



SYDNEY
LIVING
MUSEUMS

ANNUAL REPORT

2017–2018

Historic Houses Trust
of New South Wales

The Hon Don Harwin MLC

Minister for Resources, Minister for Energy and Utilities,
Minister for the Arts, Vice-President of the Executive Council
Level 15, 52 Martin Place
SYDNEY NSW 2000

Dear Minister

On behalf of the Board of Trustees and in accordance with the provisions of the *Annual Reports (Statutory Bodies) Act 1984*, the *Public Finance and Audit Act 1983* and the *Public Finance and Audit Regulation 2015*, we submit for presentation to Parliament the Annual Report of Sydney Living Museums under the statutory authority of the Historic Houses Trust of New South Wales for the year ending 30 June 2018.

Yours sincerely



Michael Rose AM
Chairman



Mark Goggin
Executive Director



The Historic Houses Trust of NSW,
incorporating Sydney Living Museums,
cares for significant historic places,
buildings, landscapes and collections.
It is a statutory authority of, and principally
funded by, the NSW Government.

SYDNEY LIVING MUSEUMS

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This report and all of our programs
are published on our website
sydneylivingmuseums.com.au

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ACKNOWLEDGMENT OF COUNTRY

Our museums and places are on Aboriginal land. We acknowledge the First Nations Peoples, the traditional custodians, and we pay respect to the Elders, past and present, and extend that respect to all Aboriginal and Torres Strait Islander peoples.

We understand and appreciate that Aboriginal peoples have deep and continuing cultural attachment to country and are the rightful interpreters of their history and heritage. In this spirit, SLM values the diversity of Aboriginal connections to the places and landscapes we care for and is informed by the Aboriginal cultural heritage and identity that underpin SLM's museums and places.

This recognition guides the ways in which we create contemporary conversations and experiences at each of our sites.



FROM THE CHAIRMAN

Michael Rose AM

During the past financial year Sydney Living Museums has continued to build on its well-deserved reputation for the boldness of its scholarship, exhibitions and education programs. This year's report once again records impressive growth in the reach of our education programs. This lays the foundation to bring history and a sense of place, culture and continuity to a new generation, helping children put modern Australian life into a wider and richer context.

I have been particularly encouraged by an increased focus on Indigenous learning, supported by the Aboriginal Action Plan established in 2015–16, and more recently through the partnership with Muru Mittigar Aboriginal Cultural & Education Centre at Rouse Hill House & Farm.

We have continued our substantial investment in the maintenance and conservation of our precious properties. This has been enabled by an 11-year major maintenance program established in 2014–15, funded by the NSW Government. Our ongoing works mark a new era in heritage investment to secure our places for future generations. The works have also been supported by the federal government's Protecting National Historic Sites program, to undertake interpretation, archaeology and activation at the UNESCO World Heritage-listed Hyde Park Barracks.

This work has in turn laid the foundations for the bold reinterpretation of the Hyde Park Barracks Museum, described in this report. I look forward to its completion to coincide with the site's 200th anniversary in 2019.

I record my appreciation for the advocacy and support offered by The Hon Don Harwin MLC as Minister for the Arts, and his commitment to achieving a more strategic and integrated approach to planning and delivering arts and culture across the state.

I sense a spirit of collaboration across the sector that holds the promise for a more ambitious and thoughtful approach to cultural expression. This provides an optimistic outlook for SLM's future, aligned to the commitment outlined in the 2017–22 Strategic Plan to be an 'outwardly engaged' organisation which delivers collaborative projects in partnership with the other State Cultural Institutions, and with academic, government and private sector organisations.

There were some changes to the Board of Trustees during the year. We said farewell to Siobhan Toohill and I thank her for her great contribution over the years. We also welcomed new Trustees Professor Michael McDaniel, Chris McDiven AM and Penelope Seidler AM, each of whom has brought a fresh perspective and new energy to our deliberations throughout 2018. I would like to thank my fellow Trustees for their dedication and commitment to SLM and for the guidance they provide to the Executive Director and his team.

This is my last opportunity to introduce the Annual Report. My statutory term as a Trustee comes to an end in December and I must step down as both Chairman and as a Trustee. I am extraordinarily grateful for the opportunity that I have had to play a small part in the story of this remarkable institution and to spend time with the many wonderful people who are connected to it. I look forward to maintaining my connection with SLM in the years to come.

In an earlier report I noted that in presenting its properties and collections, SLM is offering an insight into the lives of the people who once lived and worked in our houses. In other words, we are offering insights into personal stories and histories. Our success in this is also personal – it relies on the engagement, energy and enthusiasm of our staff and volunteers.

I conclude by expressing my appreciation to the Executive Director, his Executive Team and the staff and volunteers who have contributed to the many achievements of the past year.

Michael Rose AM, Chairman



FROM THE EXECUTIVE DIRECTOR

Mark Goggin

The Board of Trustees approved the Strategic Plan for 2017–22 at its September meeting. The Plan's development benefited from extensive consultation with staff, and from review and enhancement offered by the Board of Trustees. Its Success Measures frame the activity reporting for this Annual Report.

The Plan builds on the direction of the Strategic Plan developed in 2012–13 to complement the rebranding of the Historic Houses Trust of NSW as Sydney Living Museums, and the adoption of 'A future for the past' as our Vision. The Values articulated in the former plan have been refined to enhance the organisation's distinctive approach to the care, interpretation and activation of our sites – one that aims to be bold, authentic and passionate.

The new Plan defines SLM's unique position in the state's cultural and heritage landscape, distilled into an Essence statement: 'We exist so that people can experience Sydney's past as if they had lived it themselves: to live a whole other life'.

The Executive Team has set ambitious performance targets to be achieved in the years to 2022, such as growing overall visitation by 50%. The projected visitation increases have been informed by audience research undertaken as part of the planning for the bold renewal of the Hyde Park Barracks Museum, to open in late 2019. The project is the first reinterpretation of the site since it opened as a museum in 1990, and offers the opportunity to better present the global context of the site's history, its national significance and UNESCO World Heritage value. The visitation targets also call for the delivery of exhibitions, programs, site renewals and online projects that appeal to multiple audiences, and which offer in-depth content and rich experiences. I am confident that the range of activities related in this report provide evidence of that commitment.

The commitment to authenticity and integrity in conservation practice was recognised at the 24th National Trust Heritage Awards, announced in May. SLM was awarded the Conservation – Built Heritage Award for the Hyde Park Barracks Stonework Remediation Project. The original 1816–18 stone perimeter wall was repaired to ensure that the original surface with its rich orange patina remains. Areas of stone loss were contained, and no stone was replaced. This year's report includes further examples of the Conservation

Team's passionate commitment to delivering 34 projects, an investment of \$4.24 million to maintain the authenticity of our buildings and landscapes, and give each a future as valuable as its past.

The *Underworld: Mugshots from the Roaring Twenties* exhibition featured intriguing criminal portraits of police suspects that departed from policing protocol – then and now – to create images not unlike a commissioned studio portrait. The mugshots simultaneously speak to us of a specific time and place – Sydney's underworld of the 1920s – and tell an international story, as the world experienced a rise in organised crime in the decade following World War I.

Our people have continued to demonstrate outstanding leadership, scholarship and a desire to capture both the passionate and the bold dimensions of the Strategic Plan Vision. We welcomed Robert Campbell to the role of Director, Curatorial & Museums, in November. Robert brings a background of leading exhibition and interpretation roles across urban and national institutions in the United Kingdom. Notably, at English Heritage he delivered the interpretation for a major revitalisation of the visitor experience at Stonehenge, a UNESCO World Heritage-listed site.

I pay tribute to the Board of Trustees for their wisdom and guidance over the past 12 months, and to the Executive Team, staff and volunteers who have worked with great commitment to deliver the achievements detailed in this report.

I conclude by recording my appreciation for the genuinely collaborative relationship I have enjoyed with the Chairman since my appointment to the role in 2013. Michael's stewardship of the Board of Trustees has been characterised by stability, engagement and clarity of direction. His representation of and advocacy for the vision of SLM and the heritage sector to government and the wider community have significantly enhanced the organisation's profile and prestige over his nine-year term as Chairman. It is an admirable legacy.

Mark Goggin, Executive Director

HIGHLIGHTS 2017

JUL



NAIDOC Week at Rouse Hill House & Farm

AUG



Convict Sydney microsite launch

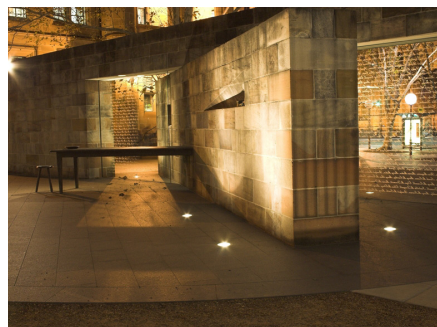
SEPT



Mad About Modernism weekend at Rose Seidler House



Family Fair at Rouse Hill House & Farm



The Great Irish Famine commemoration at the Hyde Park Barracks Museum



Spring Harvest Festival at Elizabeth Farm

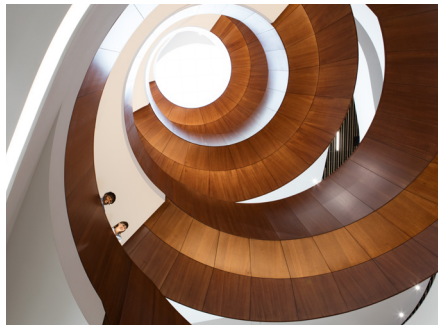
📍 **Top, left to right** Indigenous Connections perform at *Songlines*, Rouse Hill House & Farm. Photo © James Horan for Sydney Living Museums; *Convict Sydney* microsite; Interior of Rose Seidler House. Photo © Jamie North for Sydney Living Museums; **Above, left to right** *Family Fair*, Rouse Hill House & Farm. Photo © James Horan for Sydney Living Museums; Australian Monument to the Great Irish Famine, Hossein and Angela Valamanesh, at the Hyde Park Barracks Museum. Photo © Leo Rocker for Sydney Living Museums; *Spring Harvest Festival*, Elizabeth Farm. Photo © James Horan for Sydney Living Museums

OCT



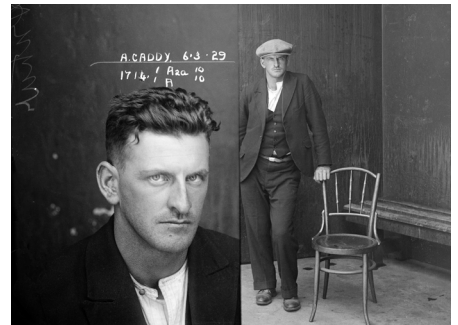
*Whale Festival
at Vacluse House*

NOV



Sydney Open 2017

DEC



*Underworld exhibition opens
at the Museum of Sydney*



*Sin City: Sydney Crime Stories
walking tour*



*Alphabetical Sydney:
Creative Lab exhibition opens
at the Museum of Sydney*



*Christmas Fare at the
Hyde Park Barracks Museum*

📍 **Top, left to right** Djaadjawan Dancers and Ngaran Ngaran Culture Awareness at the *Whale Festival*. Photo © Stuart Miller for Sydney Living Museums; Abercrombie Building, The University of Sydney. Photo © Brett Boardman for Sydney Living Museums; Arthur Caddy, 6 March 1929. NSW Police Forensic Photography Archive, Sydney Living Museums; **Above, left to right** Detective at foot of Argyle Street, The Rocks, photographer unknown, late 1930s. NSW Police Forensic Photography Archive, Sydney Living Museums; *Alphabetical Sydney: Creative Lab*, Museum of Sydney. Photo © James Horan for Sydney Living Museums; *Christmas Fare*, Hyde Park Barracks Museum. Photo © Jacqui Manning / James Horan Pty Ltd for Sydney Living Museums

HIGHLIGHTS

2018

JAN



Summer holiday programs across SLM sites

FEB



Marion Hall Best exhibition opens at Western Plains Cultural Centre in Dubbo

MAR



Towers of Tomorrow with LEGO® Bricks opens at the Science Museum of Minnesota



From Our Place: An Exhibition from NSW Aboriginal Cultural Centres at Muru Mittigar



SLM Venues stall at One Fine Day wedding expo



Eel Festival at Elizabeth Farm

📍 **Top, left to right** School holiday program at Vaucluse House. Photo © James Horan for Sydney Living Museums; *Marion Hall Best: Interiors* at Western Plains Cultural Centre, Dubbo. Photo © Noni McCarthy for Sydney Living Museums; *Towers of Tomorrow with LEGO® Bricks* at the Science Museum of Minnesota. Photo © Sydney Living Museums; **Above, left to right** *Lorikeets*, Digby Moran, Bundjalung Nation, 2008, acrylic on canvas. Loan by Armidale Aboriginal Cultural Centre; SLM Venues stall at the One Fine Day wedding expo. Photo © Sydney Living Museums; *Eel Festival*, Elizabeth Farm. Photo © James Horan for Sydney Living Museums

APR



Celebrating the two-year partnership with Muru Mittigar at Rouse Hill House & Farm

MAY



National Trust Heritage Awards

JUN



Vivid Sydney at the Museum of Sydney



Convict Escapades at the Hyde Park Barracks Museum



Volunteer Week 2018



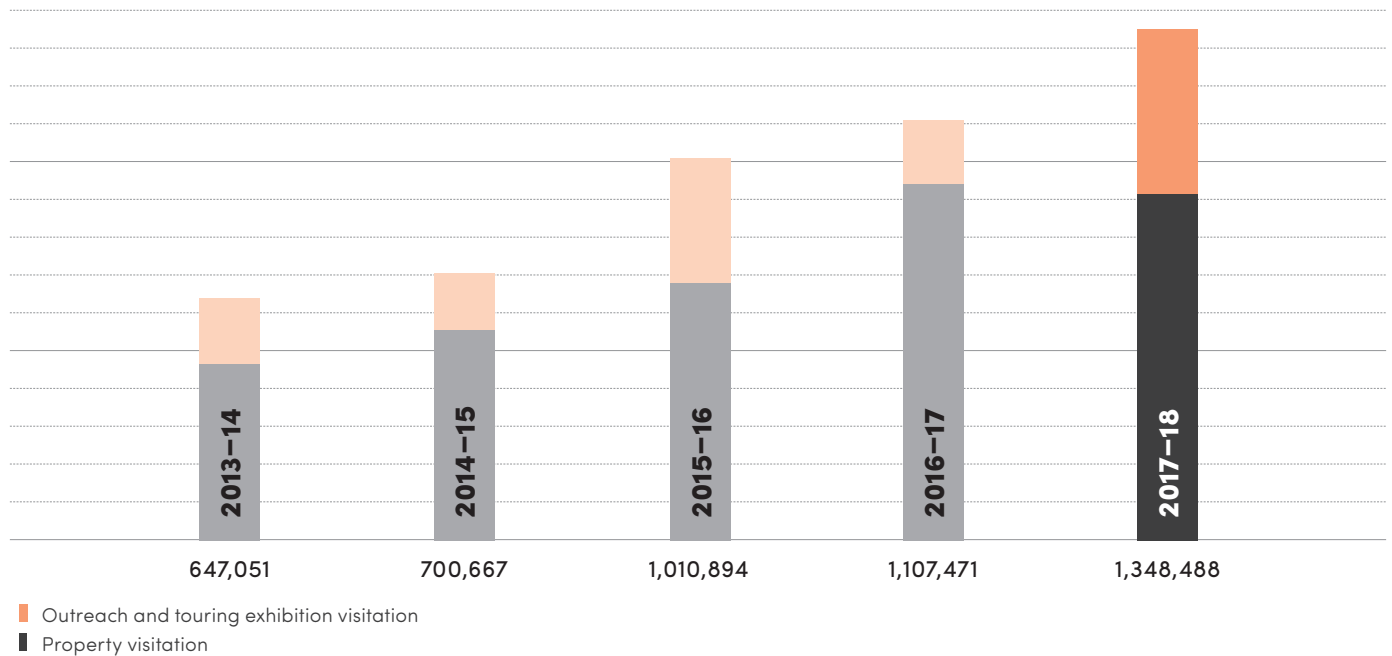
Underworld: Fashion of the Roaring Twenties panel discussion, Museum of Sydney

☛ **Top, left to right** A visitor learns the art of boomerang throwing from Muru Mittigar's Josh Nicholls. Photo © James Horan for Sydney Living Museums; SLM staff and guest curator Rebecca Hawcroft (right) at the National Trust Heritage Awards 2018. Photo © Sydney Living Museums; *Closer*, ANL Design. Artwork © Lawrence Liang / Anson Li; **Above, left to right** *Convict Escapades* at the Hyde Park Barracks Museum. Photo © Ken Leanfore / James Horan Pty Ltd for Sydney Living Museums; Volunteers' annual morning tea and Awards 2018. Photo © James Horan for Sydney Living Museums; Edna May Lindsay, 22 March 1929. NSW Police Forensic Photography Archive, Sydney Living Museums

