

TRANSPORT HERITAGE

NSW



ANNUAL REPORT 2023-24

SECTION 1: ANNUAL REVIEW

Locomotives 3526 and 3265 travel through the New England region of NSW during the North West Steam Tour in August 2023. Jason Eddy

CONTENTS

Section 1: Annual review

Message from the Chair	4
Message from the CEO	5
2023-24 Highlights	6
Loop Line Upgrade Project Progress	8
People	10
Engaging the Community	12
Sector	14
Collection	16
Governance	18
Our Sites & Operations	29

Appendices

Appendix 1 – Funding Stream 2 Allocations	31
Appendix 2 – Transport Heritage Grant Recipients 2023	32
Appendix 3 – Key People	33

Section 2: Audited Financial Statements





◀ Crowds watch Australia's largest operating steam locomotive, Beyer-Garratt 6029 during the 2024 Thirlmere Festival of Steam. Mark Coleman

MESSAGE FROM THE CHAIR



It is with immense pride we celebrate a significant milestone in the history of Transport Heritage NSW, achieving over 87,000 visitors and 101,000 passengers for the first time in our sixty-plus-year journey.

This marks a momentous occasion in our continued growth, and reflects the dedication, passion and hard work of our entire team.

Congratulations to our volunteers, staff, members, management team, CEO and Board for the hard work that made this possible.

In addition to record engagement, the organisation has accomplished numerous goals in a remarkable financial year. The completion of stage one of the Chullora Heritage Hub has enabled the movement of historic rolling stock from Broadmeadow, Eveleigh, and Thirlmere into an undercover and protected preservation facility, helping to ensure their enjoyment for future generations. This was

no small feat, and I would like to thank the staff and volunteers who dedicated countless hours to this project.

Our other long-term strategic initiative, the Loop Line Upgrade Project, also reached a critical milestone with the approval of the Review of Environmental Factors. This approval allowed construction on the extension of the line to Colo Vale to begin, and I would like to congratulate everyone involved on reaching this point. While we still have a way to go, I look forward to seeing the extension open soon.

My thanks to the NSW Government for their continued support throughout the year, as well

as our customers and the broader community.

Looking ahead to the coming year, I am excited to work with our people to refine our strategic goals that will shape our next five years at THNSW as we rollout our next strategic plan in 2025. We will continue to showcase our rich history, foster the sector's development and deliver a program of events and experiences that are beloved by so many.

I want to thank my fellow Board Directors, Peter Watters our Volunteer Company Secretary, and Andrew Moritz our CEO and his team for their dedication, commitment and remarkable achievements again this financial year.

Finally, congratulations and thank you to our volunteers, staff, and members for helping *bring transport heritage to life!*

The Hon Nathan Rees
CHAIR

MESSAGE FROM THE CEO



This financial year marked the achievement of a major milestone.

When we launched our

strategic plan five years ago and set ourselves the goal of 100,000 visitors to the NSW Rail Museum and passengers on our heritage train experiences, no one could have predicted a global pandemic and the immense challenges it would bring. Yet, despite these hurdles, we not only overcame them but surged ahead: 87,000 visitors to our museums and exceeding our milestone target and achieving a record-breaking 101,000 passengers in a single year.

Working alongside our passionate staff and volunteers is a true privilege. Together we've accomplished remarkable feats, each one of us playing a vital role in driving our success and bringing our visitor and passenger numbers to new heights.

There have been numerous achievements over the past financial year, including:

- Another record in visitation for both the NSW Rail Museum and Valley Heights Locomotive Depot.
- The completion of stage one of the Chullora Heritage Hub, providing a new facility for preserving the State collection in Sydney's West.
- The start of construction on the extension of the Loop Line from Buxton to Colo Vale, as well as replacing infrastructure at Thirlmere to enable future heritage services.
- Events across the state such as the *New England Steam Tour*.
- Delivering record funding to the sector via the Transport Heritage Grants Program.
- Maintaining a vibrant and passionate community of volunteers, members and supporters of transport heritage.

As we move into 2024-25, we have our sights set on achieving the following:

- Continuing to deliver a vibrant program of engaging events and activities at our museums and across the state.
- Reopening the Loop Line between Buxton and Colo Vale in mid-2025.
- Maximising our new facilities at Chullora to care for the collection and assets entrusted to THNSW by the NSW Government.
- Continuing to grow our program of support services, grants and works to care for and preserve NSW Government heritage transport assets.

I'd like to thank our staff, volunteers and the Board for your ongoing commitment. Your hard work and determination continue to shine once again with record results. I also extend my thanks to our members, donors, sponsors and principal funder – the NSW Government for your commitment and aid in *bringing transport heritage to life!*

I look forward to working with everyone in 2024-25 for what is sure to be another remarkable year!

Andrew Moritz
CHIEF EXECUTIVE OFFICER

2023-24 HIGHLIGHTS

Transport Heritage NSW achieved record engagement in 2023-24, with 101,000 passengers onboard its heritage trains and more than 87,000 visitors to its two museums during the 2023-24 financial year.

This marks the first time the organisation has carried over 100,000 passengers on its heritage trains within a single financial year, reflecting a more than 10% increase on the previous year.

The NSW Rail Museum had its biggest year on record with more than 82,000 visitors and has now become one of the most visited railway museums in the country.



