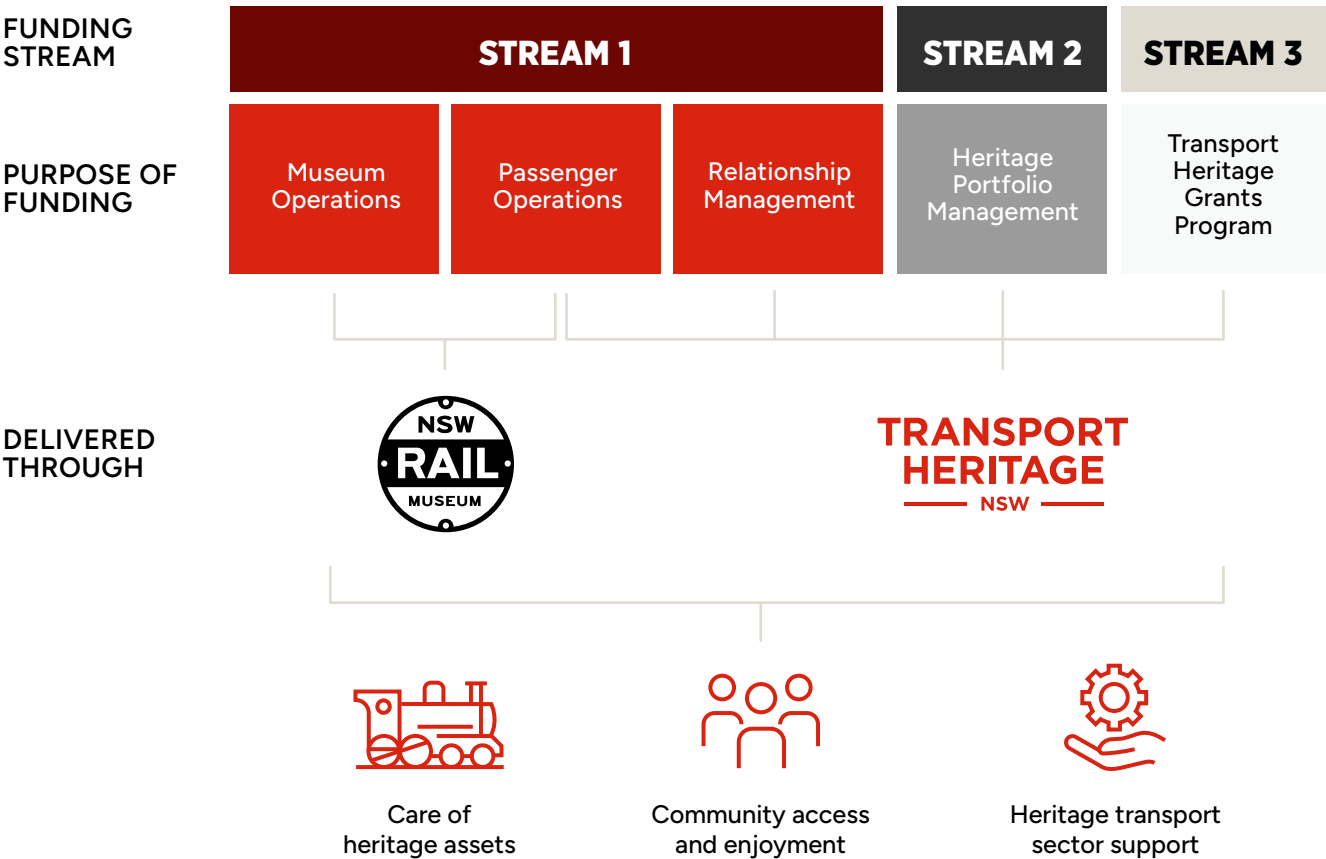


Note: The amounts presented have been rounded to the nearest whole percent. As a result percentages may not add up to a total of 100% due to rounding.

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
 - ▶ Chullora Heritage Hub Tank Annex, Chullora
- 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)
 - ▶ 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 major periodic maintenance funding during the 2024-25 period:

APPLICANT	PROJECT TITLE	AMOUNT (EXC. GST)
ROLLING STOCK		
Lachlan Valley Railway	AB 91 restoration – Stage 1	\$37,078
The Rail Motor Society	621-721 drawgear restoration	\$33,226
Ladysmith Tourist Railway	Restore D6 gangway car	\$24,000
THNSW / The Rail Motor Society (Collection – Spare Parts)	620 Engine-Transmission Overhaul	\$148,846
	620/720 critical spares - radiator and tanks	\$40,000
THNSW (Collection)	Locomotive 3820 - Hazmat removal and restoration	\$378,600
	Battery box conservation	\$12,343
SUB TOTAL:		\$674,093
BUILT HERITAGE		
Cooma Railway Precinct (Custodial Property)	Routine Maintenance	\$4,088
Finley Pioneer Heritage Rail (Custodial Property)	Interior painting and blinds for Station building	\$20,884
	Heritage architect services	\$40,000
	Routine maintenance	\$3,474
Tenterfield Railway Precinct	Routine maintenance	\$1,943
THNSW (Direct Custody Property)	Valley Heights Conservation of the ash tunnel and pits	\$70,000
	Valley Heights Roof repairs	\$5,410
THNSW (Residual Properties)	Large Erecting Shop Eveleigh Heritage conservation	\$5,800
	Igloo Chullora	\$5,096
THNSW – Sector wide	Sector strategic planning training program	\$10,700
THNSW – Loop Line	Fencing section of the loop line	\$47,600
THNSW (Collection)	Hazmat removal	\$146,922
SUB TOTAL:		\$361,917
TOTAL:		\$1,036,010