PERFORMANCE OVERVIEW

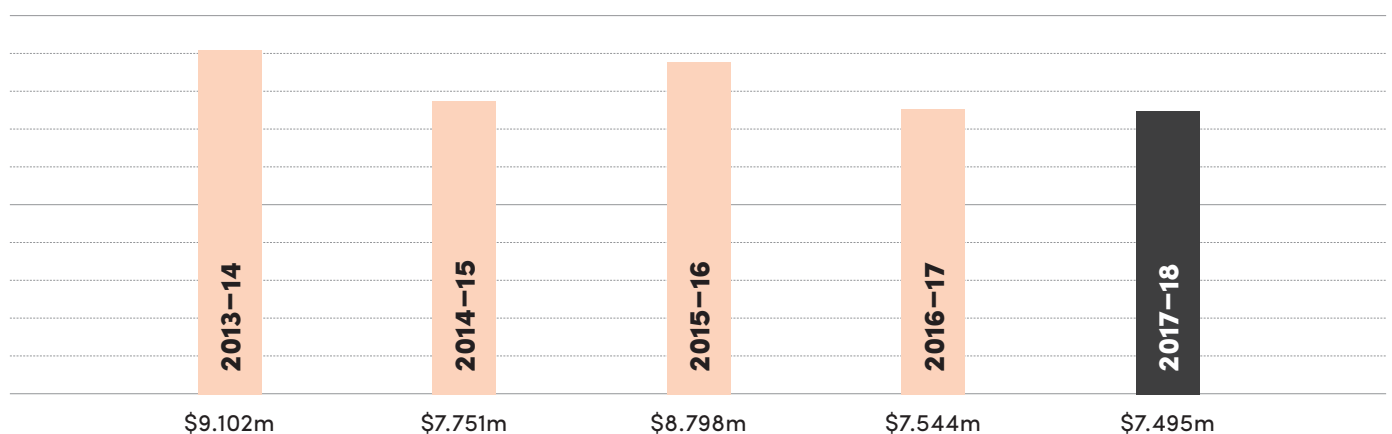
VISITATION

July 2013 – June 2018



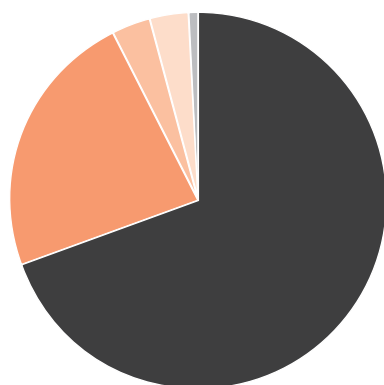
SELF-GENERATED REVENUE

July 2013 – June 2018



EXPENDITURE 2017–18

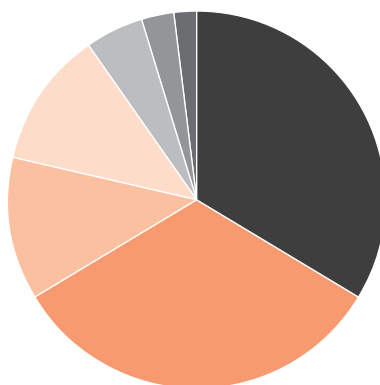
\$26.532 million



- **69.5%** Personnel services
- **23.3%** Other operating costs
- **3.3%** Depreciation
- **3.3%** Maintenance
- **0.6%** Insurance

SELF-GENERATED REVENUE 2017–18

\$7.495 million



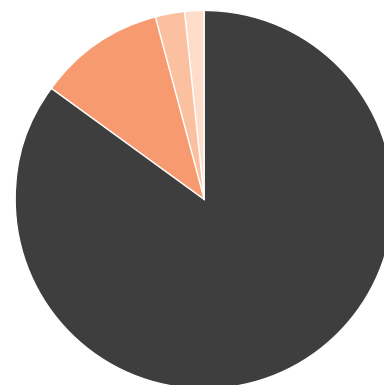
- **33.6%** Admissions
- **32.8%** Commercial services*
- **12.5%** Donations, sponsorships and other grants
- **11.7%** Programs and exhibitions†
- **5.0%** Retail
- **2.5%** Investments
- **1.9%** Other income

* Commercial services include venue hire, catering, and rental income from commercial leases.

† Programs and exhibitions include public programs such as *Sydney Open*, exhibitions and touring exhibitions.

TOTAL ASSETS AS AT 30 JUNE 2018*

\$294.808 million



- **85.1%** Land and buildings
- **10.8%** Collection assets
- **2.5%** Cash and term deposits
- **1.6%** Other assets†

* Total assets includes \$13.474m in restricted assets which represent bequests and donations held by SLM to be used in accordance with the deed of trusts, caveats and other documents governing these funds.

† Other assets include intangible assets \$1.534m, trade and other receivables \$1.422m, inventories for \$167,000, and plant and equipment \$1.5m.



VISION

A living future for the past.

MISSION

To cherish, protect and share our places and stories.

ESSENCE

We exist so that people can experience Sydney's past as if they had lived it themselves: to live a whole other life.

VALUES

Complementing NSW Public Sector Values, we are:

- Authentic
- Bold
- Collaborative
- Passionate
- A sociable host



APPROACH

Our commitment to our audience is to maintain the museums, landscapes and collections with integrity while presenting the narrative of each in contemporary, compelling and relevant ways. We bring a considered and thoughtful approach to revealing the contemporary currency in places and things, and providing pleasure and enthusiasm for learning.

Our museums are held 'in trust' for future generations. Each has an individual plan for its conservation and management that embraces the specific qualities, significance and histories of that place and guides the approach to activities there. Our role is to give our properties and places a future as valuable as their past.

CORPORATE GOVERNANCE

Sydney Living Museums (SLM) is a leading government agency with responsibility for conserving, managing, interpreting and activating places and sites of local, national and international significance.

SLM was established in 1980 under the *Historic Houses Act* (NSW). From 1980 to 2013 it was known by its corporate name, the Historic Houses Trust of New South Wales (HHT). Following a significant review of structure and operations in 2013, it became known as Sydney Living Museums. As the Act has not been amended to reflect the name change, the financial statements included in this report retain the name Historic Houses Trust, while all other references adopt the publicly recognised name, Sydney Living Museums.

Part of the Department of Planning and Environment, SLM is one of the State Cultural Institutions, along with the Art Gallery of NSW, the Australian Museum, Sydney Opera House, the Museum of Applied Arts and Sciences, and the State Library of New South Wales – reporting to the Minister for the Arts, The Hon Don Harwin MLC.

SLM maintains and opens to the public 12 museums: Elizabeth Bay House, Elizabeth Farm, Hyde Park Barracks Museum, Justice & Police Museum, Meroogal, Museum of Sydney *on the site of first Government House*, Rose Seidler House, Rouse Hill House & Farm, Susannah Place Museum, The Mint and the Caroline Simpson Library & Research Collection, and Vaucluse House. (See also pages 15–21.)

All the museums are listed on the NSW State Heritage Register. The site of the first Government House at the Museum of Sydney and the Hyde Park Barracks are also on the National Heritage List, and the Hyde Park Barracks is on the UNESCO World Heritage List.

SLM cares for portfolio assets valued at more than \$284 million, including buildings, land and museum collections. Its built assets comprise a number of historic buildings dating from between 1793 and 1950, and include some of the earliest surviving colonial buildings in Australia, as well as major public buildings of the Macquarie era.

SLM collects, catalogues and conserves material relating to the organisation's core themes of domestic material culture; the history of art, architecture and design; and aspects of Sydney's social history related to our sites and the people who lived there. The collections include furniture, ceramics, silverware, soft furnishings, household and personal accessories, costumes, artworks, photographs and archaeological artefacts. Most objects are on display to the public.

The collections held are valued at almost \$32 million. All are of cultural and heritage significance to the history of NSW. The public can access the collections electronically through a suite of online catalogues, including the Library Catalogue, the Pictures Catalogue, the Colonial Plants Database and the Museums Collections Catalogue.

SLM's sites – and their collections – are promoted both as a collective of culturally activated heritage sites and as single destinations.

SLM's exhibitions, public programs and online offer bring history to life by exploring various themes, such as architecture, art, convicts, crime and policing, Aboriginal history, and Sydney's places and people, past and present. Each exhibition and program is addressed in a unique way to create an engaging experience for visitors. SLM audiences are local, regional, national and international.

At 30 June 2018 SLM employed 140 ongoing staff, 53 temporary staff, 63 casual staff and 5 Executive. It was supported by 551 volunteers in 2017–18.

SLM's direction in 2017–18 was guided by the priorities of the 2017–22 Strategic Plan (see page 35). The Plan's Success Measures provide the framework for reporting in this year's Annual Report, and its Values and Strategic Goals have informed the development of policies and programs, and review processes undertaken by the Executive, Leadership Group and staff.

OUR MUSEUMS

‘We only know ourselves by having a truthful understanding of our past – individually and collectively. In preserving the past for the future, SLM is doing vital work that will resonate down the generations. Our generous donors understand this and their visionary support makes all the difference.’

Edward Simpson, SLM Foundation Chair

CITY MUSEUMS PORTFOLIO

HYDE PARK BARRACKS MUSEUM

The Hyde Park Barracks was built by convicts between 1817 and 1819 to the design of the first civil architect (and former convict), Francis Greenway, and is considered one of the finest colonial Georgian buildings in Australia. Between 1819 and 1848, the barracks functioned as the headquarters of the convict system in NSW, with an estimated 50,000 male convicts passing through for inspection, distribution, assignment, accommodation, administration, trial and punishment. The Hyde Park Barracks was inscribed on the UNESCO World Heritage List in 2010, as one of the 11 Australian Convict Sites considered to have outstanding universal value for their role in history’s largest and longest-running penal transportation system.

From 1848 the site served as Sydney’s female Immigration Depot, and also, from 1862, as an asylum for aged and destitute women, providing shelter for an estimated 50,000 women and their children until 1887. It then housed courts and government offices. Today the fabric and spaces of the site, and its collection of archaeological artefacts, are interpreted to present the stories of its past occupants.





CITY MUSEUMS PORTFOLIO CONT.

JUSTICE & POLICE MUSEUM

The Justice & Police Museum occupies three of Sydney's most important mid-19th-century public buildings, constructed over 30 years by three successive NSW colonial architects. The buildings feature fine sandstone masonry, extensive red-cedar joinery, pressed metal and decorative ceilings, and important surviving features of the site's history and function (up until the 1980s) as a courthouse and police watchhouse. They are some of the finest intact surviving examples of civic architecture of the colonial period. Colonial architects Edmund Blacket and James Barnet designed and built dozens of similar courthouse complexes across NSW based on this early form established in Sydney. The Scottish architect Alexander Dawson was responsible for the austere Water Police Station (1858) fronting Phillip Street.

The museum houses a unique collection of objects relating to crime, policing and legal history in NSW, including weapons, bushranging artefacts, physical evidence from notable crimes, and a significant forensic photography archive of more than 130,000 cellulose and glass-plate negatives.

MUSEUM OF SYDNEY

The Museum of Sydney *on the site of first Government House* sits above the archaeological remains of Australia's first Government House, begun in 1788, which have been preserved below the forecourt. The site is of national significance as the location of many early encounters between the British colonists and the local Gadigal, whose traditional land they had occupied.

Opened to the public in 1995, the museum was designed by architect Richard Johnson AM, and incorporates many references to aspects of the early colonial history of Sydney – such as the archaeologist's grid represented in the paving pattern, the plan of the house outlined in white granite on the forecourt, and cut-away trenches looking down onto the preserved archaeological remains below. Sydney's signature building material, yellowblock sandstone, is featured extensively. The museum's permanent and temporary displays introduce visitors to Sydney's people, places and culture, then and now.



SUSANNAH PLACE MUSEUM

Susannah Place Museum is a terrace of four houses incorporating a re-created 1915 corner grocer's shop. Located in The Rocks, it was built in 1844 by Irish immigrants and continuously occupied until 1990. The terrace survived largely unchanged through the slum clearances of the 1900s and the area's redevelopment in the 1970s. It is a rare surviving example of workers' housing from the mid-19th century, once ubiquitous but now almost vanished.

In 1993 the HHT worked with the then Sydney Cove Authority to develop and open Susannah Place as a museum. Today the museum tells the stories, often overlooked, of the lives of ordinary people. Susannah Place was home to more than 100 families. Their occupancy is evident in the many layers of paint, wallpaper, linoleum, modifications and repairs that have survived, as well as the documents and oral histories assembled from former residents and their descendants.



CITY MUSEUMS PORTFOLIO CONT.

THE MINT

Built between 1811 and 1816 as the south wing of Governor Lachlan Macquarie's General 'Rum' Hospital for convicts, the elegant colonnaded building at the front of the site is one of the oldest surviving buildings in central Sydney. It housed private quarters for surgeons and, at various times, operating rooms, hospital wards, medical stores and the Sydney Infirmary (from 1842).

After the discovery of gold in NSW, the site became the first overseas branch of the British Royal Mint, in 1855, with a coining factory constructed at the rear. The Sydney branch became a centre for colonial science, industry and invention, and processed colonial gold into sovereigns and half sovereigns – the principal currency used throughout the British Empire. After 1927 the site housed a succession of government departments. Major conservation work completed in 2003 included the construction of award-winning contemporary additions which now house SLM's head office, the Caroline Simpson Library & Research Collection, food and beverage services, and venue hire spaces.

CAROLINE SIMPSON LIBRARY & RESEARCH COLLECTION

The Caroline Simpson Library & Research Collection, located at The Mint, was established as the Lyndhurst Conservation Resource Centre in 1984. In 2004 it was renamed in honour of the late Caroline Simpson OAM (1930–2003), whose outstanding collection of Australian colonial furniture, pictures and objets d'art was gifted to SLM by her children.

The collection is a specialised research resource available to anyone – staff, scholars, tertiary students, heritage and conservation practitioners and museum professionals – with an interest in the history of house and garden design and interior furnishing in NSW from the 19th century to the present day, and the social and cultural history of the Australian home. It includes architectural pattern books and fragments, wall and floor coverings, manufacturers' trade catalogues and sample books, garden ornaments, fittings, soft furnishings, personal papers and manuscripts, pictures, photographs, sheet music, books and periodicals.



HOUSE MUSEUMS PORTFOLIO

ELIZABETH BAY HOUSE

Designed by architect John Verge, Elizabeth Bay House was built in 1835–39 for Colonial Secretary Alexander Macleay and his family. A superb example of a Greek Revival villa, it enjoys a magnificent setting overlooking Sydney Harbour and was originally the centrepiece of a renowned landscape garden developed by Macleay. The elliptical saloon, with its elegant cantilevered staircase and high dome, is regarded as the finest interior in Australian colonial architecture. The house's interiors are notable for their detailing, particularly the quality of the joinery, plaster and stonework.

Elizabeth Bay House presents an evocative picture of early-19th-century life before the economic depression of the early 1840s, when Macleay was forced to leave the house. With its extensive collection of decorative arts, natural history specimens, and specimen cabinets containing insects (on loan from the Macleay Museum, The University of Sydney Museums), the house reflects the life of a distinguished gentleman collector.



ELIZABETH FARM

Elizabeth Farm is Australia's oldest surviving colonial homestead, incorporating the original cottage built in 1793 for John and Elizabeth Macarthur. It once stood within a 1000-acre (405-hectare) rural property with river frontage on two sides. By the late 1820s the prosperous Macarthurs had transformed the farmhouse into a spacious bungalow surrounded by extensive 'pleasure grounds'. In the late 19th century, urban development greatly diminished the estate. In 1904 the homestead, by then on less than 5 acres (2 hectares), was bought by William Swann for his large family, who lived at and cared for the property until 1968.

Following restoration carried out by the NSW Government Architect, management of the property was passed in June 1984 to the HHT. A 'no-barriers' policy was adopted, which marked a new approach to the presentation and experience of the house museum. Visitors are encouraged to wander freely, sit on the furniture and handle the objects on display.



HOUSE MUSEUMS PORTFOLIO CONT.

MEROOGAL

Meroogal, in the NSW South Coast town of Nowra, is a fascinating Gothic Revival timber house designed by Kenneth McKenzie and built for his older sister Jessie Thorburn in 1885. The timber-framed and -clad building, with its decorative bargeboards and balconies, is possibly based on American pattern-book designs popular in the late 19th century. Home to four generations of women from the Thorburn/Macgregor family, who lived there until 1985, Meroogal has a rich collection of personal objects that provide insights into the family's daily routines and social lives. Ownership of Meroogal and the support of family enabled the Thorburn and Macgregor women to live independent lives of modest gentility without undertaking paid employment. The house was both a home and an economic resource, with produce from the garden and orchard, and rent from occasional paying guests and tenants. The house with its collection was acquired by the then HHT in 1985 and opened as a museum in 1988.



ROSE SEIDLER HOUSE

Émigré architect Harry Seidler was just 24 years old when he designed a house for his parents, Max and Rose, on a bushland site at Wahroonga. Built between 1948 and 1950, Rose Seidler House is one of the earliest examples of Bauhaus-inspired modernist domestic architecture in Australia, reflecting the influence of Seidler's mentors Walter Gropius and Marcel Breuer. Its original furniture brought by Seidler from New York forms one of the most important post-World War II design collections in the country. Seidler won the 1951 Sulman Medal for his design, and the house was influential, stimulating social comment and intellectual debate as a manifestation of the modernist principles of space, the unity of arts and architecture coupled with structural engineering, and industrial design. It embodied new design and style ideals that gave impetus to the changing direction of architecture in Australia. The house is presented as curated by the architect in 1993.



ROUSE HILL HOUSE & FARM

Sited midway between Parramatta and Windsor beside the newly constructed Windsor Road, Rouse Hill House & Farm was built by colonial settler Richard Rouse between 1813 and 1819. The fine Georgian homestead is set in one of Australia's earliest surviving gardens and has extensive views of the Blue Mountains. Its significance lies in the survival of its interiors, furnishings and domestic objects, outbuildings and landscape from occupation by six generations of the Rouse and Terry families.

The estate was bought by the state government in 1978, and in 1987 was transferred to the then HHT. It opened to the public in 1999. In 2003 it was expanded to incorporate a section of the original Windsor Road turnpike and the site of the failed 'Battle of Vinegar Hill' convict rebellion of 1804. The former Rouse Hill Public School was also transferred to the HHT.

In April 2016, Muru Mittigar, an Aboriginal cultural organisation, established a cultural education centre in an existing contemporary building on the site.



VAUCLUSE HOUSE

Vaucluse House was the country estate of colonial statesman, explorer, lawyer, publisher and politician William Charles Wentworth, his wife, Sarah, and their ten children. At its core a Georgian farmhouse, it was expanded and embellished by Wentworth with fashionable Gothic Revival turrets and crenellations. One of only a few remaining harbourside estates from the early years of the colony, Vaucluse House retains its ornamental and kitchen gardens and various outbuildings. The estate was purchased in 1827 by Wentworth, who took a leading role in achieving responsible self-government for NSW in 1856. Acquired in 1910 to provide public access to the Sydney Harbour foreshore, the house was opened to the public in 1912 and, since that time, has been an important place for the presentation of Australian history. Restored and furnished to reflect the Wentworth family's occupation during the years 1827–53 and 1861–62, its grandly appointed rooms contain many items typically owned by a wealthy upper-middle-class family of the time.