QUARTER 2

October - December 2023

- More than \$180,000 made available to fourteen sector groups across NSW as part of the 2023 Transport Heritage Grants Program.
- 10,300 people join THNSW across a variety of modes of transport at the 2023 *Transport Heritage Expo* at Central Station.
- THNSW facilitates its first 'Engine & Air' course with *The Instruction Company*, with both THNSW and external candidates participating.
- World-renowned railway enthusiast Francis Bourgeois visits the NSW Rail Museum as part of a Tourism Australia led social media influencer program.
- THNSW makes Transport Heritage Network Engineering Standards available to sector groups as a guide for their own operations.

Q3

QUARTER 3

January - March 2024

- Six life-expired turnout frames and related infrastructure are replaced at Thirlmere and Buxton as part of the Loop Line Upgrade Project.
- A wide range of collection items are relocated from Broadmeadow, Thirlmere and Eveleigh into the new Chullora Heritage Hub.
- *Day Out With Thomas* debuts the Bubble Tour in March, attracting over 10,500 people to the NSW Rail Museum.



QUARTER 1

July - September 2023

- The NSW Rail Museum welcomes 8,000 people during the two-week July school holidays, marking a 25% increase on the previous holiday period and setting yet another new record.
- Locomotives 3265 and 3526 embark on the *New England Steam Tour* visiting Tamworth and Armidale, with some communities seeing and experiencing a steam train for the first time in over 25 years.
- *Day Out With Thomas* achieves its highest visitation yet, with more than 13,000 people visiting the NSW Rail Museum during six event days.
- 2,700 tonnes of ballast is delivered for the Loop Line Upgrade Project, marking the largest movement of its kind along the line to date.



QUARTER 4

April - June 2024

- NSW Premier, Hon. Chris Minns visits the NSW Rail Museum as part of a tour of the Wollondilly electorate with Judy Hannan MP.
- The annual *Thirlmere Festival of Steam* attracts more than 7,800 people to the Wollondilly region.
- Members and sector representatives tour the new Chullora Heritage Hub facility.
- Locomotive 3085 is transferred to Oberon Tarana Heritage Railway in a 5-year custodianship agreement.

Q4



▲ Locomotive 3001 tests the newly installed Loop Line section at Thirlmere.

LOOP LINE UPGRADE PROJECT PROGRESS

Throughout this financial year, a significant environmental review was undertaken to allow works to proceed on the Buxton to Colo Vale section of the Loop Line Upgrade Project.

While this has been undertaken, critical track renewal works were completed at both Thirlmere and Buxton.

These works were essential in supporting the continued record growth of the NSW Rail Museum by ensuring the smooth, safe, and efficient operation of heritage trains along the line. This once-in-a-generation infrastructure work included the replacement of six 120-year-old turnouts with

modern turnouts constructed using heavy duty concrete bearers and 53kg rail. These improvements will significantly enhance asset longevity and ensure the availability of parts for many decades to come.

Approximately 4,000 tonnes of material were excavated, with new formation material, ballast, and drainage systems installed. Specialist crews from Sydney Trains constructed the mechanical signalling required to operate

the turnouts at Thirlmere, while Taylor Rail Australia managed track construction and reconditioning efforts at Buxton.

The completion of these works at Thirlmere and Buxton marks the successful conclusion of the first phase of the NSW Government-funded Loop Line Upgrade Project, with 14 kilometres of track now upgraded between Picton and Buxton.

▼ The old Thirlmere A Frame is removed.



▼ Construction underway at Thirlmere B Frame.



▼ With Buxton Yard track construction complete, Taylor Rail begins demobilisation.



▲ Sydney Trains Mechanical Signalling team and THNSW volunteers, who assisted with the mechanical signalling.





◀ THNSW volunteers and staff at Armidale during the New England Steam Tour.

▼ THNSW Members David Oram (left) and Peter Harvey (right) receive life membership at the 2023 AGM.

▶ THNSW Volunteer Jennie Doyle after successfully completing Station Master training for the Loop Line.



▼ THNSW Volunteer, Liam Brundle ensuring safe operation of heritage trains at the 2024 Thirlmere Festival of Steam. Mark Coleman



PEOPLE

Transport Heritage NSW's success is driven by its people – the support of our volunteers, staff, and broader membership is invaluable.

The 2023-24 year saw a full and vibrant program of in-person events and activities for our customers, members, volunteers, and staff.

2023 ANNUAL GENERAL MEETING

Transport Heritage NSW held its 2023 Annual General Meeting in person at the NSW Rail Museum, with almost 60 ordinary members in attendance. Additionally, around 180 members pre-voted ahead of the meeting. An election for one director position saw Alex Claassens re-elected to the THNSW Board. A non-elected, appointed director position was also confirmed, with Janelle Middleton joining the THNSW Board for the first time.

LIFE MEMBERSHIP

The highest honour THNSW can bestow – life membership – was awarded to two members this year, Peter Harvey and David Oram, in recognition of their exemplary contributions to THNSW.

MEMBER EVENTS

Throughout the year, four member events were held, starting with an online Members' Information Forum (MIF) in July, providing updates on mission-critical projects like the Chullora Heritage Hub and the Loop Line Upgrade Project. The session was well-received by attendees.

In November, members enjoyed a guided tour of the Fleet Maintenance Workshop, which coincided with the 2023 AGM at the NSW Rail Museum in Thirlmere. This was followed by another MIF, offering opportunities for in-person catch-ups to close out the year.

In May, members were treated to an exclusive tour of the newly refurbished Tank Annex Building at the Chullora Heritage Hub. Around 150 members explored the facility and viewed some of the rolling stock collection items relocated from Broadmeadow, Eveleigh, and Thirlmere to this state-of-the-art storage facility.