APPENDIX 2 – TRANSPORT HERITAGE GRANT RECIPIENTS 2024

Transport Heritage Grants Recipients for 2024 were as follows:

APPLICANT	PROJECT TITLE	AMOUNT (INC. GST)
RESTORATION, RECONSTRUCTION, OR PRESERVATION PROJECTS		
Capital Region Heritage Rail	AL1040 upholstery upgrade	\$8,000
Regional Heritage Transport Association	Window restoration for 1937 TAM505	\$15,000
Steam Tram and Railway Preservation Society	Train In a Carriage project	\$16,500
Sydney Heritage Fleet	Tank removal of Kanangra Ferry	\$9,000
Lachlan Valley Railway Society Co-Op Ltd	Locomotive 3237 overhaul	\$45,000
	SUB TOTAL:	\$93,500
EXHIBITION, INTERPRETATION, EDUCATION OR PUBLICATION PROJECTS		
Wagga Wagga Heritage Rail Association	The People of Wagga Wagga and Riverina Rail History – video project	\$14,640
Finley Pioneer Railway Museum	Station Museum exhibition upgrade	\$12,012
Australian Railway Historical Society	Book and online publication - Corowa to Kywong	\$10,000
Cooma Monaro Railway	Cooma railway precinct historical interpretation	\$13,610
Murrurundi & District Historical Society	Commemorative content for the Murulla Rail Disaster's 100 years (2026)	\$4,900
Sydney Bus Museum	Digitisation of the Ken Magor historic bus photo collection	\$10,037
Sydney Tramway Museum	Interactive touchscreen map for display hall	\$14,150
	SUB TOTAL:	\$79,349
STUDY, CONSULTATION, REPORT OR REVIEW PROJECTS		
Goulburn Loco Roundhouse Preservation Society	Heritage Management Strategic Plan	\$1,495
	SUB TOTAL:	\$1,495
AUDIENCE DEVELOPMENT, ACCESSIBILITY, AND INCLUSION PROJECTS		
The Rail Motor Society	Accessible Platform for TAM 503 and BR 1395	\$15,000
	SUB TOTAL:	\$15,000
	TOTAL:	\$189,344

APPENDIX 3 – KEY PEOPLE

Below is a summary of key personnel and Life Members as at 30 June 2025, listed alphabetically by first name.

PATRON		INTERIM COMPANY SECRETARY	
Her Excellency the Honourable Margaret Beazley AO KC, Governor of NSW		Francis Child	
THNSW BOARD OF DIRECTORS		THNSW LIFE MEMBERS*	
The Hon. Nathan Rees	Chair Organisational Culture Subcommittee Chair Remuneration Subcommittee Chair	Alan Driscoll	Ian Dale
Alex Claassens	Deputy Chair Safety & Environment Subcommittee Chair	Allan Leaver OAM	Ian Gregory
Colin Pursehouse		Andrew Killingsworth	Ian Martin
Dale Budd OBE	Collections & Curatorial Subcommittee Chair	Andrew Tester	Ian Sheppard
Deanna Varga	Finance, Risk & Audit Subcommittee Chair	Anthony Eyre	Jeffery Forrester
Howard Collins OBE	Rail Operations Support Subcommittee Chair	Barry McMahon	Jeffrey Snedden
Ian Sheppard		Bernie McTackett	Jocelyn Eyre
Janelle Middleton		Brett Fitzpatrick	John Fisher
MANAGEMENT TEAM		Brian Woolley	John Harwood
Andrew Moritz	Chief Executive Officer	Bruce Coxon	John Knotek
Andy McNeill	Head of Finance & Corporate Resources	Bruce Merrett	John Lloyd
Ben Elliot	Fleet Maintenance Manager	Bruce Saunders	Les Wilson
Brittany Magson	HR & Culture Manager	Dale Budd OBE	Mary Wear
Daniel Page	Head of Rail Operations & Infrastructure	David Hunt	Neil Finey
David Bennett	Head of Engagement	David Oram	Peter Dudgeon
John Thorogood	Safety, Environment & Quality Manager	David Sinfield	Peter Harvey
Leah Domanski	Heritage & Collections Manager	Donald Estell	Philip Robinson
INDEPENDENT FUNDING & ADVISORY PANEL (Appointed by Transport for NSW)		Edward Mullett	Raymond Beharrell
Caroline Wilkie	Kathy Jones	Edward Oliver	Raymond Love OAM
Craig Lee	Dr Paul Donnelly	Gary Marshall	Richard Butcher
Helen Laverty		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

*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 Powerhouse Ultimo, 500 Harris Street Ultimo NSW 2007
WEB thnsw.com.au