OUR SITES

ACQUIRED	SITE	OPENED	STATUS
1980	Vaucluse House	1980	Museum
1980	Elizabeth Bay House	1980	Museum
1984	Lyndhurst	(sold 2005)	Offices and library (now a private residence)
1985*	Elizabeth Farm	1984	Museum
1985	Meroogal	1988	Museum
1987	Rouse Hill House & Farm	1999	Museum
1988	Rose Seidler House	1991	Museum
1989	Justice & Police Museum	1991	Museum
1990	Hyde Park Barracks Museum	1991	Museum
1990	Museum of Sydney <i>on the site of first Government House</i>	1995	Museum
1990	Young Street terraces	–	Offices
1990	Susannah Place Museum	1993	Museum
1993	Walter Burley Griffin House	(sold 1995)	Conservation project
1996	Government House	1996	State house and garden (transferred to DPC† in Dec 2013)
1998	The Mint	1998 & 2004	Offices and library
2003	Former Rouse Hill Public School	2010	Museum and education facilities
2007	Tusculum	–	Leased until May 2086‡
2007	Exeter Farm	(sold 2013)	Endangered Houses Fund project
2007	Glenfield	(sold 2013)	Endangered Houses Fund project
2008	Nissen hut	–	Endangered Houses Fund project
2009	Moruya Presbyterian manse	(sold 2013)	Endangered Houses Fund project
2010	Throsby Park	(leased 2015)	Endangered Houses Fund project§
2010	Beulah	–	Endangered Houses Fund project

* Although the house museum opened in 1984, the property was not formally transferred to the HHT until the following year.

† Department of Premier and Cabinet.

‡ Leased to the Australian Institute of Architects.

§ Leased to Mr Tim Throsby.

ENDANGERED HOUSES FUND

The HHT began its work of conserving endangered houses in 1993, when it acquired the then threatened GSDA No 1 Dwelling, a display house in Castlecrag designed by Walter Burley Griffin and Marion Mahony Griffin. The HHT restored the house and financed the construction of a new house adjacent to the property. Both properties were sold, saving a key work of two important 20th-century architects.

Due to the success of this conservation project, the HHT established the Endangered Houses Fund (EHF) in 2005, supported by the Foundation for the Historic Houses Trust of NSW. The EHF is a conservation program that identifies significant 'at risk' properties and saves them from demolition or unsympathetic development. SLM applies its expertise in order to conserve and protect the identified properties, which are then offered back to the marketplace for future generations to enjoy.

NISSEN HUT, BELMONT NORTH

The Nissen hut is one of more than 50 such huts erected at Belmont North in 1951 to provide temporary migrant housing. Designed during World War I by British engineer Peter Nissen, these demountable buildings were widely used in the 1940s and 1950s for temporary accommodation at various locations in NSW. Many Nissen huts have been demolished or unsympathetically altered. The HHT purchased this mostly intact example in 2008 to demonstrate the conservation options for modern industrial buildings.

BEULAH, APPIN ROAD, GILEAD

Beulah is a highly significant early-colonial rural property granted by Governor Lachlan Macquarie in 1817. The site covers more than 90 hectares over four titles, and includes over 50 hectares of Cumberland Plain Woodland vegetation, in addition to an 1830s farmhouse in dilapidated condition and a colonial-era bridge with sandstone abutments. The early history of Beulah is closely associated with colonial explorer Hamilton Hume and the Hume family.

SLM's approach to conserving the property includes assessing potential development options for a future owner to offset the capital cost of restoration and preservation. Significant urban development pressure in the area south of Campbelltown makes sites such as Beulah vulnerable to unsympathetic redevelopment but may also provide the opportunity for partial development to offset conservation and restoration costs.

Other properties managed and divested under the EHF include:

LYNDHURST, DARGHAN STREET, GLEBE

Built in 1837 for surgeon James Bowman and his wife, Mary (nee Macarthur), Lyndhurst was designed by the fashionable architect John Verge and is an exceptional example of a 'marine villa'.

Lyndhurst was the headquarters of the HHT from 1984 until 2005, when it was sold, returning to its original use as a private residence.

GSDA NO 1 DWELLING, CASTLECRAIG

This house was built in 1920 as a display home to attract buyers to build in a 94-acre (38-hectare) suburban development being led by the American architect Walter Burley Griffin and his wife, Marion Mahony Griffin.

In 1993, the house was threatened with demolition. The HHT purchased the property and oversaw the restoration of the house, as well as the construction of a second dwelling on the site, designed by the modernist architect Bruce Rickard. The subdivision and sale of both properties offset the conservation cost.

GLENFIELD, CASULA, 1817

Glenfield was built for pioneer settler Dr Charles Throsby and is regarded as one of the most complete small rural estates of the Macquarie era.

The property was transferred to the HHT in 2007 in a dilapidated condition, and underwent extensive repairs and refurbishment before it was sold to a new owner in 2013.

TUSCULUM, ORWELL STREET, POTTS POINT

Tusculum, built for businessman Alexander Brodie Spark, is one of only three surviving colonial villas of the 1830s designed by John Verge in Potts Point (originally known as Woolloomooloo Hill).

The villa was compulsorily acquired by the Heritage Council in 1985 and restored by the Australian Institute of Architects as its headquarters under the terms of a 99-year lease agreement. Tusculum was transferred to the HHT in 2007.

EXETER FARM, MEURANTS LANE, GLENWOOD

Exeter Farm is a rare surviving example of a timber-slab settler's hut built in the 1830s and continuously occupied until the 1980s.

The cottage was transferred to the HHT in 2006. After undergoing extensive repairs and refitting, it was sold to new owners in 2013, and in 2014 was the recipient of an Asia-Pacific UNESCO Award for conservation.

PRESBYTERIAN MANSE, MORUYA

This simple weatherboard home was built in 1885 and extended in the early 20th century. When acquired by the HHT it was a rare intact cottage retaining much of its original fabric.

It was sold to a new owner in 2013.

THROSBY PARK, MOSS VALE

Throsby Park was the second home of pioneer settler Dr Charles Throsby, and is an exceptional colonial-era homestead set in 74 hectares of farmland.

Transferred to the HHT in 2010, the house underwent repairs and conservation. A long-term lease was signed in 2015, which included a commitment to significant further capital investment by the lessee to ensure Throsby Park's long-term preservation.

BOARD OF TRUSTEES

The *Historic Houses Act 1980* (NSW) provides that the SLM Board of Trustees shall be SLM's governing body. The Board of Trustees is constituted under section 6 of the Act. Its nine members are nominated by the Minister for the Arts and appointed by the Governor of New South Wales. The Trustees are subject to the direction and control of the Minister. The Act stipulates that the Board of Trustees must include:

- at least one person who 'has knowledge or experience in history'; and
- at least one person who 'has knowledge or experience in architecture'.

The appointment of Sharon Veale satisfies the requirement for knowledge or experience in history. The appointment of Roderick Simpson satisfies the requirement for knowledge or experience in architecture.

The Trustees represent a diversity of expertise and experience in business, law, architecture, urban design, history, heritage conservation and management, information technology, retail and online commerce, media and marketing, sustainability and management.

Trustees are appointed for a term of up to three years and may be appointed for a maximum of three consecutive terms of office. Trustees do not receive remuneration for their Board activities.

The Board met six times in 2017–18 to consider and give formal approval to major procedural and policy matters on advice from management.

A comprehensive Trustee handbook was developed to support the induction of new Trustees and provide an ongoing reference for the governance and operations of SLM.

Trustees are required to complete a Declaration of Pecuniary Interest at the commencement of each financial year.

Trustees attended Board meetings as per the table below.

TABLE OF TRUSTEE ATTENDANCE

NAME	ELIGIBLE TO ATTEND	ATTENDED	LEAVE OF ABSENCE	OBSERVER
Michael Rose AM (Chairman)	6	6		
Paddy Carney	6	4	2	
Michael McDaniel	4	3	1	1
Chris McDiven AM	2	1	1	
Louise McElvogue	6	6		
Penelope Seidler AM	2	2		
Roderick Simpson	6	6		
Naseema Sparks AM	2	2		
Sharon Veale	6	6		

TRUSTEES



Michael Rose
AM (Chairman)

Michael is a lawyer by background and the chairman of a number of government, arts and not-for-profit organisations, including the Committee for Sydney, ChildFund Alliance and the Institute for Global Development at the University of New South Wales. He is active in Indigenous affairs, being a member of the Referendum Council on Constitutional Recognition and a Board member of various organisations focused on welfare reform, economic development and education in Indigenous communities. He is also a Fellow of the Australian Institute of Company Directors. Michael was appointed as a trustee in June 2010.



Paddy Carney
CA, BSc (Hons)

Paddy is a registered company auditor, a partner at PwC and also a member of its Board of Partners in Australia. She has over 20 years' financial experience with PwC in the UK and Australia across a broad range of clients with a focus on the retail and consumer sector. She is also a governor of the Sir David Martin Foundation, which aims to get young people off the streets, away from unhealthy situations and into care and rehabilitation. Paddy was appointed as a trustee in March 2013.



Professor Michael McDaniel
BA (WSU), MACE, FRSN

Michael is a member of the Kalari Clan of the Wiradjuri Nation of central NSW. His career in Indigenous higher education and record of service to the arts, culture and the community spans three decades. He is Pro-Vice-Chancellor (Indigenous Leadership and Engagement) and Director of Jumbunna Institute for Indigenous Education and Research at the University of Technology Sydney, where he is also a Professor in Indigenous Education. He is a member of the National Aboriginal and Torres Strait Islander Higher Education Consortium and the World Indigenous Peoples' Higher Education Consortium. Currently Chair of the Board of Bangarra Dance Theatre, and Chair of the Australian Institute of Aboriginal and Torres Strait Islander Studies, Michael also serves on the Board of the Museum of Contemporary Art (Australia). He has previously held federal and state government appointments, including Commissioner with the NSW Land and Environment Court and the NSW Attorney-General's Department. Michael was appointed as a trustee in September 2017.

Photos © James Horan for
Sydney Living Museums



Chris McDiven
AM

Chris is a primary school teacher and small business owner by background and has served as a director of several not-for-profit organisations. Currently she is the Chairman of Together for Humanity and involved with the Rotary Club of Sydney and their projects. Previously she was the Chairman of the Schizophrenia Research Institute and President of the Kambala School Council. Chris was awarded the Order of Australia (AM) in 2011 for service to the Liberal Party and the community through education and women's organisations. Chris was appointed as a trustee in January 2018.



Louise McElvogue
BA, MA, GAICD

Louise is a principal of Macleod Media, which advises on strategy, technology and media. Louise works with boards, government and executives to set business strategy and policy and to develop e-business, partnerships and digital efficiencies. She has worked in the US, Europe and Australia for clients including McDonald's, Invensys, the ABC, News Limited, Channel 4, the BBC and Societe Generale. Louise was a member of the Federal Government's Convergence Review in 2012. This landmark review of Australia's media and internet regulatory framework recommended a new approach to regulation. Louise has a background in journalism and her work has appeared in *The New York Times*, *The Guardian*, *Financial Times Media*, *Wall St Journal* TV, the BBC and CNN. Louise was appointed as a trustee in March 2013.



Penelope Seidler
AM, LFRAIA

Penelope is the CEO of the Sydney architectural firm Harry Seidler & Associates and is a generous supporter and patron of the arts. She was inducted as a Life Fellow of the Royal Australian Institute of Architects (RAIA) in 2010 and received an Honorary Doctor of Letters from the University of New South Wales in 2011. Penelope was made a Member of the Order of Australia (AM) in 2008 and was the recipient of the Sydney Alumni Award for Cultural Contribution in 2017. She has sat on the International Council of the Museum of Modern Art, New York since 1973 and has been a Director of the Biennale of Sydney since 2010. Penelope was a member of the Australian Commissioners Council for the Venice Biennale from 2005 to 2013, is a former member of the National Gallery of Australia (NGA) Council and has been a member of the NGA Foundation since 2006. Penelope was also the subject of the 2014 Archibald Prize-winning portrait by Fiona Lowry. Penelope was appointed as a trustee in January 2018.



Roderick Simpson
BSc (Architecture)

Roderick has recently been appointed by the NSW Government as the inaugural Environment Commissioner of the Greater Sydney Commission. Prior to that he was an Associate Professor and Director of the Urban Design and Master of Urbanism programs in the Faculty of Architecture, Design and Planning at the University of Sydney and principal of simpson+wilson, whose work ranges across architecture, urban design and strategic planning. He has worked for the Commonwealth, state and territory governments, on metropolitan and regional planning, and as Manager of Urban Design for the Sydney Harbour Federation Trust, and has won a number of urban design and planning competitions at both national and international level. He also has an interest in cultural planning and has previously been a member of the SLM Board of Trustees, and was recently appointed to the UrbanGrowth NSW Design Directorate. Roderick was appointed as a trustee in June 2016.



Naseema Sparks
AM, FAICD

Naseema is an experienced company director and serves on a number of ASX-listed advisory boards as well as government regulatory bodies. Naseema is a 'top-line growth' director: she has a deep understanding of consumers, as well as hands-on management and operational experience in organisations where the main drivers of growth and differentiation are innovation and human capital. Her expertise includes retail, online commerce, media and marketing, technology services and manufacturing. Naseema's executive career was as the managing director of global communications company M&C Saatchi, and she holds an MBA from the Melbourne Business School. She was appointed as a trustee in April 2014.



Sharon Veale
**BA (Hons), MA Public History,
Grad Dip Urban and
Regional Planning**

Sharon is a partner and the Chief Executive at GML Heritage. With a background in urban planning and public history, she has extensive experience in community engagement, and Aboriginal and historic cultural heritage assessment, management and conservation for public and private sector clients. She is a member of the NSW National Parks and Wildlife Advisory Council, on the Editorial Board of the Australia ICOMOS refereed journal *Historic Environment*, and is a member of the ICOMOS International Scientific Committee on the Interpretation and Presentation of Cultural Heritage Sites. Sharon is a sessional lecturer in Heritage Planning at the University of New South Wales. Sharon was appointed as a trustee in June 2016.

📷 Photos © James Horan for
Sydney Living Museums

COMMITTEES

Four Board advisory committees provided advice to Trustees: Aboriginal Advisory Committee, Audit & Risk Committee, Curatorial & Public Engagement Advisory Committee, and Heritage & Collections Advisory Committee. All four committees are convened under section 9 of the *Historic Houses Act 1980* (NSW). The Chair of each committee provides a report on key actions and recommendations as part of a standing agenda item at each meeting of the Board of Trustees.

Two standing committees provide advice to management and involve staff representation: the Collections Valuation Committee and the Work Health & Safety Committee. Committees operating are listed in the Appendices.

SENIOR MANAGEMENT

THE EXECUTIVE TEAM



Mark Goggin
BA (Hons), EMPA

Mark has been Executive Director since 6 August 2013. He has 20 years' experience in leadership across the museum, cultural and health sectors as a CEO, festival producer, educator and researcher. Before joining SLM he spent ten years as General Manager of Marketing, Programs and Commercial Services at the Museum of Applied Arts and Sciences (MAAS).

Mark built MAAS's brand profile and audiences, and was responsible for leading entrepreneurial exhibitions and creating innovative programs, such as the annual citywide Sydney Design festival. He oversaw the renewal of the heritage Sydney Observatory site and successfully launched the publicly accessible Powerhouse Discovery Centre: Collection Stores at Castle Hill. Originally trained as a psychologist, he has an Executive Master of Public Administration from the Australian and New Zealand School of Government.



Dr Caroline Butler-Bowdon
BA (Hons), MA, PhD, CF

Caroline is Director, Strategy & Engagement. Spanning 20 years, her career has been dedicated to cultural leadership that connects diverse audiences to history, arts and heritage through a broad range of public engagement programs, including festivals, exhibitions and books.

She uses her vision, experience and expertise to lead SLM teams across public programs, education, digital, volunteering, and development and fundraising. She also leads SLM's strategic projects, including the \$15 million renewal of the UNESCO World Heritage-listed Hyde Park Barracks, to open in 2019. She has won multiple awards for books and curatorial and creative history projects that share the stories of urban life, architecture and design across the centuries.

Caroline completed The Getty Museum Leadership Institute Program at Claremont Graduate University, California, in 2012 and is a recipient of a 2017 Churchill Fellowship. She is also on the Executive Committee for the ICOMOS General Assembly 2020.



Robert Campbell
BA (Hons), MA (Cantab)

Robert is Director, Curatorial & Museums. Graduating with a BA (Hons) in History from the University of Cambridge, he has moved swiftly through leading exhibition and interpretation roles across urban (Museum of London, Imperial War Museum, Bristol Museum & Art Gallery) and national (English Heritage) institutions. Robert has several significant and high-profile achievements. Notably, at English Heritage, he delivered the interpretation for a major revitalisation of the visitor experience at Stonehenge, a UNESCO World Heritage site. In his previous role at English Heritage, as Head of Interpretation & Resources, he managed a major capital renewal program across their sites. Robert's particular interest is in creating compelling experiences at the forefront of modern heritage interpretation with authentic research and the needs of all visitors at their heart.



Ian Innes
BScArch, BLArch

Ian is Director, Heritage & Collections. He has more than 25 years' experience in place management across both cultural landscapes and the built environment, with a focus on heritage conservation. Ian previously held senior management roles at the Royal Botanic Garden Sydney, where he was responsible for the curation of living scientific collections, and Centennial Parklands, where he provided leadership in strategic asset management. His ongoing professional interests relate to conservation of the built environment, cultural landscape management, heritage theory and practice, and curation of cultural collections.



Lisa Walters
BCom, CA, GAICD

Lisa is Director, Corporate & Commercial. She joined SLM in 2015. Lisa is a member of Chartered Accountants Australia and New Zealand as well as a graduate and member of the Australian Institute of Company Directors. She holds a Bachelor of Commerce with an accounting major from Wollongong University. She has undertaken a range of project management qualifications throughout her career and is currently studying a Master of Public Administration with the Australian and New Zealand School of Government.

