

Understanding of the role of the Board, its Directors, and Board experience.

I have been a Director for the THNSW, having held this position from 2002 to 2022. Having served on the RTM Board for 20 years, 13 of those as Company Secretary, I have a well developed understanding of all of my responsibilities as a company director both in law and morally. I have undertaken Board Development Training with the Governance Institute of Australia. I have liaised with ASIC, ACNC and the NSW Department of Fair Trading on behalf of THNSW. From this, I have developed and strengthened clear understanding of the role of the Board, its Directors, and their legal and ethical duties and obligations, including a broad understanding of legislation applicable to THNSW.

Safety.

Safety is of paramount importance to me. I make no apologies for being inflexible when it comes to ensuring that THNSW follows (and sets a leading example in) all aspects of workplace safety. As an organization, we must continue to learn and improve, every day present us with something to learn from. We must continue to meet all requirements laid out in relevant legislation.

Not-for-Profit/Charity and/or volunteer organisation.

I have been a member of THNSW (and the NSWRTM) since 1973. In that time I have been involved in almost every facet of our organisation. This has included taking a leading role in the running of THNSW.

Capacity to lead others.

I have been in leadership positions since the age of 15. In the ensuing 4 decades, in various positions from team leader to office manager, my leadership skills have been honed and strongly tested.

Key Stakeholder engagement and relationship management

My effective stakeholder management skills have been well exercised in holding senior positions in THNSW. They are also well exercised in the management positions that I have held and hold in the Commonwealth Public Service and the retail industry.

In THNSW, this includes external parties such as the NSW Government and kindred organisations, and quite importantly, our people (you).

Analysis and problem solving.

This set of skills is used and tested all the time in THNSW. As a Board member, there is a lot of information and therefore decisions that require to be made where clarity of thought, understanding of legislative requirements and stakeholder sensitivity are factors in making that decision.

In the Commonwealth Public Service, I am primarily an administrative law officer. This requires critical thinking, ability to consolidate complex information, summarise key themes and facts, and formulate arguments and advice in a professional manner, proven judgement and objectivity in decision-making.

General management in a large, complex organisation (public or private sector).

As mentioned above, I have been a Director for THNSW, having held this position for 20 years, from 2002 to 2022. I have taken part in making up THNSW's strategic plans. During some of this time (2011 – 2014), I was part of an executive management committee which had direct operation management of the company. The executive committee had direct responsibility in planning, budgeting, resource management, performance management and reporting.

In the Australian Public Service (APS), I have held various management roles in which planning, budgeting, resource management, performance management and reporting were and continue to be, factors in the everyday exercise of my responsibilities.

Whilst managing in the retail industry, planning, budgeting, resource management, performance management and reporting were realities of the job.

In every leadership position that I have held since the age of 15, I have a proven record in the exercise of judgement and accountability.

Heritage, museum and/or conservation/ preservation.

I have been involved in several conservation/preservation projects with THNSW and with private individuals. I used the principles of conservation as available from the NSW heritage Office and contained within the Burra Charter as guides. I have also visited several leading museums within Australia in order to learn from their experience in interpretation and conservation.

Corporate planning.

I have held senior positions in THNSW since 2002. I have held and continue to hold senior positions in my professional life. These positions, and perhaps more importantly the responsibilities that I have because of them, require an effective grasp of these skills.

Change management.

THNSW has come a long way since the first discussions were held about changing from the NSWRTM in 2010. I have helped to lead our organisation as it has gone through (and continues to go through) the sometimes difficult process of changing. We need to recognize that as our world changes, so THNSW has to change. I see my role on the Board as being part of the process that decides what changes are necessary and then helping to bring that change about.

In the APS, my general aptitude and ability to learn new things quickly, have served me well. These skills, coupled with my senior position have meant that I have learned and lead change in staff culture and priorities.

Interpersonal skills.

Within the APS, I am known for my interpersonal skills. I am regularly called upon to deal with very difficult customers and I have successfully talked resistant staff members into accepting various changes in provision of customer service. For THNSW, these skills are called into use quite often in assisting the Board to look for opportunities and to lead THNSW in a more desirable direction. Also, I continue to use these skills in finding acceptable middle ground where there are conflicting interests in THNSW.

Looking Ahead

If elected as a Director of THNSW I look forward to participating in setting the direction and strategic plans for the organization over the coming period, and in bringing those plans into reality.

The next few years will be exciting, challenging and rewarding for our organisation. They will involve a great deal of work on the part of our members, our volunteers, our paid staff and the Board.

We look forward to the reopening next year of the Loop Line to Colo Vale, an expansion which will more than double the length of the branch railway on which we run trains. Again, there will be much hard work, great opportunities and greater reward from this.

The continued establishment and consolidation of the Chullora Heritage Hub will continue to allow us to store almost all of our reserve assets together, under cover. THNSW will continue to be closely involved in planning for and use of this facility.

We will continue the work to maintain and restore our equipment, both operational and static, and to improve the experience of our visitors and customers while providing a fulfilling experience for our volunteers, other members and paid staff.

In all of this, we need to continue to show that the confidence shown to us by the NSW Government is well earned. We need to maintain our connection with regional NSW and in Sydney. We will maintain our relevance to the community by providing memorable experiences to our customers.

There are interesting and demanding times ahead, and if elected to the Board, I look forward to contributing.