MEMBERSHIP PROGRAM

Our membership program continued to build momentum, offering new benefits through partnerships with museums, galleries, and cultural institutions. This year, we welcomed more than 275 new members, bringing the total to 1,707 ordinary members by the end of the financial year.

The NSW Rail Museum Annual Pass remained a popular alternative for the public, particularly families, with more than 1,000 new passes sold. While not classified as ordinary membership, the pass creates a strong connection with Transport Heritage NSW. Combined, the number of ordinary members and annual passholders grew by nearly 1,350, putting us on track to engage 3,000 people within our community.

VOLUNTEERS PROGRAM

Our volunteers remained at the heart of everything we do, contributing over 50,000 hours of service this year. Their dedication, skills, and expertise played a crucial role in all areas of our organisation.

A major focus was continuing competency training and certification for volunteers involved in rail operations and safety activities as we expanded heritage passenger rail services.

Unfortunately, due to extreme heat, our planned Christmas train for volunteers and staff had to be canceled, although smaller team gatherings were held where possible.

In May, we celebrated National Volunteer Week with two days of "Toastie Time" at the NSW Rail Museum, where the CEO and management team served toasties and connected with attendees.

This year, in collaboration with 17 Sydney Cultural Institution Network organisations, we offered a range of unique experiences to thank our volunteers for their vital contributions.

The second half of the year saw the launch of Our Code, THNSW's Code of Conduct refresher, focusing on preventing sexual harassment, discrimination, and victimisation in the workplace. This training was delivered to all volunteers and staff.

CULTURE PROJECT

In June, the THNSW Board initiated a Culture Project to gain deeper insights into our organisational culture and support future growth. This project begins with surveys, interviews, and focus groups involving our staff and volunteer workforce, and we look forward to its outcomes in the coming year.

It is thanks to the passion and dedication of our volunteers and staff, who bring their skills and expertise to every corner of our organisation, that we have not only bounced back but thrived – continuing to *bring transport heritage to life!*



◀ THNSW Volunteer Steve Burrows conducts a 'drivers talk' as part of the NSW Rail Museum's refreshed education program.

▼ Sydney Tramway Museum Volunteer David Critchley at the 2023 Transport Heritage Expo.



ENGAGING THE COMMUNITY

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

The 2023-24 financial year marked an all new high for Transport Heritage NSW, with record-breaking visitor and passenger results, including over 101,000 passengers for the first time in the organisation's sixty-year history.

NSW RAIL MUSEUM

The NSW Rail Museum achieved its biggest year on record, welcoming over 82,000 visitors, making it one of the most visited railway museums in the country. This growth is attributed to an increase in heritage train operating days and targeted multilingual advertising aimed at multicultural audiences.

Significant investments continue to expand capacity and enhance heritage train experiences as part of the Loop Line Upgrade Project, with heritage trains now operating every weekend and daily during school holidays.

REFRESHED EDUCATION PROGRAM

During the year, THNSW partnered with Kimberlin Education to refresh the NSW Rail Museum's education program. Responding to educators' needs, the revamped program now integrates subjects such as history, science, mathematics, and geography.

Designed specifically for Stage 1 and 2 students (years 1-4), the interactive, hands-on program was soft launched in June and will be officially made available for the 2025 school year. The program is dependent on volunteers who have been professionally trained by educators on how to deliver the new program, aligned to the current curriculum.

DIGITAL ENGAGEMENT

This year, Transport Heritage NSW significantly expanded its digital

presence, achieving a record 22 million engagements across various platforms. Social media followers reached 140,000 combined on Facebook and Instagram.

THNSW also produced a popular "slow-TV" style video of locomotive 3801 crossing the Sydney Harbour Bridge, which garnered over 150,000 views on YouTube. Additionally, it collaborated with sector groups across the state to showcase ongoing projects funded by stream two and the Transport Heritage Grants Program.

TRANSPORT HERITAGE EXPO 2023

The *Transport Heritage Expo* made a triumphant return to Central Station over the October long weekend (30 September - 2 October 2023), with 10,500 tickets sold and thousands more flocking to Central Station to see a variety of displays. The event was delivered with the support of a wide-range of sector partners, including The Railmotor Society, the Sydney Tramway Museum, the Sydney Bus Museum, Sydney Heritage Fleet, Historic Electric Traction, and the Australian Railway Historical Society NSW Division.



THIRLMERE FESTIVAL OF STEAM 2024

The annual *Thirlmere Festival of Steam* in May attracted over 7,600 visitors to the NSW Rail Museum and an estimated 18,000 attendees to Thirlmere. This year's event included displays and demonstrations by Eveleigh Works, the NSW Police Mounted Unit, the Steam Tram and Railway Preservation Society (STARPS), and the Australian Model Railway Association (AMRA NSW). The event continues to thrive through THNSW's ongoing partnership with Wollondilly Shire Council, now extended for another five years.

HUNTER VALLEY STEAMFEST 2024

In partnership with Maitland City Council, THNSW delivered the *Hunter Valley Steamfest* in April. Over 4,000 passengers enjoyed heritage train rides hauled by locomotives 3526 and 6029. The sight of both trains running side by side through Sydney's northern suburbs during the forward transfer generated extensive media coverage, further boosting awareness of THNSW's events.