Lisa is the Chief Risk Officer for SLM and the Company Secretary and a Director for the SLM Foundation. Prior to this role, Lisa was the Chief Operating Officer at Greenpeace Australia Pacific, following 15 years in the financial services sector, locally and internationally, managing transformation change.

The Executive Director is responsible to the SLM Trustees and the Minister for the Arts, through the Department of Planning and Environment, for the overall management and control of SLM places, collections and activities.

REVIEW MECHANISMS

SLM engages in several levels of performance review practice. The Executive Director has a performance agreement with the Chairman of the Board of Trustees and the Deputy Secretary Create NSW, Department of Planning and Environment, which is reviewed annually. There are also performance agreements between the Executive Director and the divisional directors.

Internal review mechanisms include weekly meetings of the Executive Team (Executive Director and divisional directors) and monthly meetings of the Leadership Team (department heads).

SLM DIVISIONS

SLM is structured around four divisions – Corporate & Commercial, Curatorial & Museums, Heritage & Collections, and Strategy & Engagement – supported by the Directorate Team.

CORPORATE & COMMERCIAL DIVISION

The Corporate & Commercial Division supports the business of SLM and its position as a leading history and cultural heritage organisation in NSW. This division is responsible for the provision of corporate services support and advice, including corporate governance, across the agency. The division contains the following teams: Bookings, Commercial Services, Finance, Human Resources (HR), Information and Communications Technology (ICT), Logistics and Reception, and Retail. It manages venue hire, property rental, and food and beverage partnerships across SLM.

CURATORIAL & MUSEUMS DIVISION

The Curatorial & Museums Division is responsible for the operational management of and daily visitor experience at SLM's 12 sites. It also delivers the permanent interpretation at each site, the temporary exhibition program at the Museum of Sydney and the touring exhibition program. It is structured into three teams: City Museums Portfolio, House Museums Portfolio, and Curatorial & Exhibitions.

HERITAGE & COLLECTIONS DIVISION

The Heritage & Collections Division manages the conservation and care of SLM's houses, museums and landscapes, as well as the Endangered Houses Fund program, through conservation management planning, place management, asset maintenance and delivery of capital works, collections care, conservation and landscaping. It contains four teams: Capital Works, Collections & Access, Heritage and Horticulture.

STRATEGY & ENGAGEMENT DIVISION

The Strategy & Engagement Division manages SLM's external relations, stakeholder engagement, donors and corporate partners; delivers strategic projects designed to renew SLM facilities, visitor and customer experience, and interpretation at the sites; develops business cases that consider new 'at risk' heritage sites that could form part of SLM's portfolio; and creates compelling, innovative and engaging programs to grow audiences, enhance perceptions of SLM and increase public appreciation of heritage. The division comprises teams who manage strategic projects, external relations, Indigenous strategy and cultural engagement, development and fundraising, experience and learning, digital, and also the Hyde Park Barracks Bicentenary Project.

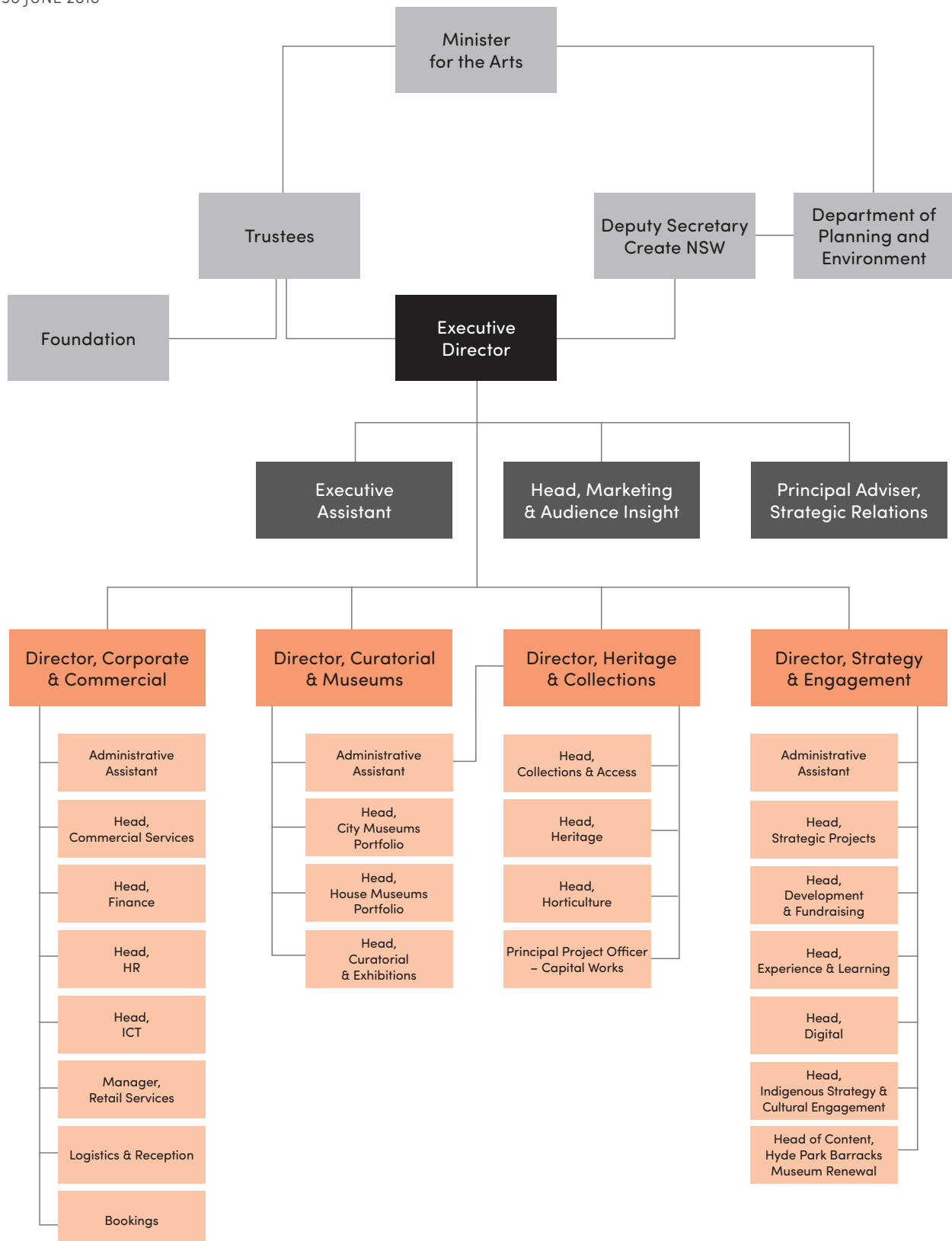
DIRECTORATE TEAM

The Directorate Team includes the Marketing & Audience Insight Team and the Administrative Assistant Team, who support the Executive Director and the divisional directors.

The **Marketing & Audience Insight** Team, reporting to the Executive Director, provides strategic direction for and implementation of marketing, design and communications activities to support our properties, exhibitions, public programs and events. The team is responsible for the development and management of audience and research strategies, and works to increase member awareness and engagement.

ORGANISATIONAL CHART

AS AT 30 JUNE 2018



VOLUNTEERS

The Volunteer program enables individuals to support SLM through a variety of means. Museum volunteers are located at each site, where they work to engage visitors by sharing the museums' rich stories. The volunteer gardener team at Vaucluse House works in all seasons to enhance the presentation of the kitchen garden and nurture a variety of vegetables for public display. Throughout the year, soft furnishings volunteers create original and replica furnishings for a number of SLM museums, fashioning items such as cushions, tassels and blinds.

SLM's public programs, including the *Spring Harvest Festival* and *Family Fair*, are supported by event volunteers who provide customer service and play a key role in ensuring efficient event logistics. Behind the scenes, SLM benefits from the specialised skills of project volunteers who undertake research into the collections and assist with records management. Hundreds of volunteers help make *Sydney Open* a reality every year, bringing their energy and commitment to provide great visitor experiences.

The twice-yearly volunteer forum is an opportunity for all volunteers to hear an expert SLM speaker present on a topic of interest. Museum volunteers have the opportunity to meet every two months to interact with curators and receive guidance and direction on new interpretive information.

FOUNDATION FOR THE HISTORIC HOUSES TRUST OF NSW

The SLM Foundation was created in 2001 for the purpose of 'the management, maintenance, promotion, advancement and development of the museums, historic houses and other properties vested in, acquired by or under the care, custody and control of the HHT'. It is responsible for raising funds on behalf of the organisation, and its charter requires that its directors:

- i) have experience in fundraising and stimulating a philanthropic culture
- ii) have a high profile in a key sector for the Foundation
- iii) have relevant networks and connections
- iv) be able to identify prospective donors and help cultivate donors.

There is an expectation that Foundation directors seek contributions to the Foundation.

The Foundation is a tax concession charity (DGR 2 – deductible gift recipient). The Foundation Board is chaired by Edward Simpson, a passionate advocate for heritage and conservation, with the support of the other Board directors, who bring specific philanthropic skills and expertise. In 2018 two directors, Sian Nagle and Simon White, stepped down. They were strong advocates for the work of SLM and their contributions are greatly appreciated.

At its May 2018 meeting the SLM Board of Trustees approved the appointment to the Foundation of Lisa Walters as a Director and the Company Secretary. Her commercial background and expertise in the non-profit sector brings a new direction to the Foundation.

The Strategic Plan (2017–22) sets a clear goal for the Foundation to substantially increase development and fundraising revenue. It is proposed to review the structure and governance of the Foundation in 2018–19 to enable the best model to support the organisation's fundraising efforts.

STRATEGIC PLAN DEVELOPMENT

The 2016–17 annual report provided a summary of the consultation to develop SLM’s Strategic Plan for the five years to 2022.

Commencing in early May 2017, an intensive process of staff consultation was undertaken to prepare a draft Plan for review and approval by the SLM Board of Trustees at its July 2017 meeting.

The Board of Trustees held a workshop prior to its formal July meeting, and provided valuable feedback on the draft. Recommendations included a clearer articulation of SLM’s position in the wider NSW heritage environment, and the projected profile and position of the organisation at the end of the Plan’s five-year cycle.

The Aboriginal Advisory Committee provided a valuable review and revision of the acknowledgment of country.

Consultant Morris Hargreaves McIntyre conducted a staff workshop to explore its recent work on audience engagement with the draft Plan’s Strategic Commitments and Success Measures. The workshop, held on 4 October, recommended the inclusion of a statement that articulates SLM’s position in the cultural sector and its ‘point of difference’ from other heritage organisations. This became the Essence statement in the final draft of the Plan submitted for approval at the October meeting of the Board of Trustees. The Board of Trustees approved the 2017–22 Strategic Plan at this meeting.

Staff were subsequently briefed on the final Plan, and its Success Measures now provide the framework for much of the reporting in this annual report.

—
FIVE
PILLARS

INCREASING VISITATION

SUCCESS MEASURES

Grow overall visitation by 50% by 2022

Grow onsite visits by 50% by 2022

Double outreach visitation by 2022

Grow education visitation to
100,000 per annum by 2022





INCREASING VISITATION

STRATEGIC PRIORITY OVERVIEW

SLM accomplished another impressive year of public programming and investment in place-based interpretation. A varied exhibition program, with much of the content drawn from the organisation's own collections, formed the backbone of SLM's strong performance. SLM showed significant growth in touring visitation both domestically and internationally – reinforcing the long-term value of investment in the organisation and its public programming. SLM supports the NSW Government's State Plan ambition to achieve a 15% increase in cultural participation by 2019.

SLM's rolling annual visitor research report noted strong increases in numbers of overseas visitors at SLM's city locations, particularly at the Hyde Park Barracks Museum and the Museum of Sydney. SLM continued its audience evaluation work with further onsite surveys of visitor engagement at the Museum of Sydney and the Hyde Park Barracks Museum. Both sites recorded excellent feedback from visitors. The surveys also gave guidance for future investment in the CBD and across the wider SLM portfolio, demonstrating that SLM has the opportunity to encourage more repeat visits from local residents while capitalising even further on the growing tourist market in Sydney – both domestic and international.

The events program is linked to the seasonal offer, framed around key moments in the Indigenous calendar and seasonal cycles established by the first European settlers in Australia. Strong visitor feedback on and attendance at these events has demonstrated the need to continue and improve on this focus.

Noting the success of the *Towers of Tomorrow with LEGO® Bricks* touring exhibition in North America (see pages 54–5), a focus for SLM will be the development of further touring exhibitions designed to have multi-generational appeal and based on themes that resonate with audiences from diverse cultural backgrounds. SLM will continue to develop touring exhibitions for regional Australian audiences that reflect key themes of the Strategic Plan: particularly modernist Australian domestic architecture and Sydney's convict story.

'It's impressive seeing a museum that is candid and open about Australia's colonial history, that challenges conventional and western narratives and presents Aboriginal history and culture with respect and nuance.'

Museum of Sydney visitor

2017–18 VISITATION

During 2017–18, 1,348,488 visitors experienced SLM's museums, onsite exhibitions and programs, outreach activities, touring exhibitions, and gardens and landscapes. This is SLM's highest visitation to date, a significant increase of 21.8% compared to the previous financial year.

SLM welcomed more than 496,000 visitors to its museums and historic houses and achieved more than 63,000 outreach admissions, including to *Sydney Open* buildings and visits to partner sites at Muru Mittigar Aboriginal Cultural & Education Centre and the Museums Discovery Centre. People-counting technology confirmed a further 415,000 visitors to the grounds at The Mint, the Hyde Park Barracks Museum and Vacluse House, and to the evocative site-specific *Edge of the trees* installation at the Museum of Sydney.

SLM's touring exhibitions program has been notably successful, extending internationally into the North American market with the *Towers of Tomorrow with LEGO® Bricks* exhibition. After attracting more than 27,500 visitors on its Australian tour, the exhibition was enjoyed by almost 312,000 visitors across 78 days at The Magic House, St Louis Children's Museum, Missouri, and a 106-day run at the Science Museum of Minnesota. SLM's touring exhibitions reached a total of 373,200 regional, national and international visitors, including domestic tours of *Iconic Australian Houses: An Exhibition by Karen McCartney* and *Marion Hall Best: Interiors*.

SLM education programs continued a three-year growth trend, with more than 68,000 students and teachers participating in onsite and outreach curriculum-based programs and self-guided tours. Total education admissions increased by more than 1600 compared to 2016–17. This result was achieved despite the official end of the *Unlocking Heritage Travel Subsidy* and *Convict Sleepover* program, which had contributed significantly to the 7.7% education visitation growth achieved in 2016–17.

Connections to community remain at the heart of audience engagement. SLM festivals and community programs, such as the *Autumn Harvest* and *Spring Harvest* festivals, *Christmas Fare* and *Family Fair*, attracted 74,670 visitors. SLM's Indigenous programs, the *Eel Festival*, *Songlines: Our Languages Matter* (NAIDOC Week) and the *Whale Festival*, showed strong visitation growth of 12% year on year with a total of more than 2700 visitors. The partnership with Muru Mittigar has facilitated the integration of Aboriginal stories and interpretation throughout SLM's community and school holiday programs at Rouse Hill House & Farm. SLM's ongoing implementation of its Aboriginal Action Plan continues to drive the organisation's commitment to increasing Aboriginal interpretation and community involvement across all sites.

SLM continues to remain relevant and appealing to local Sydney audiences and (particularly) tourists. Throughout the year, almost three in five visitors across our 12 museums and historic houses were from intrastate, interstate or overseas, with international tourists representing 39% of total onsite general admissions. Overall, the tourism market represented 120,000 general admissions, expanding awareness of and engagement with SLM beyond Sydney.

PROPERTY VISITATION

	ELIZABETH BAY HOUSE	ELIZABETH FARM	HYDE PARK BARRACKS MUSEUM	JUSTICE & POLICE MUSEUM	MEROOGAL	THE MINT
2017–18 SUMMARY						
General admissions*	5,165	8,983	67,476	12,893	991	1,478
Paid admissions	3,554	5,461	45,024	10,053	574	130
Prepaid admissions	1,170	912	3,533	2,506	106	36
Free admissions	441	2,610	18,919	334	311	–
Library non-education visits [†]	–	–	–	–	–	1,312
Education	157	11,606	19,484	6,304	220	708
Education visits	157	11,606	19,484	6,304	220	–
Library education visits [†]	–	–	–	–	–	708
Public programs[‡]	271	3,416	8,393	1,491	19	3,557
Paid public programs [§]	271	511	4,283	1,491	19	3,447
Free public programs	–	2,905	4,110	–	–	110
Hospitality admissions	638	5,141	28,131	2,174	–	50,624
Venue hire	638	106	2,383	2,174	–	16,603
Dining admissions	–	5,035	25,748	–	–	34,021
TOTAL ADMISSIONS	6,231	29,146	123,484	22,862	1,230	56,367
Grounds	–	–	98,332	–	–	176,603
TOTAL AUDIENCE REACH	6,231	29,146	221,816	22,862	1,230	232,970

TOTAL VISITATION

	PROPERTY VISITATION			OUTREACH VISITATION			TOTAL VISITATION		
	2016	2017	2018	2016	2017	2018	2016	2017	2018
General admissions*	208,593	217,900	210,902	–	26,636	23,259	208,593	244,536	234,161
Education	60,277	66,017	67,430	1,517	505	729	61,794	66,522	68,159
Public programs including <i>Sydney Open</i> [‡]	36,696	24,056	28,618	48,039	43,336	39,275	84,735	67,392	67,893
Hospitality admissions	226,192	200,914	189,436	–	–	–	226,192	200,914	189,436
TOTAL ADMISSIONS	531,758	508,887	496,386	49,556	70,477	63,263	581,314	579,364	559,649
Grounds	148,599	434,957	415,639	–	–	–	148,599	434,957	415,639
Touring exhibitions	–	–	–	280,981	93,150	373,200	280,981	93,150	373,200
TOTAL AUDIENCE REACH	680,357	943,844	912,025	330,537	163,627	436,463	1,010,894	1,107,471	1,348,488

* General admissions includes paid and free general entry including shop-only visits at Elizabeth Bay House, Elizabeth Farm, Rouse Hill House & Farm and Vaucluse House, shop and orientation room visits at the Hyde Park Barracks Museum, and shop and foyer visits at the Museum of Sydney.

† The total number of Caroline Simpson Library & Research Collection visits is 2020. This comprises 1312 general admission visits and 708 tertiary student and teacher visits.

‡ Public programs include paid and free public program admissions.

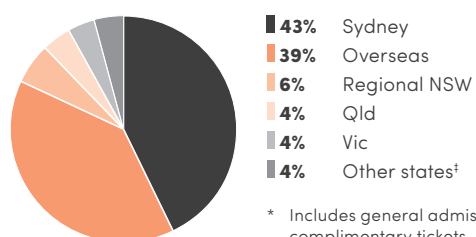
§ *Sydney Open* visits and tours at each participating SLM property are included in paid public programs for each property. *Sydney Open* visits and tours at all participating non-SLM properties are included in outreach paid public programs. *Sydney Open* visitation is reported as total property and tour visits to all *Sydney Open* participating properties.

|| Grounds visitation includes the *Edge of the trees* and forecourt programs such as the Vivid visitation at the Museum of Sydney on the site of first Government House, and visitation counts at the Hyde Park Barracks Museum, The Mint and Vaucluse House.

¶ Outreach includes partner visitation at Muru Mittigar Aboriginal Cultural & Education Centre on the site of Rouse Hill House & Farm, and Museums Discovery Centre. Museums Discovery Centre is a venue run in collaboration with the Australian Museum and the Museum of Applied Arts and Sciences and visitation to this site is attributed to all three collaborating agencies.

MUSEUM OF SYDNEY	ROSE SEIDLER HOUSE	ROUSE HILL HOUSE & FARM	SUSANNAH PLACE MUSEUM	VAUCLUSE HOUSE	OUTREACH†	2018 TOTAL	2017-18 SUMMARY
83,159	2,457	7,606	7,911	12,783	23,259	234,161	General admissions*
59,456	1,861	5,577	5,212	10,207	17,274	164,383	Paid admissions
4,946	504	786	2,608	1,516	–	18,623	Prepaid admissions
18,757	92	1,243	91	1,060	5,985	49,843	Free admissions
–	–	–	–	–	–	1,312	Library non-education visits [‡]
6,490	188	11,589	2,485	8,199	729	68,159	Education
6,490	188	11,589	2,485	8,199	729	67,451	Education visits
–	–	–	–	–	–	708	Library education visits [‡]
1,736	323	6,972	548	1,892	39,275	67,893	Public programs [‡]
1,520	283	3,646	548	898	39,275	56,192	Paid public programs [§]
216	40	3,326	–	994	–	11,701	Free public programs
62,738	162	447	–	39,381	–	189,436	Hospitality admissions
9,843	162	447	–	5,437	–	37,793	Venue hire
52,895	–	–	–	33,944	–	151,643	Dining admissions
154,123	3,130	26,614	10,944	62,255	63,263	559,649	TOTAL ADMISSIONS
63,950	–	–	–	76,754	–	415,639	Grounds
218,073	3,130	26,614	10,944	139,009	63,263	975,288	TOTAL AUDIENCE REACH

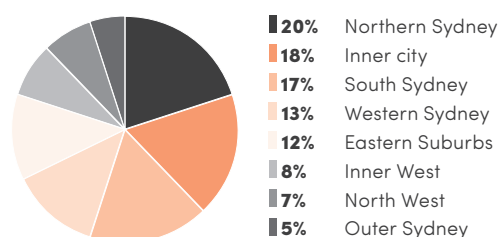
WHERE VISITORS CAME FROM*



* Includes general admissions and complimentary tickets.

† ACT, NT, SA, Tas and WA.

WHERE SYDNEY VISITORS CAME FROM*



EDUCATION*	2016	2017	2018
Primary total	44,999	48,811	50,992
Secondary total	8,283	8,489	7,182
Outreach (Connected Classrooms)	1,517	492	727
Tertiary	2,427	2,264	2,230
Adult	406	278	579
Teachers	4,162	6,188	6,449
TOTAL	61,794	66,522	68,159

EXHIBITIONS 2017–18

SLM's diverse exhibition program in 2017–18 reflected the organisation's commitment to become the leader in the research, documentation, conservation, interpretation and presentation of modernist Australian domestic architecture and Sydney's crime history.

During the year SLM presented three exhibitions celebrating modernism in Australia. Award-winning *The Moderns: European Designers in Sydney* offered a timely look at European designers who worked in the harbour city from the 1930s to the 1960s. The exhibition explored a forgotten aspect of Australian modernism, highlighting the direct connections between Sydney and the European design centres of Vienna, Berlin and Budapest and telling the stories of Sydney's émigré architects, interior designers and furniture makers and their impact on the development of modernist design in Sydney. Developed from a wealth of original research, this object-rich exhibition explored the designers' backgrounds, Australian careers and legacy.

Marion Hall Best: Interiors – currently on a national tour – colourfully charts the career of Marion Hall Best, one of Australia's first and most influential independent interior designers. Over the past 30 years SLM has accumulated the largest collection of textiles, furniture, ephemera and imagery relating to Best's work. This collection was the catalyst for the project and forms the core of the touring exhibition content. The exhibition showcases original furniture, fabrics, furnishings, design schemes and images held in SLM's Caroline Simpson Library & Research Collection.

To coincide with these exhibitions, SLM worked with supporting partner Grosvenor Place to develop *Harry Seidler: Art & Architecture* for display in the Seidler-designed Grosvenor Place building in Sydney's CBD. The project provided a unique opportunity to enhance SLM's reputation with Grosvenor Place and its tenants and reach new audiences through the production of a display illustrating Harry Seidler's collaborations with pre-eminent artists of the modernist movement.

In December, *Underworld: Mugshots from the Roaring Twenties* opened at the Museum of Sydney. The exhibition and its accompanying publication and project blog significantly increased public access to the NSW Police Forensic Photography Archive and highlighted SLM's expertise in Sydney's crime history. The exhibition explored the idea that the Roaring Twenties was a golden era for criminals in Sydney, generating many new challenges for the city's police, who were struggling to rebuild their ranks after the loss of many men on the battlefields of France during World War I.

Alphabetical Sydney: Creative Lab continued SLM's commitment to family audiences at the Museum of Sydney. The exhibition was produced in collaboration with illustrator Antonia Pesenti and author Hilary Bell, creators of the bestselling book *Alphabetical Sydney*. The fourth in SLM's series of family interactive exhibitions, it included a souvenir lab kit and offered an imaginative multi-sensory experience for visitors of all ages.

‘Historical information and authentic stories of early Australians and their experiences. Loved the artefacts and the links between artefacts and the stories related to them.’

Hyde Park Barracks Museum visitor

EXHIBITION STATISTICS BY SLM VENUE 2017–18

TITLE	LOCATION	EXHIBITION DATES	VISITATION TO 30 JUN
Sand in the City	Museum of Sydney, Gallery 1	3 Dec 2016 – 23 Jul 2017	4,277
Head On Photo Awards 2017	Museum of Sydney, Gallery 2	6 May – 2 Jul 2017	545
The Moderns: European Designers in Sydney	Museum of Sydney, Gallery 2	22 Jul – 26 Nov 2017	18,228
Marion Hall Best: Interiors	Museum of Sydney, Gallery 1	5 Aug – 12 Nov 2017	14,169
Alphabetical Sydney: Creative Lab	Museum of Sydney, Gallery 1	25 Nov 2017 – 12 Aug 2018	12,287
Underworld: Mugshots from the Roaring Twenties	Museum of Sydney, Gallery 2	9 Dec 2017 – 12 Aug 2018	32,908
Vaucluse House orientation room	Vaucluse House	7 Apr 2017 – ongoing	12,783
Rouse Hill House & Farm in LEGO® Bricks	Rouse Hill House & Farm Visitor Centre	24 Jun 2017 – ongoing	3,295
Convict Sydney / Female Immigration Depot 1848–1886	Hyde Park Barracks Museum	28 Jun 2014 – ongoing	52,988
Notorious Criminals: A Snapshot of Sinister Sydney	Justice & Police Museum	18 Oct 2014 – ongoing	12,893
Breakers: The Dying Art of Safebreaking	Justice & Police Museum	18 Oct 2014 – ongoing	15,048
City of Shadows Revisited	Justice & Police Museum	29 Jun 2013 – ongoing	12,893

TOURING EXHIBITION STATISTICS BY VENUE 2017–18

TITLE	VENUE	EXHIBITION DATES	VISITATION TO 30 JUN
Iconic Australian Houses: An Exhibition by Karen McCartney	Mornington Peninsula Regional Gallery, Victoria	12 May – 9 Jul 2017	2,018
	Liverpool City Library, NSW	7 Sept – 26 Nov 2017	1,272
	Shoalhaven Regional Gallery, NSW	3 Feb – 31 Mar 2018	3,961
	Grafton Regional Gallery, NSW	30 May – 21 Jul 2018	1,320
Marion Hall Best: Interiors	Western Plains Cultural Centre, NSW	10 Mar – 3 Jun 2018	23,045
	Hazelhurst Regional Art Gallery, NSW	23 Jun – 19 Aug 2018	2,117
Towers of Tomorrow with LEGO® Bricks – national tour	Ipswich Art Gallery, Queensland	25 Mar – 9 Jul 2017	1,542
	National Museum of Australia, ACT	28 Jul – 8 Oct 2017	26,000
Towers of Tomorrow with LEGO® Bricks – North American tour	The Magic House, St Louis Children's Museum, Missouri	2 Dec 2017 – 19 Feb 2018	122,555
	Science Museum of Minnesota, St Paul, Minnesota	16 Mar – 3 Sept 2018	189,370
TOTAL			373,200



📍 The Hyde Park Barracks Museum.
Photo © James Horan for Sydney Living Museums

IRISH PRESIDENT'S VISIT

On 18 October, the President of the Republic of Ireland, Michael D Higgins, and his wife, Sabina Coyne, were welcomed to the Hyde Park Barracks Museum and the Australian Monument to the Great Irish Famine by Michael Rose AM, Chairman of the Board of Trustees, Mark Goggin, SLM Executive Director, and Dr Patricia Strong, President of the Great Irish Famine Commemoration Committee. The Premier of NSW, the Hon Gladys Berejiklian MP, and the Leader of the Opposition, the Hon Luke Foley MP, joined the Irish President in laying flowers at the monument. The President and Sabina Coyne also visited the Female Immigration Depot exhibition within the museum, where they enjoyed a guided tour and examined artefacts from the site that highlight Ireland's long historical connection with NSW. Over 40 dignitaries and guests attended the event.

ART AT THE MUSEUM

Acclaimed British artist Tracey Emin was commissioned by the City of Sydney to create a new public artwork. *The distance of your heart* comprises more than 60 handmade life-size bronze birds that perch on door lintels and ledges in the northern CBD, including at the Museum of Sydney. It is hoped that this poetic artwork will enrich the experience of visitors to this end of the city.

From 25 May to 16 June the Museum of Sydney hosted the Vivid Sydney light installation *Closer* by artist collective ANL Design on First Government House Place. Featuring a maze and shadowy silhouettes, *Closer* was a metaphor for social interaction in the digital age. The installation attracted 59,361 visitors to the museum forecourt, and 1122 people visited the museum as part of free Saturday evening sessions over the Vivid Sydney period. During the festival The Governors Kitchen opened on Friday and Saturday nights with 525 patrons attending.

'I was moved by the experience of visiting the site and seeing at first hand the care and attention that is paid to preserving, exploring and sharing the history of the barracks and passing this on to current and future generations.'

'As the relationship between Australia and Ireland continues to strengthen and deepen, it is important to remember those who came before and acknowledge their stories and their contribution to the development of our societies. Hyde Park Barracks plays a very important role in this task and in highlighting the shared history of our peoples.'

President of the Republic of Ireland, Michael D Higgins, on visiting the Hyde Park Barracks Museum

HERITAGE FESTIVAL

SLM made a significant contribution to the Australian Heritage Festival with six ‘nightlight’ tours across both property portfolios, each presenting diverse stories inspired by the theme ‘My Culture, My Story’ and designed to reach new audiences. On 2, 9 and 16 May, *An Immigrant’s Story* explored migrant narratives of Susannah Place, including that of Hugo Youngein, a Swedish sailor who ran the corner grocer shop, and the Sarantides family, who fled Greece in the 1920s to establish a new life in Sydney.

On 4 May at the *Colonial Food* tour held at Vacluse House, Colonial Gastronomer Jacqui Newling revealed the intricacies of formal entertaining in the Wentworths’ drawing and dining rooms. The following week at Elizabeth Farm, participants made and tasted rum punch at *Sweetness and Light: An Evening of Sugar and Rum Punch*, and investigated the site’s early contacts with India and the significant role rum played in the early colony. This program was held in association with the *Tales from the East: India and New South Wales* exhibition at the National Trust’s Old Government House, Parramatta.

A Scottish Success, held on 18 May at Elizabeth Bay House, told the compelling story of how Alexander Macleay, a civil servant from Ross-shire in the Scottish Highlands, ended up on the other side of the globe, bringing with him one of the world’s foremost private collections of butterflies, moths and insects.

MINISTER FOR THE ARTS’ VISIT TO ELIZABETH FARM

Minister for the Arts, The Hon Don Harwin MLC, visited Elizabeth Farm on 17 January. The visit was an important opportunity to showcase SLM’s portfolio and its approach to the conservation, interpretation and activation of house museums. Robert Campbell, Director, Curatorial & Museums, and Curator Dr Scott Hill gave the Minister a tour of the property.

MURU MITTIGAR

In April, SLM celebrated two years of partnership with the Muru Mittigar Aboriginal Cultural & Education Centre at Rouse Hill House & Farm. The two curriculum-based education programs delivered by Muru Mittigar’s Aboriginal guides continued to grow in popularity and attracted 5242 education visits. This represents 31% of all education visits to the property in 2017–18 and is an increase of 129% in education attendances at Muru Mittigar compared to the previous year.

FROM OUR PLACE

From Our Place: An Exhibition from NSW Aboriginal Cultural Centres was hosted at Muru Mittigar from 9 November to 23 February. The exhibition – presented by the Aboriginal Culture, Heritage & Arts Association (ACHAA) and supported by Museums & Galleries of NSW and Create NSW – included wall-hangings, paintings, ceramics, tools and cultural artefacts, woven and carved sculptures, and sound and video recordings drawn from the collections of nine NSW Aboriginal-owned cultural centres, which collaborated for the first time.

The exhibition was launched at the associated 'Living Centres for Living Cultures' conference organised by the Museums & Galleries of NSW and held on 8–9 November. The conference attracted 60 delegates, including representatives from ACHAA; managers and directors of Aboriginal cultural centres, Keeping Places, and Aboriginal museums, galleries and knowledge centres from across NSW; government stakeholders, including Create NSW, Museums & Galleries of NSW, Aboriginal Affairs NSW, the Office of Environment & Heritage, Destination NSW, the NSW Department of Education; and heritage and collecting institutions. Aboriginal delegates came from as far away as Bourke, Walgett, Tweed Heads, Armidale and Deniliquin.

From Our Place increased the interpretation of Aboriginal culture at Rouse Hill House & Farm, and promoted strength, self-esteem and pride among Aboriginal communities by acknowledging and exploring identity, heritage and culture.

'Each [Aboriginal cultural centre] has been a response to its community's desire and will to have its own keeping and meeting place where art and culture can be collected, maintained and renewed through practice and application ... There are vastly diverse landscapes across NSW and this is represented in the centres' collections, as engagement with the land is central to Aboriginal cultures.'

Curator and Gumbaynggirr artist Alison Williams

PUBLIC PROGRAMS

SLM provided a range of opportunities for diverse audiences to experience and engage with its places and stories. Almost 68,000 people attended programs hosted across all 12 sites, including events for children and families, festivals and exhibition-related programming, as well as SLM outreach activities.

Children and families

SLM continues to engage with family visitors through its large-scale programs – *Convict Escapades* at the Hyde Park Barracks Museum, *Family Fair* at Rouse Hill House & Farm, and *Easter Trails* at Elizabeth Farm and Vacluse House – and school holiday and family-focused programs.

Convict Escapades

The fourth iteration of *Convict Escapades* at the Hyde Park Barracks Museum took place during the April school holidays. This immersive theatrical experience drew 1128 visitors across the four-day program. *Convict Escapades* continues to align closely with a number of SLM's strategic objectives, including collaborating with cultural partners and bringing Sydney's rich convict past to life in a relevant and compelling way.

Family Fair

Family Fair, formerly known as the *Toy Festival*, was held at Rouse Hill House & Farm across two days in July. Aligning closely with SLM's goal to grow self-generated revenue, the event became a ticketed program for the first time. This did not deter the crowds, with 3291 people attending, which represented an increase in visitation of 11% on the previous year. Program highlights included the addition of a range of family-friendly cultural experiences and an expanded food offer.

School holiday programs

During the school holiday periods, 11 programs were run a total of 85 times across six properties. High-performing programs, booked at greater than 80% capacity, included *Bush Tucker*, *Convict Kids*, *Eat Your History*, *Kids in the Kitchen* and *Playing Shop*.

Easter Trails at Elizabeth Farm and Vacluse House

The sold-out *Egg-cellent Easter Trail* was held on Easter Sunday across two sites, with attendance increasing substantially, by 204% on the previous year. The self-directed program featured several festive activity stations, along with an enhanced offer for children aged under five years that comprised craft activities derived from SLM's collections and an Easter-themed animal petting farm.

Food

Three large-scale food-based events were held during the year: *Spring Harvest Festival* at Elizabeth Farm, *Christmas Fare* at the Hyde Park Barracks Museum and *Autumn Harvest Festival* at Rouse Hill House & Farm. Supported by the long-running Colonial Gastronomy series, these events drew a total of 8688 attendees.

Spring Harvest Festival

Held this year on 17 September, the annual *Spring Harvest Festival* was attended by 1850 visitors, an increase of 19% on 2016–17. The festival explored Elizabeth Farm's food and cultural heritage and marked the 250th anniversary of the birth of John Macarthur, for whom the property was built. The event deepened visitor access to and engagement with Australia's oldest surviving homestead through a dynamic food program and gardening demonstrations. A unique artisan market linked the food offer to the cultural heritage of the site. SLM curators Jacqui Newling and Dr Scott Hill captivated the diverse audience throughout the talks program, sharing their knowledge of the property and the history of the Macarthur family, kitchen garden design down the ages and the importance of preserving our food heritage.