DAY OUT WITH THOMAS

The ever-popular *Day Out With Thomas* continued to draw large crowds, with over 23,500 visitors attending across 12 event days in FY23-24. THNSW continues to collaborate closely with Mattel, introducing updated characters and new themed activities each year to enhance the experience - with plans for further enhancements in calendar year 2025.



▲ NSW Minister for Transport, Jo Haylen MP and family at Day Out With Thomas.

NEW ENGLAND STEAM TOUR

The *New England Steam Tour* marked a historic return of steam to the region after more than a decade. Over two weeks, locomotives 3265 and 3526 carried over 5,600 passengers on 20 rides and one-way transfers, earning widespread praise from the communities of Tamworth and Armidale. This tour was especially significant as it marked the first steam train visit to Armidale since 1997, solidifying its place as a landmark event in the region's transport heritage.

REGULAR HERITAGE TRAIN EXPERIENCES

In addition to major events, THNSW operated a varied program of heritage steam train experiences, including the *Southern Highlander*, *Newcastle Flyer*, *NSW Rail Museum Express*, and *Steam to the Surf* services. Collaborations with the Sydney Tramway Museum, Zig Zag Railway, and Bathurst Rail Museum further enriched program offerings, with highlights including the *Sydney Tramway Festival* in February, a special *Blue Mountains Flyer* in May, and the *Bathurst Steam Weekend* in June.

▼ Locomotive 3526 on display during the 2024 Hunter Valley Steamfest.

VALLEY HEIGHTS LOCOMOTIVE DEPOT HERITAGE MUSEUM

The *Valley Heights Locomotive Depot Heritage Museum* in the Blue Mountains achieved a record year, attracting nearly 5,000 visitors. Public open days were made possible through the long-standing collaboration between THNSW and the Steam Tram and Railway Preservation Society (STARPS), with the museum regularly opening its doors to the community throughout the year, including special events for community groups.

SECTOR

The THNSW sector program continues to support groups that have public transport heritage as a focus across the modes of rail, tram, bus, and ferry.

THNSW provides support in the form of funding via two programs, advice, asset management support, collection items for operation or display loans, training and skills development, and networking.

ENGAGEMENT WITH SECTOR GROUPS

THNSW staff made visits to thirteen sector groups in the 2023-24 period.

Two Sector Development Days were held – one at the Powerhouse Museum in October 2023, and the other at the Chullora Heritage Hub in May 2024, which included a tour of the new storage facility. Groups participated in various sessions (such as heritage significance, engineering standards, accessing archives, community engagement, collection management, grant writing, and audience development),

as well as participating in the day's networking opportunities. Representatives from eighteen groups attended the October event and nineteen in October, which included the presentation of grants awarded in the Transport Heritage Grants Program (more below).

In 2023-24 THNSW sent 10 editions of the Transport Heritage Sector eNews. This publication shares vital resources and connects groups with opportunities and goings on across the state.

STRATEGIC PLANNING WORKSHOPS – RIVERINA

In April 2024, three sector groups attended Strategic Planning training at Wagga Wagga Rail Heritage Centre. Junee Roundhouse Museum, Wagga Wagga Rail Heritage Centre and Ladysmith Tourist Railway attended resulting in new plans for each group.

ACCESS TO COLLECTIONS

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

In 2023-2024, thirty organisations were custodians of operational, display, or non-rollingstock collection items. Most assets were on loan in regional areas.

Oberon Tarana Heritage Rail became the custodian of locomotive 3085; its delivery via truck and crane gained significant local media attention. This asset will be maintained by the volunteers at the Oberon station precinct, with a project in their sights to restore the asset for display.

Dining carriage AB 91 was transferred to Lachlan Valley Railway in June 2024, and once restored, will run to offer an expanded food service in the Central West of NSW.

▲ Successful recipients of the 2023 Transport Heritage Grants Program.



▲ Locomotive 3085 arrives at Oberon.



▲ THNSW Heritage & Collections Manager Leah Domanski with Junee Roundhouse Railway Museum volunteers.

MANAGEMENT OF STATE HERITAGE REGISTER LISTED RAIL PRECINCTS

THNSW led the development of Statements of Heritage Impact (SOHI) to appropriately scope and obtain heritage permissions for repair and conservation works at state heritage register listed precincts that it supports custodial groups to manage. The works include actions identified in each precinct's 2020-2023 10-year asset management plan. SOHI's for Werris Creek and Tenterfield station precincts were developed this financial year and the preliminary steps for a SOHI for Finley Station precinct was undertaken.

FUNDING

THNSW provides financial support to sector groups engaged in preserving and promoting transport heritage in two funding streams.

STREAM 2

Funding Stream 2 support to the value of \$1.210m for six projects was allocated to custodian groups of State-owned collection items following endorsement from the Independent Funding Advisory Panel. See appendix 1.

The funding was provided to assist custodians (including THNSW) with maintaining and preserving collection items for the community to enjoy. In 2023-24 a total of 17 sector-group led restoration and conservation projects continued, supported by Funding Stream 2. Sydney Tramway Museum's Stage 2 restoration project for the Variotram 2107, for example, was completed.

TRANSPORT HERITAGE GRANTS PROGRAM

In 2023, the Transport Heritage Grants Program received 19 applications with a total request for \$372,215 incl GST. Fourteen groups were successful, with a distribution of \$184,856 incl GST dollars across the state and for all modes of heritage transport. See appendix 2 for full list of recipients.

Overall, THNSW's financial contribution via these funding sources to the heritage transport sector was more than \$1.395m.



▲ Locomotive 5096 is unloaded at the Tank Annex in Chullora.

COLLECTION

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

ROLLING STOCK PROJECTS

At the NSW Rail Museum, restoration of coal wagon BCH 32559 was finished in February.

Reconstruction of guard's van CHG 16995 (at Thirlmere) and 5711's tender (at Chullora) continued. Both projects are scheduled to finish in late 2024.

Project planning for three new restoration and reconstructions were undertaken in discussion with the Collections and Curatorial Committee. Projects include restoration of the locomotive Bronzewing, restoration of wheat wagon RU 24468 and 3820's asbestos removal and reconstruction.

COLLECTION MANAGEMENT

Documenting and improving the storage conditions of non-rolling

stock items in the State Moveable Heritage Collection continued at the Igloo collection store, Chullora. Tasks included cataloguing the objects, researching their history, condition reporting and taking photographs for the collection database then barcoding and rehusing the items to improve conservation outcomes. Over 500 larger heritage objects were reorganised into metal stillages or on to hardwood pallets, improving the overall storage conditions and safer access for retrieving objects.

In September 2023, a unique part of the THNSW Collection (and possibly the only one of that type remaining in the world), the Tyers No. 3 Pattern Electric Tablet instrument, was inspected by Bob Taaffe and other signalling experts from Australia and New Zealand, who attended

the Braemar collection store to assess its condition and to see if all components were intact. The work will support research into the history and use of both electric staff and tablet instruments in Australia.

Throughout the year, THNSW completed 161 Hazardous Materials (HAZMAT) inspections on its portfolio of rolling stock assets. These inspections identify risks from hazardous materials, which allows for informed decision making regarding the HAZMAT risks within the collection. Where specific HAZMAT risks were identified, work was completed to mitigate risks on several rollingstock assets. The ongoing program of HAZMAT inspections and management continues as a critical element to managing the collection.

OBJECT CONSERVATION

THNSW engaged a conservator to remove residual acid from the original timber battery boxes on the BKD 711 Prison Van and HKL 360 Mail Van as well as other rolling stock on display at the NSW Rail Museum. The remnant acid was causing rapid disintegration of the boxes. The works will ensure that the public and staff are not exposed to the residual acid and prevent further deterioration of the original components of these highly significant examples of rolling stock.

HERITAGE PROPERTY MANAGEMENT

Efforts to improve the working and storage conditions at the Igloo store at Chullora was complemented by building works that saw the installation of staff office and bathroom facilities as well as roofing and ventilation works to reduce water and dust ingress to the storage area.

A Statement of Heritage Impact was produced to obtain heritage permissions for conservation work at Valley Heights. The proposed work includes erecting blinds on the Roundhouse, to shield rollingstock on display from the effects of UV radiation and repairing the rare example of an intact ash tunnel beneath the departure and access roads.

Period lighting was installed into the Station Masters Cottage, Thirlmere, as part of a maintenance and repair program that facilitates use of the building, while maintaining an appropriate heritage aesthetic.

As part of the Heritage Hub project THNSW vacated the Broadmeadow Locomotive Depot and returned custody of the site to the NSW Government on 30 June 2024.



◀ Guard's Van CHG 16995 under restoration.



▲ Locomotive 2606 being transported through the night down the M1 from Broadmeadow to Chullora on the back of a low loader.

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 transport heritage assets managed by THNSW.

Stage One was to refurbish the former Tank Annex building to provide secure undercover storage at a centralised location for 45 pieces of rolling stock and associated sparts.

The items moved to the Tank Annex received a range of cleaning and conservation work to prepare them for long term storage indoors. These activities included:

- Interior cleaning and exterior cleaning to remove dirt and debris from years of open storage.
- Identifying housing and cataloguing parts for storage and use in future conservation and restoration projects.

- Mould and pest management treatment.
- Installation dehumidifiers and cocooning carriages and vans to control humidity levels inside and assist in reducing the presence of mould and pests.
- Mechanical preparation and stabilising parts to safely move items by rail and road.

Twenty three items of rollingstock that had been assessed by rail heritage and collection management professionals to be in poor-to-derelict condition, and of limited or nil significance and had been deaccessioned from the collection were sold at auction as part of the relocation activities.

Relocating the collection to the Tank Annex marks the first time most of the state significant collections managed by THNSW are stored undercover and has resulted in improved conservation outcomes and better access to our heritage for future generations.

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 2024 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 2024 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) Former National Assistant Secretary of the Finance Sector Union (FSU) Former Cycling NSW Board Director
Alex Claassens Deputy Chair, Elected Director <i>Board Director since March 2018 (current term commenced AGM 2023)</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 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>	<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
Janelle Middleton Non-Elected, Appointed Director <i>Board Director since November 2023 (Current term commenced following AGM 2023)</i>	<ul style="list-style-type: none"> B.A. Visual Arts Diploma of Education Grad. Cert. Community Development Grad. Cert. Museum Studies 	<ul style="list-style-type: none"> Museums & Galleries International Fellowship 2024 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

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, Australasian 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 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 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>	<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 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 Chair of Antique Motorcycle Club of America (Aus Div)
Andrea Plawutsky Non-Elected, Appointed Director <i>Board Director since August 2020 (current term commenced following AGM 2020 and concluded at AGM 2023)</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), Umbrella 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 fifth year following AGM 2023.

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 2024 a total of seven (7) Board Meetings were held, including regular Board Meetings and Special Board Meetings.