Christmas Fare

With a focus on local artisan food producers and makers, the fifth iteration of the *Christmas Fare* took place at the Hyde Park Barracks Museum on 14 December. The event attracted 4110 people and was SLM's second-highest attended event for 2017–18, with 125% growth in visitation from the previous year. New to the program was the addition of Makers Lane in partnership with the Australian Design Centre, which featured a carefully curated selection of stalls selling food-related products.

Autumn Harvest Festival

On 6 May, 2652 visitors flocked to Rouse Hill House & Farm for the annual *Autumn Harvest Festival*. The event celebrated the site's culinary heritage through a day-long program of talks, workshops and demonstrations related to food and agriculture, and tours of the house. The day began with a traditional smoking ceremony and welcome to country at Muru Mittigar. Noted food writer Barbara Sweeney hosted food heritage talks by SLM curators Jacqui Newling and Dr Scott Hill. More than one in five visitors to the festival took a tour of the house. The Mayor of the Hills Shire Council, Dr Michelle Byrne, enjoyed a curator-led tour of the house, during which she discussed with key SLM staff opportunities for local and regional audiences to more effectively engage with the site.

Crime

On 2–3 September, SLM hosted the inaugural *BAD: Sydney Crime Writers Festival* at the Justice & Police Museum as part of its ongoing commitment to interpreting and presenting Sydney's crime history. The program, which featured writers, investigative journalists, forensic psychologists, ex-judges and former criminals, attracted 663 ticketholders.

In October, SLM created the *Sin City: Sydney Crime Stories* walking tour, with all nine tours sold out.

SLM developed and delivered a suite of public programs to augment the *Underworld: Mugshots from the Roaring Twenties* exhibition, achieving bookings at greater than 82% capacity.

Highlights included the introduction of a Wednesday evening talks series and the 'Razorhurst' walking tours with Larry Writer – both sold-out programs – as well as a monthly floor talks series that provided a sustained offer across the nine-month exhibition period.

LEARNING PROGRAMS

The SLM learning experience is inclusive, active, engaging, and highly valued by education stakeholders.

SLM's historic sites provide an immersive environment where students learn how an understanding of history can help them to build skills to shape their future. High-quality curriculum-focused programs exercise and expand students' skills in critical thinking, communication, creativity and collaboration as they explore complex and interwoven stories in subject areas as diverse as History, Archaeology, Creative and Visual Arts, Science and Technology, Legal Studies, Commerce, and Food Technology. Learning in an authentic historical setting, access to historical artefacts and technologies, costumed role-play and imaginative play underpin SLM's education approach.

Tertiary and adult education groups, including English language students, access SLM sites and learning opportunities through tours of the properties, meeting expert staff, viewing collections and going behind the scenes at one of Sydney's key cultural and research institutions.

In 2017–18, onsite learning visits across SLM's properties continued to grow, exceeding 67,000 students and teachers. This includes growth of just under 2% in school groups. Total onsite education admissions increased by 2.1% year on year. Both the Justice & Police Museum and Rouse Hill House & Farm achieved growth in excess of 22%. Susannah Place Museum saw a 26.5% increase year on year, driven by strong growth in Term 2 of the Stage 1 History program *The Way We Were* and improved customer service and communication with education stakeholders.

‘I searched for a relevant history course for ages and I am glad that I finally found this one because it was fantastic: relevant, interesting, local, fun, varied and well-designed.’

Attendee, SLM Teacher Professional Development Program

Muru Mittigar Aboriginal Cultural & Education Centre, based at Rouse Hill House & Farm, saw extraordinary growth in 2017–18, with visitation more than doubling to 5242.

The SLM learning offer – a compelling one for people of all ages, interests and needs – is a core part of the organisation’s mission to care for our remarkable and precious historic places and their collections, and make Sydney’s history accessible to all.

Manifesto for Tomorrow program

The *Manifesto for Tomorrow* program is led by the Parramatta-based Information and Cultural Exchange, in partnership with the Art Gallery of NSW and other cultural institutions, including SLM. Its aim is to deliver to young people a program of artistic research, interpretation, production and presentation that asserts individual and collective identities. These identities are captured through a series of public manifestos developed by the students. Importantly, *Manifesto for Tomorrow* provides vulnerable and disenfranchised youth from Western Sydney with access to unique cultural resources, enabling the students to produce alternative narratives of representation and identity.

In November, SLM hosted Granville Boys High School (GBHS) and Auburn Girls High School (AGHS) at a seminar and in-depth tour of the Hyde Park Barracks Museum as part of the *Manifesto for Tomorrow* program. The students were from primarily non-English-speaking backgrounds (GBHS 99% and AGHS 98%), and while both schools are only a 50-minute journey from the CBD, it was the first time many of the students had visited SLM.

The seminar and tour were hosted by Janson Hews, Head of Experience & Learning, Scott Cumming, Visitor Services Coordinator, and Dr Caroline Butler-Bowdon, Director, Strategy & Engagement. The learning experiences immersed students in the stories of some of the thousands of people who passed through the Hyde Park Barracks between 1819 and 1886, and invited them to reflect on how this key storytelling approach can engage visitors with the site.

This project is one of many meaningful and mutually beneficial relationships SLM has with the schools and universities sector, with students connecting with SLM’s museums and learning from its expert staff, particularly in the Caroline Simpson Library & Research Collection and at the properties.

Teacher professional development program

SLM delivered a new series of professional development sessions for teachers, designed in consultation with historian and communicator Kate Cameron. The sessions, which covered role-play, object- and place-based learning, and museums as sites for historical inquiry, received positive feedback from teachers.

University of Sydney Open Learning

SLM Assistant Curator and Colonial Gastronomer Jacqui Newling, in consultation with Peter White, Head of Indigenous Strategy & Cultural Engagement, gave a filmed presentation on Australian food culture for the University of Sydney’s Open Learning Environment. The video is included in the new online course ‘Cultures of Food: Europe’ offered by the university’s Faculty of Arts and Social Sciences.

UTS Visual Communication

A range of Curatorial & Museums Division staff worked together on a successful collaboration with the University of Technology Sydney (UTS) Visual Communication Faculty. The brief prepared by SLM for the third-year students was to create a concept for a digital or physical storytelling experience situated on the forecourt of the Museum of Sydney or the Hyde Park Barracks Museum. As part of the project, Robert Campbell, Director, Curatorial & Museums, gave a lecture sharing his expertise in commissioning interpretive projects to the entire UTS senior design cohort. Onsite briefings were provided by Ian Innes, Director, Heritage & Collections, and curatorial staff, who also provided feedback to the students on their projects. The collaboration was very fruitful and thought-provoking, leading to a commitment to work together again in 2019.

Digital education programming

ABC Education and SLM collaboration – Growing up in the early 1900s

The Experience & Learning Team, working with Anna Cossu, Curator of Susannah Place Museum, collaborated with ABC Splash, the national broadcaster's online learning portal, on a project titled *Growing up in the early 1900s*. Six short video pieces were produced that focused on the lives and experiences of children in the early 1900s – a key curriculum area. Told through the stories of the Younger children who lived at Susannah Place, the videos are a new and engaging resource for primary school teachers and children across NSW and Australia. Since its publication in March the content has been viewed almost 14,000 times.

Schools' virtual visit to an 1880s classroom

Students from regional and metropolitan schools 'visited' the schoolhouse at Rouse Hill House & Farm in November via videoconferencing connections and live streaming.

SLM worked with DART Connections from the NSW Department of Education to remotely connect 12 schools and 507 students to the videoconference, through which they had the chance to experience what school was like in 1889. The students met their 1880s schoolmistress, Miss Fox, and participated in a typical 19th-century lesson based on the syllabus of the time. The class sang the national anthem, 'God Save the Queen', and worked on elocution, drawing, and arithmetic using an abacus.

Participating schools were located in regional and metropolitan areas across NSW.

KEY EVENTS

TITLE	LOCATION	DATE	VISITATION
Songlines: Our Languages Matter (NAIDOC Week event)	Rouse Hill House & Farm	9 Jul 2017	674
Family Fair	Rouse Hill House & Farm	29–30 Jul 2017	3,291
Mad About Modernism	Rose Seidler House	27 Aug 2017	212
BAD: Sydney Crime Writers Festival*	Justice & Police Museum	2–3 Sept 2017	663
Spring Harvest Festival	Elizabeth Farm	17 Sept 2017	1,850
Whale Festival	Vaucluse House	11 Nov 2017	994
Sydney Open**	Various	3–5 Nov 2017	6,712
Christmas Fare	Hyde Park Barracks Museum	14 Dec 2017	4,110
Eel Festival	Elizabeth Farm	11 Mar 2018	1,055
Egg-cellent Easter Trail	Elizabeth Farm and Vaucluse House	1 Apr 2018	683
Convict Escapades	Hyde Park Barracks Museum	26–29 Apr 2018	1,128
Autumn Harvest Festival	Rouse Hill House & Farm	6 May 2018	2,652
Vivid Sydney – <i>Closer</i> installation	Museum of Sydney	25 May – 16 Jun 2018	59,361

* SLM in partnership with BAD: Sydney Crime Writers Festival.

** 6712 participants with 46,418 visits to Sydney Open participating properties and VIP events.

ROUSE HILL HOUSE & FARM IN LEGO® BRICKS



The *Rouse Hill House & Farm in LEGO® Bricks* display opened on 24 June 2017 in the Visitor Centre onsite. It features models of Rouse Hill House and its stable, woolshed and barns, all constructed from LEGO bricks. The display is populated with LEGO mini-figures of Rouse family members, staff from SLM and Muru Mittigar, and farmyard animals. A cutaway section reveals the extraordinary and intriguing interiors of the house, giving visitors a taste in miniature of the rich and complex layers of the site.

Photo © James Horan for Sydney Living Museums

Opposite, top to bottom LEGO mini-figures, left to right: Nina Rouse as a child, grown-up Nina, schoolteacher. Photos © Ryan McNaught; Screenshot from *Rouse Hill House & Farm in LEGO® Bricks* video © Sydney Living Museums

The display recognises the rapid urban growth – and subsequent changing demographics – in Western Sydney that sees Rouse Hill House & Farm well placed to meet the needs of a growing family audience. The LEGO display complements the everyday offer at the site with an interactive experience that engages intergenerational groups. Visitors can make their own farmhouse, chicken coop or other imaginative creations, with more than 200,000 loose LEGO bricks in hands-on construction areas. The relaxed social setting provides opportunities for families to discover together, through play, the complexity of the site. The model provides a useful tool to engage children's interest in the various buildings before they tour the property.

The *Rouse Hill House & Farm in LEGO® Bricks* exhibition has contributed to SLM's goal to significantly increase admissions to the property. During the year, 3295 visitors enjoyed the LEGO display, driving an uplift of 63% in general admissions. School holidays, in particular, saw increased visitation; the display space is large enough to accommodate group bookings, broadening the site's appeal to the vacation care market. The display also supports SLM's commitment to increase general admissions revenue, which grew 43% due to bookings for the LEGO experience and associated family-friendly tours.



TOURING EXHIBITION PROGRAM

The touring exhibition program is a core activity for SLM, delivering significant revenue while at the same time reaching many regional communities across NSW and interstate, and now internationally. It performed highly against a number of strategic priorities, including doubling outreach visitation; growing the number, scale and diversity of partnerships; and increasing self-generated revenue. In 2017–18, a record 373,200 visitors enjoyed SLM's touring exhibitions.

SLM's longstanding support of regional museums, galleries and libraries continued with three touring exhibitions travelling to eight Australian venues. For the first time in the organisation's history, an SLM exhibition toured internationally, extending the brand reach into the North American market and generating significant revenue.

The immensely popular family interactive exhibition *Towers of Tomorrow with LEGO® Bricks* completed its two-year national tour, culminating in a display at the National Museum of Australia (NMA), Canberra, from July to October. The exhibition had visited five venues across the Northern Territory, Queensland and the Australian Capital Territory over the two years, reaching an audience of 110,139. In preparation for its North American debut, the exhibition content was expanded to include ten new iconic towers from the United Arab Emirates, Canada and the United States of America. The NMA display presented an opportunity to test this expanded content and incorporate necessary adjustments prior to the exhibition's launch at The Magic House, St Louis Children's Museum, in Missouri, in December.





❶ **Left** *Marion Hall Best: Interiors* at Western Plains Cultural Centre, Dubbo. Photo © Noni McCarthy for Sydney Living Museums

❷ **Opposite** *Towers of Tomorrow with LEGO® Bricks* at the Science Museum of Minnesota. Photo © Sydney Living Museums

In its first month on display at The Magic House, *Towers of Tomorrow with LEGO® Bricks* was seen by 45,000 visitors, the museum's highest December attendance in 38 years. The exhibition was positively received by museum members, visitors and staff. In March, it commenced a six-month display at the Science Museum of Minnesota, where it continued to perform strongly. The expanded content has translated well into the North American market and has strong appeal to science museums and science centres, given the opportunities to explore creativity, problem-solving, maths and basic engineering skills. The exhibition is scheduled to tour to a further three venues, in Canada, Tennessee and North Carolina, until September 2019. In its first year of touring North America, *Towers of Tomorrow with LEGO® Bricks* has been seen by 311,925 people,

expanding SLM's audience and fostering new creative partnerships with leading North American cultural institutions.

In February, following a successful run at the Museum of Sydney, *Marion Hall Best: Interiors* commenced a national tour at Western Plains Cultural Centre in Dubbo, Best's hometown. The object-rich exhibition has been highly sought after by museums and galleries seeking to connect with design and social history audiences in their communities. The exhibition will tour to a further six venues across NSW, the Australian Capital Territory and Victoria until February 2020, raising awareness of SLM's ongoing research into and conservation of Australia's modernist design heritage.

FIVE
PILLARS

DEEPENING ACCESS AND ENGAGEMENT

SUCCESS MEASURES

Achieve the success measures outlined in the Aboriginal Action Plan by 2022

Double tourism visitation by 2022

Increase web visitation by 50% by 2022

Increase social engagement by 100% by 2022

Maintain audience satisfaction levels at greater than 80% annually

Double membership and membership visitation by 2022

Become a leader in research, documentation, conservation, interpretation, presentation and audience engagement in three key strands:

- Australia's convict story
- modernist Australian domestic architecture
- Sydney's crime history

Increase profile and brand recognition across key content strands by 20% with Sydney audiences and 10% nationally by 2022





DEEPENING ACCESS AND ENGAGEMENT

STRATEGIC PRIORITY OVERVIEW

The establishment of the Strategy & Engagement Division in early 2017 saw the recruitment of leaders to key roles over the financial year. The appointments of the Head of Indigenous Strategy & Cultural Engagement and Head of Experience & Learning completed the six-member leadership team working with the divisional director, Dr Caroline Butler-Bowdon.

The division focuses on effectively managing SLM's external relations, stakeholder engagement, donors and corporate partners; delivering strategic projects designed to renew facilities and the visitor and customer experience at current sites; building business cases that consider new 'at risk' heritage sites that could form part of the SLM portfolio; and creating compelling, innovative and engaging education and public programs to grow audiences, enhance perceptions of SLM and increase public appreciation of heritage.

A priority for the division has been commencing planning for the \$15 million reinterpretation of the UNESCO World Heritage-listed Hyde Park Barracks, to coincide with the site's 200th anniversary in 2019. This ambitious program, funded with support from the City of Sydney's Heritage Floor Space Scheme, is detailed in the Investing in Our Assets section of this year's report (see page 77).

SLM's development and delivery of new content are underpinned by scholarly research and analysis. A review of research activity was undertaken during the year to develop an overall research strategy for the organisation. The review identified gaps in existing research, opportunities to enhance staff skills and the potential to emphasise the special character of SLM as a place-based organisation.

Research areas identified in the Strategic Plan have expanded to include the story of Sydney, the Australian home, and heritage and object conservation. Executive oversight of the selection and delivery of research projects is provided, with a focus on research that informs SLM's approach to the interpretation of its places, collections and stories. The strategy also provides opportunities to establish research partnerships with education and industry partners.

DIGITAL ENGAGEMENT

SLM shares with the public a growing archive of rich content on its website. Beyond standard information such as annual reports and opening hours, the website offers a resource of in-depth interpretive content including research, stories and education support materials.

With its portfolio of houses and museums, SLM is in a unique position to share online a broad range of stories, from the challenges of conserving a heritage building to the experience of cooking a saddle of lamb and the story of one of Sydney's most skilful criminal escape artists.

This editorial content underpins the growth in online visitation during 2017–18. The interpretive content was the best performer: sessions increased by 23% and page views by 62%, accounting for 24.7% of sessions and 26.5% of page views across the SLM website. Sessions on SLM event pages, supported by interest in *Sydney Open 2017*, increased by 12%, and sessions on exhibition pages by 6%. Across the SLM site in 2017–18, the total number of page views was 3,401,392 and sessions 1,351,053. While the overall number of sessions and page views increased (by 6.2% and 3.7% respectively), shifting trends, such as how people access visiting information, mean that some parts of the website experienced a reduction in sessions.

In the period from February to June, page views and website sessions were, respectively, 17% and 11.5% higher than the same period the previous year. A large part of this increase was education traffic to new curriculum-focused content (sessions increased by 38% and page views by 104%), including the *Convict Sydney* microsite (see pages 68–9). Exhibition content access also increased in the same five-month period, with sessions up by 35.5% and page views by 39%.

Other channels

SLM produces and shares hours of video content via YouTube. In the past 12 months, these stories have spanned such diverse topics as forging a socket chisel, collection stories about Peter Kingston's model of Luna Park's Ghost Train, and SLM Trustee Professor Michael McDaniel (see page 26) sharing his views on the impact of the colonial system on Aboriginal Australia.

The total number of minutes watched increased by 20% compared to the same period the previous year, while page views increased by 9%. Followers of SLM on YouTube increased by 70%. Independent of YouTube, SLM videos were viewed more than 35,500 times on the SLM website.