The Board completed its review of its subcommittees and working groups commenced in the previous financial year. As a result, the Board determined to retain all subcommittees, disband the Fundraising Working

Group, commence a review of all subcommittee terms of reference and establish a new Organisational Culture Subcommittee to commence in the first quarter of the new financial year. The Board will continue 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 Director during the financial year at Directors' (Board) Meetings and at Board Subcommittee and Working Group 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 2024 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	6	-
Alex Claassens (Deputy Chair)	7	6	1
Dale Budd OBE	7	7	-
Deanna Varga	7	4	2
Colin Pursehouse	7	7	-
Ian Sheppard	7	7	-
Howard Collins OBE	7	3	3
Andrea Plawutsky*	3	2	-
Janelle Middleton**	4	4	-
Peter Watters (V/Co Sec)	7	6	1

Notes: * term as a Director concluded at AGM 2023

** term as a Director commenced following AGM 2023

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 2024.

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 Director Alex Claassens as Chair, 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	-
Dale Budd OBE	5	4	-
Deanna Varga	5	1	-
Colin Pursehouse	5	3	-
Ian Sheppard	5	1	-
Howard Collins OBE	5	-	-
Andrea Plawutsky	2	-	-
Janelle Middleton	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 2024.

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 Deanna Varga as Chair, 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 (until January 2024); 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	-	-
Alex Claassens	5	1	-
Dale Budd OBE	5	4	-
Deanna Varga (FR&AC Chair)	5	4	-
Colin Pursehouse	5	1	-
Ian Sheppard	5	-	-
Howard Collins OBE	5	4	-
Andrea Plawutsky	3	-	-
Janelle Middleton	2	-	-
Peter Watters (V/Co Sec)	5	3	-

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

The Board determined to disband the FWG in October 2023. No (0) FWG meetings were held in the financial year prior to its disbandment.

FWG Members included 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 three (3) C&CC meetings were held during the financial year ended 30 June 2024.

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 Director Dale Budd as Chair, THNSW Members Brett Fitzpatrick, Peter Dudgeon, Tony Eyre, Allan Leaver, 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	3	-	-
Alex Claassens	3	1	-
Dale Budd OBE (C&CC Chair)	3	3	-
Deanna Varga	3	-	-
Colin Pursehouse	3	1	-
Ian Sheppard	3	1	-
Howard Collins OBE	3	-	1
Andrea Plawutsky	1	-	-
Janelle Middleton	2	1	-
Petter Watters (V/Co Sec)	3	-	-

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

There were no RemC meetings held during the financial year ended 30 June 2024. 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 COMMITTEE (ROSC) – chaired by Howard Collins

A total of two (2) ROSC meetings were held during the financial year ended 30 June 2024.

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

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 2024, there were 1,707 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. The THNSW Annual Report provides an explanation of those activities and accomplishments during the financial year ended 30 June 2024.

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 the THNSW Annual Report.

Lead Auditor's Independence Declaration

The lead Auditor's Independence Declaration for the year ended 30 June 2024 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

24 September 2024



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.
- **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.

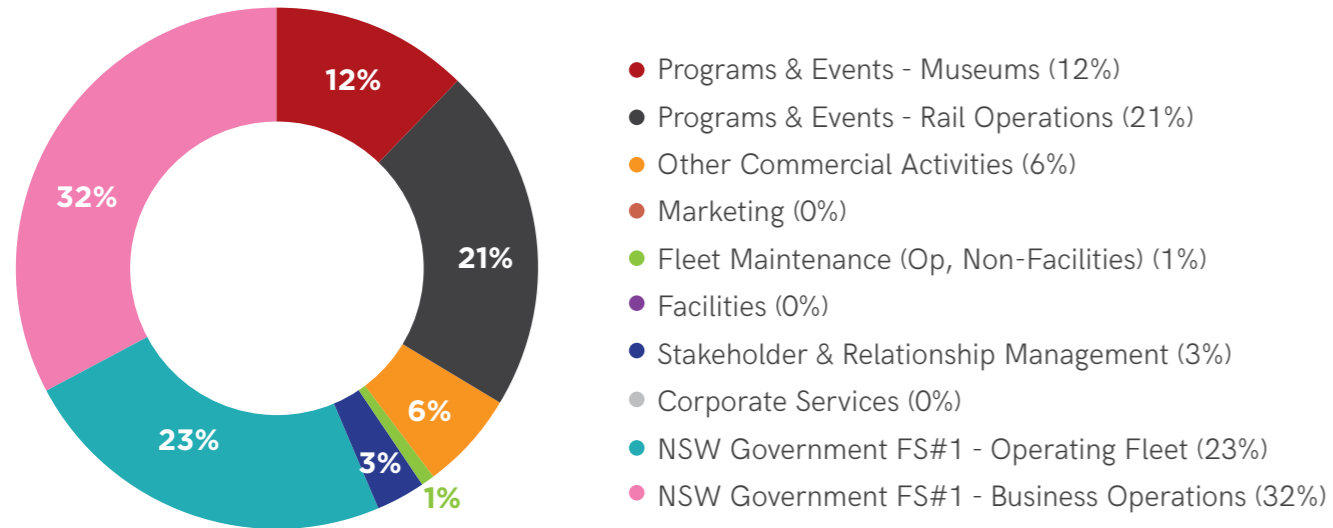
The THNSW Board determines THNSW's annual business plan and business operations budget, including the allocation of FS#1 funds to be used and the use of THNSW's own generated revenue.

- **TfNSW 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.