SLM saw increased engagement across Facebook, Twitter and Instagram. Numbers of Facebook followers increased by 8% across the financial year, Instagram followers by 25% and Twitter followers by 17%.

'Digitising the Caroline Simpson Library & Research Collection's rich and varied collection extends the library's user base within Australia and overseas. In particular, the online music collection can be used by professional and amateur musicians and by those curious about Australia's musical heritage. It enhances the reputation of the SLM Foundation. As a Governors' Circle member, I am pleased to support SLM's digitisation program.'

Cecelia Clarke, Governors' Circle member

ABORIGINAL INVOLVEMENT AND KNOWLEDGE SHARING

Exploring who we are and finding ways to tell our shared history have long been priorities for SLM, and this year opportunities to involve Aboriginal people were once again a focus of our programs.

Under the guidance of SLM's Aboriginal Advisory Committee and a dedicated internal team, key areas of programming have been enhanced. This has created employment, procurement, business and partnership opportunities for Aboriginal people.

This inclusion of Aboriginal voices in planning, decision-making and operations enables SLM to fulfil its commitment to increase the involvement of Aboriginal people and provide visitors with a deeper understanding of the significance of SLM sites through interpretation, storytelling and community events.

SLM's Aboriginal Cultural Events Calendar continues to be developed and refined based on the success of pilot programs run in 2015–16. For example, Rouse Hill House & Farm now hosts an annual NAIDOC Week celebration (held on 9 July 2017), co-produced with partner Muru Mittigar Aboriginal & Cultural Education Centre, which has become a firm favourite with the local community, this year attracting 674 participants.

Vaucluse is the focal point for Aboriginal communities who gather to celebrate the time of year when whales and their calves migrate south along the east coast of Australia. The annual *gawura* (whale) festival at Vaucluse House, held in spring, provides an opportunity for SLM to welcome the many Aboriginal communities who come together on country to dance and tell the stories of the distinctive engravings that were carved into the landscape here thousands of years ago. This year, the *Whale Festival* (held on 11 November) attracted 994 attendees.

Elizabeth Farm is home to the *Eel Festival*, an annual event co-produced with partner Muru Mittigar that enables locals and other visitors to learn more about Parramatta's namesake, the eel, and its importance to the local Burramattagal people. Held on 11 March, the festival drew 1055 visitors.

Meanwhile, SLM continues to increase Aboriginal interpretation at the Museum of Sydney and in the new exhibition spaces currently under development at the Hyde Park Barracks Museum and the site of the first Government House. Aboriginal staff and external consultants have significantly contributed to the Protecting National Historic Sites program projects on both sites.

ENGAGEMENT IN THREE PRIORITY STRANDS

SLM's 2017–22 Strategic Plan includes a commitment to become the leader in research, documentation, conservation, presentation and interpretation in the following key strands. Below is a summary of initiatives to achieve this ambition.

Modernist Australian domestic architecture

In August, a monograph was published to coincide with the exhibition *The Moderns: European Designers in Sydney* (see page 42). Written by guest exhibition curator Rebecca Hawcroft, and published by NewSouth Publishing, *The other moderns: Sydney's forgotten European design legacy* included material drawn from the Caroline Simpson Library & Research Collection (CSL&RC), as did the exhibition itself. Some additional material loaned to the exhibition by private owners has subsequently been donated to the CSL&RC.

Sydney's crime history

The *Underworld: Mugshots from the Roaring Twenties* exhibition and accompanying publication, highlighting SLM's expertise in Sydney's crime history and research, are summarised elsewhere in this report (see page 42).

Australia's convict story

Also in August, SLM launched a new microsite titled *Convict Sydney*, delivered through the lens of the UNESCO World Heritage-listed Hyde Park Barracks. For more information see pages 68–9.

RESEARCH AND SCHOLARSHIP

SLM's development and presentation of new content in exhibitions, public programs and publications is always underpinned by scholarly research and analysis across a broad range of subjects related to the properties and collections. A major project has been the research and writing of a history of the buildings that comprise the Water Police complex, today's Justice & Police Museum. The project, commissioned as part of the development of a Conservation Management Plan for the museum, has involved a great deal of original research, resulting in the first comprehensive history of the site and its occupants within a broader social and geographical context of place.

SLM has also maintained an ongoing research interest in the large collection of 19th-century sheet music held in its collections, and in the musical instruments held within its houses, with a planned outcome in the form of a major exhibition. This exhibition, scheduled to open at the Museum of Sydney in mid-2019, will explore musical soundscapes of Australia and Britain, 1787–1860, and will engage national and international scholars and performers working in collaboration with SLM staff.

Another area of ongoing research relates to the large archive of dry-plate and cellulose photographic negatives held in the Justice & Police Museum collection. The archive, covering the period 1910–64 and comprising an estimated 130,000 items, is a record of people, their crimes and misfortunes. It is also a record of a distinct photographic practice that emerged within the NSW Police in the 1920s and 30s. This research has looked closely at the materiality of the dry plates themselves as well as the cameras used by police photographers. It has identified key police photographers and found evidence of a high level of photographic craft. The research strengthens understanding of the aesthetic power of many of the early photographs in the archive and helps to explain how these apparently straightforward mugshots resonate with the glamour of studio portraiture.

COLLECTION LOANS

Objects from SLM collections are currently on outward loan to two major exhibitions, one in Brisbane and one in Melbourne. A convict shirt from the Hyde Park Barracks Museum archaeology collection was loaned to the Museum of Brisbane for its *Life in Irons: Brisbane's Convict Stories* exhibition (18 May – 28 October 2018). An 1830s clay tobacco pipe, also from the archaeology collection, is currently on loan to the National Gallery of Victoria for its major exhibition *Colony: Australia 1770–1861* at Federation Square (15 March – 15 July 2018). *Colony* brings together important examples of art and design produced in Australia during the period and surveys the key settlements and development of life and culture in the colonies. The clay pipe was made in Sydney by Joseph Elliott. Two other items on loan to *Colony* are drawn from the Caroline Simpson Collection. One is an early-19th-century decorative box, attributed to the artist Joseph Lewin and known as the Strathallan Box; the other is a Sydney Grammar School medallion awarded to Francis Lord in 1822, and engraved by notable convict engraver Samuel Clayton.

● Dry-plate negatives from the NSW Police Forensic Photography Archive. Photo © Jamie North for Sydney Living Museums



STAKEHOLDER STRATEGY

A number of initiatives were introduced to enhance awareness of SLM's activities among key communities. The Executive Director provided advice to particular Members of Parliament on each occasion that a touring exhibition was at a venue within their electorates, or when members of their community participated in a major program or event. For example, MPs were informed about primary school students from regional communities who travelled to Sydney to participate in the *Convict Sleepover* experience at the Hyde Park Barracks Museum, which was offered as part of the *Unlocking Heritage* program. This gave the local MPs an opportunity to welcome the students and, on occasion, host them during an additional visit to the nearby NSW Parliament House.

Similar initiatives were established with local government representatives, which saw mayors and other elected members attending festivals and events at the SLM house museums in their locality.

Minister for the Arts, The Hon Don Harwin MLC, attended a range of events throughout the year.

MEMBERSHIP

SLM members are a valued audience of supporters who contribute an important revenue stream and remain a strong priority across the organisation. In 2017–18 an enhanced offer generated greater public awareness of the SLM membership program, significantly contributing to growth in membership.

Membership leverages opportunities across the organisation to engage members and deliver a seasonal program of events that includes behind-the-scenes experiences and access to curatorial and heritage experts. Collaborative projects in partnership with other cultural institutions have also been developed. Examples include working with the Art Gallery of NSW to offer reciprocal member benefits for the gallery's *O'Keeffe, Preston, Cossington Smith: Making Modernism* exhibition and SLM's Modernist Season, and a reciprocal free member weekend across SLM, the Australian Museum and the Museum of Applied Arts and Sciences. Both initiatives increased member engagement with the organisation and the reach of SLM's membership offer and strengthened relationships between the state cultural institutions.

In 2017–18 SLM worked collaboratively with its hospitality partners to introduce sales of membership to cafe and restaurant patrons. This has included training venue managers on the benefits of membership and integration of the membership message across marketing channels.

Sydney Open continued to drive membership sales, with 175 Household and 158 Individual membership bundles sold for the 2017 event, equating to 508 new members. In addition, tickets sold to existing members increased by 61% year on year, with total member sales (new and existing) accounting for approximately one-fifth of all ticket revenue.

In 2017–18 membership exceeded its revenue target by 27% and numbers of members increased by 17% compared to 2016–17. SLM's member retention rate increased from 33% to 38% year on year. Donations contributed by members increased by 80% compared to the previous financial year.

A member survey held in the last quarter of 2017–18 demonstrated that member satisfaction remains strong, with nine out of ten current members likely to recommend membership to friends and family.

SLM's member publication, *Unlocked*, continues to showcase compelling stories and fascinating heritage, horticulture and conservation work across the museums and historic houses.

'I love hearing about all the tours and talks that are available to us right here in Sydney. We have visited so many amazing places as part of our membership and of course *Sydney Open* is simply fantastic! This membership is the best value for us and we enjoy so much feeling a part of preserving Sydney's rich history.'

SLM member

MEDIA AND PUBLICITY HIGHLIGHTS

SLM's promotion of events, exhibitions and museums continued in 2017–18 across broadcast, print and digital media outlets, from small suburban 'what's on' listings to feature articles in national print publications and feature stories on national radio and television programs.

A highlight was the media coverage for the exhibitions, talks and tours program related to SLM's Modernist Season through feature articles in national, NSW metropolitan and suburban print media, with an overall audience reach of more than 14.8 million. The program also attracted substantial coverage across national radio and television programs and in online feature articles. The exhibitions – *The Moderns: European Designers in Sydney* and *Marion Hall Best: Interiors* – achieved unprecedented coverage in international media in Brazil, India, England and across Europe.

Coverage of *Sydney Open 2017* achieved an overall reach of more than 15 million people across print media, with feature articles in *The Sydney Morning Herald* and *The Sunday Telegraph*, and broadcast media, including national and statewide radio interviews with SLM staff and national television feature stories.

The stunning photographs from the exhibition *Underworld: Mugshots from the Roaring Twenties* were a major contributor to SLM's securing feature articles in *The Australian Review* section (circulation over 475,000), *The Sun-Herald* (circulation over 175,000) and *The Sunday Telegraph* (circulation over 378,000), as well as feature news stories on Channel Nine and ABC TV news programs. All stories were also run on the respective media online channels.

SLM's Aboriginal cultural programs have been increasingly embraced by the mainstream media. The *Whale Festival* at Vaucluse House achieved outstanding coverage in *The Daily Telegraph* and

14 suburban publications, with a total reach of more than 640,000. The festival was also covered by ABC Radio Sydney.

Suburban print media continues to support SLM, particularly in relation to:

- Elizabeth Farm – picture stories for *Spring Harvest Festival*, and commemoration of 2017 as the 250th anniversary of John Macarthur's birth;
- Hyde Park Barracks Museum – *Christmas Fare*, which featured in several suburban publications as one of the 'top ten markets' to visit and across online 'what's on' sites, and *Convict Escapades*, which achieved picture features in *The Manly Daily* and *North Shore Times*;
- Meroogal – coverage of the Meroogal Women's Art Prize call for entries;
- Rouse Hill House & Farm – feature articles for *Rouse Hill House & Farm in LEGO® Bricks* exhibition and the *Autumn Harvest Festival*.

Following the launch of SLM's *WWI: Stories from our Museums* microsite in July 2017, a poignant Anzac story emerged that solved the mystery of a war relic found 50 years earlier on the beach at Gallipoli. The story ran as a feature article in *The Sydney Morning Herald*.

In October, Assistant Curator and Colonial Gastronomer Jacqui Newling was interviewed by community radio station 2SER for its GLAMcity program and podcast, which explores history and culture with professionals working in the galleries, libraries, museums and archives sector and is produced by the Australian Centre for Public History. Jacqui spoke about culinary heritage and interpreting history through food in her work at SLM.

AWARDS

SLM's work was acknowledged with numerous awards in 2017–18.

At the Interpretation Australia Awards in October 2017, SLM and Orange Regional Council won for the joint project *Gastronomy in the Museum: Interpretation & Programming through Food Masterclass* in the category Projects under \$15,000.

The following month at the IMAGinE awards for museums and galleries across NSW, SLM won in the category of Capacity Building, Capital & Sustainability Programs for the *Shared Museums Collections Storage Project – Museums Discovery Centre* with the Museum of Applied Arts and Sciences and the Australian Museum. SLM also received a Highly Commended award for *Demolished Sydney* (Museum of Sydney, November 2016 – April 2017) in the category Exhibition Projects – Museums.

At the International Design & Communications Awards, also in November, SLM won Bronze in the Best Website category for *Convict Sydney*.

SLM's interpretive and conservation work was recognised at the National Trust Heritage Awards in May. Four SLM projects were short-listed, and three of these won their category:

- Hyde Park Barracks stonework remediation – winner, Conservation – Built
- *Convict Sydney* website – winner, Education and Interpretation
- *The Moderns: European Designers in Sydney* exhibition – winner, Heritage Events, Exhibitions and Tours
- *Marion Hall Best: Interiors* exhibition and touring exhibition – short-listed, Heritage Events, Exhibitions and Tours

In June the publication *Underworld: Mugshots from the Roaring Twenties* was Highly Commended at the Museums Australasia Multimedia & Publication Design Awards (MAPDA), in Melbourne, in the Book, Level B category.

EXPLORING SYDNEY'S CONVICT HISTORY



In August, SLM launched *Convict Sydney*, a significant new web experience that explores the story of convicts in Sydney through the lens of the UNESCO World Heritage-listed Hyde Park Barracks.

Partly funded by a grant from the Commonwealth Government's Protecting National Historic Sites program, the website focuses on the changing experience of convicts in the first 60 years of the colony. It follows Sydney's transition from a small but bustling town full of opportunity to a place of harsh punishment that

underpinned and enabled British expansion throughout Aboriginal Australia.

The visually compelling experience is designed to encourage interactivity, with opportunities to access related personal stories, objects, and testimonies on the lasting impact of the convict system still felt today. The effect of the convict system on the lives of Aboriginal people cannot be overstated and, where possible, the Aboriginal experience is included to examine this point further.

Opposite from top
Braces and belt; Repaired tobacco pipes. Hyde Park Barracks Archaeology Collection, Sydney Living Museums. Photo © Jamie North

Education

The education audience was a key focus for *Convict Sydney*, with the earlier version of the 'Day in the Life' page the most popular on the website in previous years. To expand and improve on this page, SLM developed new content that was refined in consultation with teachers to ensure it meets curriculum needs and student expectations. New 'Day in the Life' pages were developed, and students can now access content by period or by topic. The pages are clearly labelled for teachers, indicating the relevant subject, stage and topic.

Video content was produced, including interviews, bringing a range of specialist voices to the topic, such as respected historian Professor Grace Karskens, as well as contemporary shoemakers and blacksmiths, who reflect on objects in the collection and provide insights into the skills of the convict workers who made them.

New content includes:

- More than 30,000 words across the five main chapters, 'Day in the Life' and education pages
- Related short stories
- Stories about and photography of collection objects
- Biographies of convicts and other significant individuals
- 46 new videos including interviews with a diverse range of people

Results

Convict Sydney has boosted SLM's digital metrics, underpinning most of the growth across web channels over the financial year. During the first two school semesters of 2018, sessions on convict content increased by 30%, page views increased by 133% and average session duration increased by 71%. Convict content now accounts for 23% of sessions and 28% of page views. The average session duration is also significantly higher, sitting at 5 minutes 50 seconds compared to the average of 2 minutes 50 seconds across the entire site. *Convict Sydney* was a winner in the Education & Interpretation category in the 2018 National Trust Heritage Awards.



SYDNEY OPEN

SLM's largest and longest-running public program, *Sydney Open*, returned on the weekend of 4–5 November. This year marked two decades and 13 iterations since the program's inception in 1997. It has welcomed nearly 76,000 Sydneysiders and tourists to more than 420 buildings to discover and explore the city's rich architectural and cultural heritage.

Sydney Open 2017 was launched on Friday 3 November by the Minister for the Arts, The Hon Don Harwin MLC, and architect Alec Tzannes AM. Held at the EY Centre, 200 George Street, the launch was hosted by EY Managing Partner Sydney, Andrew Price. The *Sydney Open* breakfast for event partners took place on Sunday 5 November and was sponsored by GML Heritage. The 2017 program was supported by over 60 industry partners and assisted by a media partnership with *The Sydney Morning Herald*.

Sydney Open 2017 secured 5% of SLM's annual projected program attendance in just two days. Total attendance, including complimentary and stakeholder tickets, was 6712. The program is the greatest driver for outreach visitation for SLM, with ticketholders generating over 45,000 unique visits to participating properties across the city.

Aligning closely with the organisation's strategic objective to grow self-generated revenue, this year's program saw 5921 tickets sold, comprising 4838 City Pass tickets and 1083 Focus Tour tickets; the Focus Tours sold out the day they were released. The most popular buildings were SLM's The Mint (3239 visitors), followed by the King Street Court complex, 50 Martin Place, Dexus Place and The Terrace at One Farrer Place.

This year's event offered access to more than 60 of Sydney's most significant buildings in one compelling public offer telling the interconnected stories of Sydney's cultural heritage.

The program enjoys a strong reputation with both audiences and volunteers, many of whom return year on year. In 2017, almost 70% of volunteers and almost 60% of visitors returned to participate in the program.



➤ **Above** A *Sydney Open* visitor in the King Street Court complex. Photo © James Horan for Sydney Living Museums

➤ **Opposite from top** A *Sydney Open* volunteer assisting a visitor. Photo © Ken Leanfore / James Horan Photography Pty Ltd for Sydney Living Museums; Visitors on the spiral staircase in the Abercrombie Building, The University of Sydney. Photo © Brett Boardman for Sydney Living Museums

The program achieved strong digital engagement goals for SLM. The related Facebook event page delivered frequent and tailored communications to a culturally engaged audience, achieving a total reach of 99,116 throughout the campaign. There were 361,493 page views and 94,734 sessions on the *Sydney Open 2017* web pages from 17 September to 6 November.