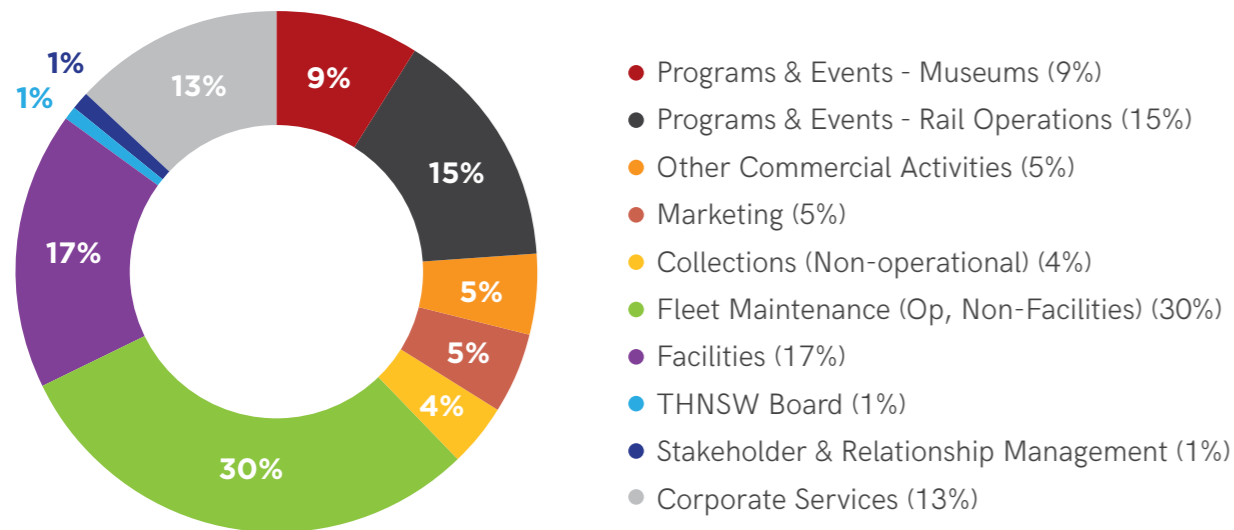
Details of the annual funding allocations determined by the IFAP in FY 2023-24 under Funding Stream 2 and the Transport Heritage Grants Program (Funding Stream 3), are provided in Appendices 1 and 2, respectively.

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

FY 2023-24 Income - FS#1 and Own-Generated



FY 2023-24 Expenses - FS#1 and Own-Generated

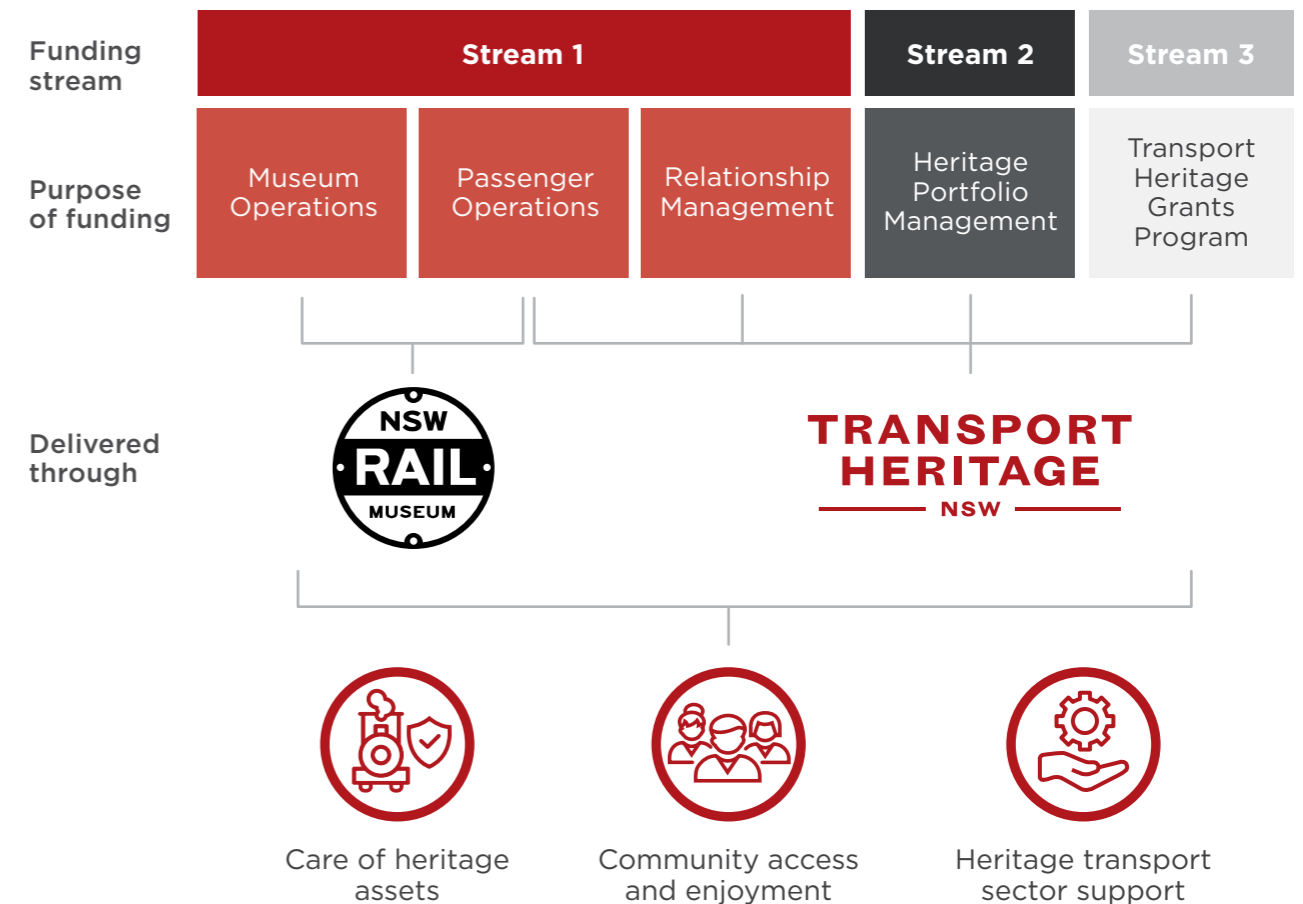


Note: The amounts presented have been rounded to the nearest whole percent. As a result percentages may not add up to a total of 100% due to rounding.

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
 - Broadmeadow Locomotive Depot
- 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 Stream 2 funding during the 2023-2024 period:

APPLICANT	PROJECT TITLE	AMOUNT
ROLLING STOCK		
Sydney Tramway Museum	Variotram return to service - Stage 3	\$32,970
East Coast Heritage Railway	XFS2015, MFS2096, MFS2145 Gangway curtain replacement	\$4,176
THNSW / The Rail Motor Society	620 set power bogies refurbishment for spare parts	\$130,000
	SUB TOTAL:	\$167,146
BUILT HERITAGE		
THNSW (Direct Custody property)	NSW Rail Museum fencing upgrade	\$841,599
THNSW (Residual Properties)	Broadmeadow routine maintenance	\$49,725
	Igloo Collection storage improvements and routine maintenance	\$18,858
	Paint Shop Roof repairs	\$23,807
THNSW (Collection)	Hazmat removal	\$69,264
Finley Pioneer Railway (Custodial Property)	Repainting of station building and routine maintenance	\$31,139
Wagga Wagga Rail Heritage Association (Custodial Property)	Building works	\$9,000
	SUB TOTAL:	\$1,043,392
	TOTAL:	\$1,210,538

APPENDIX 2 – TRANSPORT HERITAGE GRANT RECIPIENTS 2023

Transport Heritage Grants Recipients for 2023 were as follows:

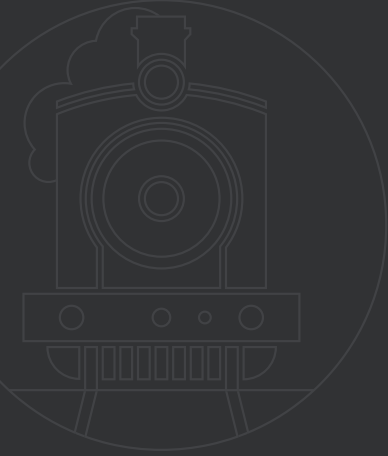
APPLICANT	PROJECT TITLE	AMOUNT
RESTORATION, RECONSTRUCTION, OR PRESERVATION PROJECTS		
10 Class Loco	Axle box, ashpan repairs, boiler inspection and testing for Loco 18	\$15,000
Capital Region Heritage Rail	Contribution towards boiler inspection for Locomotive 3016	\$25,000
Goulburn Crookwell Heritage Railway	Painting of NSW GR pay bus FP10	\$1,887
Sydney Electric Train Society	Repainting of locomotive 4627	\$3,909
New England Railway	Internal restoration of carriage 635-765	\$8,167
Richmond Vale Preservation Cooperative Society	New Saddle Tank for 'Marjorie'	\$15,000
Sydney Bus Museum	State Rail Denning Coach	\$23,650
Sydney Heritage Fleet	Kanangra Main Deck- staircase restoration plus No 1 diesel generator restoration	\$15,000
	SUB TOTAL:	\$107,613
EXHIBITION, INTERPRETATION, EDUCATION OR PUBLICATION PROJECTS		
Australian Railway Historical Society NSW	Production of Rail History Trail tours	\$7,000
Australian Railway Historical Society NSW	Book publication: Railways to the Riverina 1855-1886 - personalities, policies and resources	\$8,000
Balranald Southern Cross	Interpretation panels on the 'Transport History of Balranald'	\$12,890
Sydney Tramway Museum	STM Archives 16mm film	\$9,825
Sydney Bus Museum	Book publication: Remembering the Public Transport Commission	\$10,692
	SUB TOTAL:	\$48,407
AUDIENCE DEVELOPMENT, ACCESSIBILITY, AND INCLUSION PROJECTS		
Illawarra Light Railway Museum Society	Accessible toilet upgrade	\$28,836
	SUB TOTAL:	\$28,836
	TOTAL:	\$184,856

APPENDIX 3 – KEY PEOPLE

Below is a summary of key personnel and Life Members as at 30 June 2024, listed alphabetically by first name.

PATRON		THNSW LIFE MEMBERS*	
Her Excellency the Honourable Margaret Beazley AO KC, Governor of NSW		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 Oram	Peter Harvey
		David Sinfield	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		
Colin Pursehouse			
Dale Budd OBE			
Deanna Varga			
Howard Collins OBE			
Ian Sheppard			
Janelle Middleton			
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	Kathy Jones		
Craig Lee	Dr Paul Donnelly		
Helen Laverty			

*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