The success of *Sydney Open 2017* reflects SLM's key audience engagement objectives: increased visitation onsite and online, audience satisfaction and appreciation of heritage, strategic partnerships, growing memberships, and enhanced profile and brand recognition.



FIVE
PILLARS

INVESTING IN OUR ASSETS

SUCCESS MEASURES

Deliver the Capitalised Maintenance Plan to deliver 300 heritage projects valued at \$13 million

Invest over \$30 million in asset renewal, access and interpretation projects at:

- Hyde Park Barracks
- The Mint
- The site of first Government House
- Justice & Police Museum





INVESTING IN OUR ASSETS

‘Since colonial times we have experienced the coming of change at unprecedented rates. It is fundamentally important to ensure future generations have knowledge of and access to the daily lived experiences of people, past and present. We are pleased to join with SLM to share the responsibility of preserving and protecting the personal cultural artefacts and heritage of these times. There is no smart phone app to do it.’

Ian Campbell, donor

STRATEGIC PRIORITY OVERVIEW

Conservation Management Plans

Conservation Management Plans (CMPs) are an important tool in documenting why a place is significant and establishing principles and policies for effective protection of the site’s significance. CMPs exist for all SLM properties but not all are up to date. In January, SLM completed a new CMP for the Hyde Park Barracks Museum that underpins the planned revitalisation of the museum interiors and exhibits. The CMP was sent to the Heritage Council for endorsement.

A new CMP for the Justice & Police Museum is in preparation but has not yet been adopted.

Capitalised Maintenance Program

Consistent with NSW Government Asset Management practices, SLM developed a ten-year Capitalised Maintenance Plan that led to the funding of the Capitalised Maintenance Program, now in its third year. The funds are used to ensure that SLM’s built assets are conserved to a high standard, and maintained to be safe and fit for purpose, with regular whole-of-lifecycle planned replacement of and upgrades to fixed plant and equipment. Since the original business case with indicative project costings was presented to NSW Treasury in 2014 the actual cost of implementing the works at current market rates has consistently increased. This is attributed to the major construction boom underway in Sydney and the rising cost of imported mechanical and electrical goods. In 2017–18, SLM was successful in submitting a ‘parameter and technical adjustment’ proposal to Treasury for supplementary funding to cover this escalation factor.

CAPITALISED MAINTENANCE PROGRAM DELIVERY

This year maintenance projects valued at \$4.24 million were completed, representing the third year of a ten-year program of planned maintenance and conservation works.

The focus of the program is on improving public safety, comfort and accessibility at our places; ensuring ongoing statutory compliance, such as with fire safety codes and electrical and mechanical requirements; replacing ageing infrastructure and obsolete or unsupported plant and equipment; and undertaking works to protect revenue, including improvements to venue facilities and equipment. The ongoing conservation planning of SLM sites and the preservation of the historic fabric of the buildings also feature prominently.

Each year's program of works is broadly based on the original project proposals included in the plan; however, annual adjustments to the exact scope are necessary to take into account changed priorities or emergency works. For example, major structural stabilisation and renewal of the six bridges at Vaucluse House became necessary after structural decay was observed in some of the bridge deck timbers. The overall program and indicative project budgets are endorsed each year by the Audit & Risk Committee.

The program saw 34 new projects initiated with an additional 17 longer term projects completed within the year. The program included conservation and remediation works, and upgrading and repairing infrastructure, services and site facilities. It requires the coordination of diverse trades, conservation and material specialists, and consultancy services for works, including:

- *Elizabeth Bay House* – conservation and repair of external joinery and portico sandstone, including repairing and painting the service yard gates, original shutters, French doors and portico soffit; replacing thermostatic mixing valves in the toilets to meet current safety standards;
- *Elizabeth Farm* – conservation of the front gate and fence along Alice Street; repairs to the main roof and eastern verandah roof; repairs to paving for improved accessibility; investigating options for replicating the Morewood and Rogers tiles on the verandah;
- *Hyde Park Barracks Museum* – conservation planning, including archaeological assessment for the proposed lift in the southern hall of the main barracks building; completion of the lift design and specification;
- *Justice & Police Museum* – repair and remediation of the roof and skylight; replacing blinds at the Water Police Court; upgrading the audiovisual (AV) system;
- *Meroogal* – remediation of damp deterioration to the southern wall, including replacing the timber wall plate, repointing stone footings and conservation of internal wallpaper;
- *The Mint* – replacing the boiler and chiller; external restoration of the Rum Hospital building, including repairing the timber verandah balustrades; upgrading the auditorium AV system; preparation of office and reception lighting design;
- *Museum of Sydney* – replacing the chiller; renovating the lift car; refurbishing the ground-floor bathroom; completion of exterior lighting design;
- *Rouse Hill House & Farm* – conservation works on the cart shed, including construction of a temporary support frame to protect the historic vehicles while undertaking the repairs; conservation works on the fowl house ruin, including limewater consolidation of brickwork; remediation works to the slaughterhouse, including lifting and re-bedding the original sandstone flags; landscaping to improve external drainage around the covered outside learning area;
- *Vaucluse House* – interior painting using traditional methods and finishes.

IMPROVING ACCESS TO THE HYDE PARK BARRACKS MUSEUM

SLM engaged architects Johnson Pilton Walker to prepare design studies identifying possible locations for a passenger lift at the Hyde Park Barracks Museum and to assess the opportunities and constraints of each location. Currently, the upper levels of the main barracks building can only be accessed by stairs, which precludes equitable access to all museum floors. The study identified the southern hall as the most suitable location for a lift, having the least impact on original building fabric and the least visual impact of any of the locations tested. The passenger lift has been designed to minimise the effect on the historic building fabric and so that its installation can be easily reversed.

A preliminary archaeological excavation was undertaken beneath the floor of the southern hall as part of the investigation to confirm the suitability of the proposed location of the lift. The primary purposes of the excavation were to ascertain the condition of the subgrade for structural design of the lift footings and to assess the potential archaeological sensitivity of the lift-pit zone prior to commencing work.

During the excavation SLM recovered and documented underfloor artefact assemblages, identified archaeological evidence of the pre-construction environment, and identified evidence of the construction of or alterations to the barracks. The information gained enhances SLM's knowledge of the living conditions at the Hyde Park Barracks between 1819 and 1848, when it was the principal convict administration site in NSW.

As nominated Excavation Director, and in conjunction with a team of archaeologists from GML Heritage, Wendy Thorp from Cultural Resources Management undertook the archaeological investigations and sieving of excavated material. This involved hand excavation of the intact archaeological deposits found beneath the floor, which revealed an assortment of artefacts. Beneath the surface deposits, layers of rubble-fill material were excavated, containing broken

sandstock bricks, sandstone pieces and timber fragments. The rubble revealed a number of 19th-century artefacts, including clay pipes, pins and buttons, as well as animal remains (predominantly shells and small or medium-sized mammal bones) – all typical of the assortment of artefacts previously discovered in other excavations at the site. Previous excavations have revealed that the ground below the Hyde Park Barracks is rich with artefacts left behind by convicts and later occupants.

In addition, the investigation revealed early underpinning works of historical significance, presumed to have been implemented as a solution to localised settling of the perimeter foundations over areas of soft ground.

The construction of the new passenger lift is scheduled to take place from February to July 2019.

HERITAGE FLOOR SPACE

The Heritage Floor Space (HFS) scheme is an initiative of the City of Sydney's Local Environmental Plan (LEP) that provides an incentive for the conservation and ongoing maintenance of listed heritage properties in central Sydney. The scheme recognises the limitations for owners of heritage-listed properties to develop on heritage sites and provides compensation by allowing them to convert unused Floor Space Ratio (FSR) into HFS that can be sold or transferred to other property developers for use at other sites in the city where additional FSR is required as a consent condition of a development application.

SLM manages three CBD properties that are eligible under the HFS scheme: The Mint, the Hyde Park Barracks Museum, and the Justice & Police Museum, all historic buildings listed in the City of Sydney's LEP.

The City of Sydney Council awarded SLM 12,537 square metres of HFS for the Hyde Park Barracks in July 2017. It is currently the largest single amount awarded in the history of the scheme. A Deed of Agreement between the council and SLM confirms the award and the undertakings mutually agreed between the parties regarding the ongoing management of the historic site. Covenants restricting future development and ensuring ongoing care and maintenance of the heritage item are also registered on the land title of the property. Subject to final approvals, SLM will offer the HFS for sale in late 2018 via an open-tender process. Revenue from the sale of the HFS will be reinvested in the Hyde Park Barracks Museum displays and interpretation (see below).

Documentation required by the City of Sydney Council to support the application for HFS for The Mint has been prepared. As the land ownership and tenure of The Mint site is more complex, involving multiple lots including a Crown Reserve, The Mint application will be submitted in 2018.

HYDE PARK BARRACKS MUSEUM RENEWAL

SLM is undertaking a significant renewal of the Hyde Park Barracks Museum, including necessary capital investment to implement site improvements and support the creation of a unique and engaging visitor experience and expanded programming offer.

With Commonwealth Government funding through the Protecting National Historic Sites program, a fully revised Conservation Management Plan was prepared and extensive audience research undertaken, resulting in a new Interpretation Master Plan being developed in 2017. Through this process, SLM recognised the need to re-examine the activation of the UNESCO World Heritage-listed site to create memorable experiences for visitors and position the museum as a cutting-edge international cultural destination.

After a highly competitive design tender, SLM selected multi-award-winning exhibit and media design specialists New York-based Local Projects to lead the renewal project. This includes developing a rich exhibition experience that provides a cohesive narrative employing contemporary interpretive techniques, immersive installations and unconventional interactives that will give visitors greater insight into the inhabitants of the barracks and the impact the building had on colonial Sydney and Aboriginal people.

The renewal is a \$15 million capital investment project and will be completed in 2019, coinciding with the Hyde Park Barracks' bicentenary. Along with the new visitor experience, other improvements include integration of a lift to provide greater accessibility to the site, upgrade of current amenities to complement the new displays, improved learning facilities and improved collection documentation management to allow greater public access to the collection.

The significant investment and contemporary interventions, combined with a rich, authentic offer, will attract and engage new and diverse audiences, increase visitation and enhance awareness of the heritage significance of the Hyde Park Barracks.

GARDENS

SLM's gardens and landscapes are an attraction for visitors and provide a complementary setting for the house museums. The SLM Horticulture Team presents and maintains each property to a high horticultural standard to enhance visitor enjoyment, interpretation and understanding of the heritage significance of the properties. All horticultural decisions are based on detailed historical research, an expert understanding of maintenance and management practices of historic gardens, and the operational needs of the house museums, including venue hire such as for photography shoots and filming, and weddings and other special events.

Elizabeth Farm – Chinese elm

Throughout the year the Horticulture Team devoted particular care to the highly significant Chinese elm (*Ulmus parvifolia*) tree at Elizabeth Farm, which was planted in the early 19th century. The elm had suffered a large spiral fracture of a main branch during heavy winds in May 2017. Two of the four temporary timber props have been re-engineered in steel to support any additional loads of the tree, and the remaining two timber props will be replaced in the following year. An exclusion zone has been established around the tree to protect the roots from soil compaction.

It will take approximately 18 months of careful monitoring and active care of the Chinese elm to determine if the care plan has been successful.

Rouse Hill House & Farm – gravel paths and carriage loop

In February, SLM commenced restoration of the gravel carriage loop and five main pedestrian paths around Rouse Hill House. The gravel selection was based on historical research and operational requirements. The gravel blend provides an authentic crunching sound as visitors move through the property's colonial garden setting.

INFORMATION AND COMMUNICATIONS TECHNOLOGY

Stable technology infrastructure

SLM continued to focus on ICT risk management in 2017–18 through the Hardware Refresh program. Refresh cycles are ongoing with the installation of new storage hardware that has allowed optimisation of data backups and increased total storage capacity to keep up with requirements and improve the overall performance of systems. New servers have been purchased to improve systems performance and ensure SLM's business applications are operating as required. Additional laptops have been added to the fleet and the oldest PCs were updated, improving productivity and staff mobility.

SLM's focus on risk management has more than halved unplanned disruption times due to system outages, which decreased to 219 hours 52 minutes in 2017–18. This has been achieved through the stable technology infrastructure initiatives and greater awareness of the causes of disruption. Measuring and analysing the causes allows workarounds to be swiftly put in place, enabling the museums to quickly return to normal function.

Pre-emptive health checks have been conducted on SLM's email system and virtual server configuration to ensure good practice and currency. Follow-up work to address the recommendations is now underway.

Enterprise Information Architecture

The Enterprise Information Architecture project continued in 2017–18, building on the successful implementation of the Ungerboeck Event Management system in the previous year.

A Bookings Excellence project saw the creation of a single robust bookings function for all program, education and group bookings. This project focused on streamlining existing processes to improve the customer experience. The project involved significant cross-divisional work and cooperation.

An internal Ungerboeck user group was formed to enable sharing of knowledge and coordination of ongoing improvements to the system. This group will increase the value SLM gains from the system and improve the service to visitors.

A Rostering project was initiated in response to rostering and timesheet issues identified during the Bookings Excellence project. This has seen the implementation of a rostering tool, TimeTarget, which interfaces between the Events system and the Human Resources system. The new system is being used to roster staff across education program delivery, front-of-house operations, and the Reception and Horticulture teams. The project has strengthened rostering, simplified the allocation of staff and increased the ability of casual staff to manage their time.

Other work in ICT

SLM's record management system was upgraded in 2017–18. Most staff are now able to use a browser-based interface with the system that improves flexibility and work mobility.

The change management process continues to strengthen, improving ICT planning and reducing disruption to the organisation. SLM's Change Management policy has been reviewed to include an increased focus on stakeholder management and timing of changes to avoid impact on visitors and venue hire clients.



KEY ACQUISITIONS

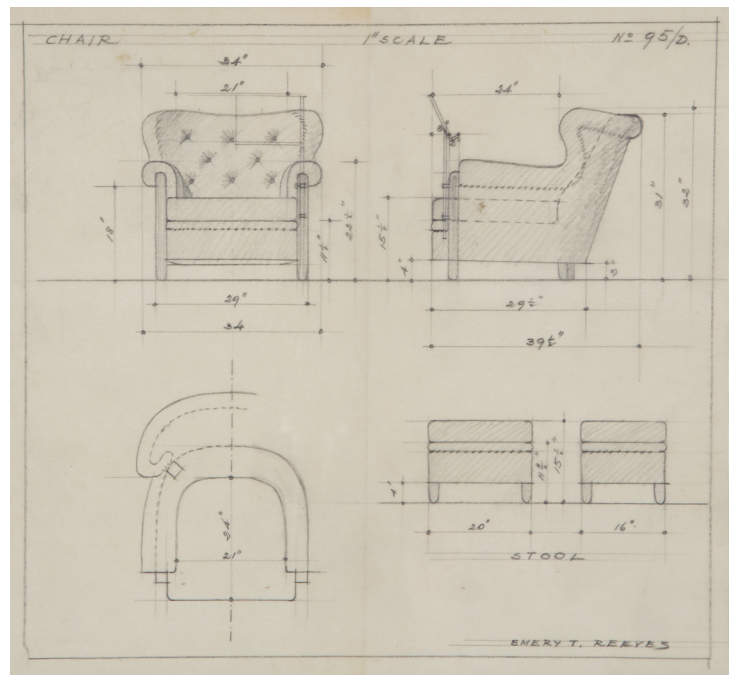
This year items were acquired through cultural gifts, donations and purchases for the Caroline Simpson Library & Research Collection (CSL&RC), Hyde Park Barracks Museum, Justice & Police Museum, Meroogal and Rose Seidler House.

Bruce Rickard archive

In September, the CSL&RC acquired a very substantial architectural archive associated with the late Bruce Rickard (1929–2010), a highly esteemed member of the Sydney School, a group of architects and an architectural style concerned with site-specific regional architecture. From the late 1950s to the 1990s, Rickard, inspired by Frank Lloyd Wright's principles of harmony between buildings and landscapes, created some of Sydney's most outstanding 'organic' houses. The archive, around 9 linear metres in extent, provides a comprehensive record of a significant architectural practice spanning nearly 60 years. It includes plans for domestic and commercial projects (elevations, sections, details, working drawings); original photographs of projects; correspondence and specifications relating to projects; and newspaper clippings and other ephemera.

Emmerich Revesz archive

Also in September, as a direct consequence of SLM's award-winning exhibition *The Moderns: European Designers in Sydney*, the CSL&RC acquired an archive of design drawings and photographs relating to émigré interior architect Emmerich Revesz (1897–1958). Revesz trained and worked in Vienna in the interwar period but left Austria in 1938 following the rise of Nazism, arriving in Australia with his wife, Stella, in January 1939. They settled in Sydney, where he worked under the name Emery Thomas Reeves. The archive comprises around 350 original scale drawings (mostly pencil, some ink, some coloured) of room schemes and furniture designs; around 55 dyelines; hundreds of pencil sketches of furniture; and around 170 photographs. The bulk of the Viennese drawings are signed by Revesz and dated 1920–38, with a significant component relating to specific commissions. The Australian drawings include a complete project for Warwick Oswald Fairfax in June 1957. Future research is likely to uncover a network of connections with other modernist émigré designers working in Sydney in the mid-20th century.



W O Fairfax commission, 1957. Emmerich Revesz archive, Caroline Simpson Library & Research Collection, Sydney Living Museums



Seven Elizabeth Street, furniture and fittings

During the year the CSL&RC acquired materials, in two separate processes, from an apartment block known as Seven Elizabeth Street, in central Sydney. The building, completed in 1940, was designed by eminent architect Emil Sodersten. It comprised 54 studio or 'bachelor' flats, which were sold fully furnished; the interior design was completed by Marion Hall Best, one of Sydney's leading interior designers of the mid-20th century. The project was one of Best's earliest commissions and she produced six different apartment designs that were replicated across all nine floors of the block. Sydney retailer and manufacturer Beard Watson & Co was commissioned to make the furniture and complete the fit-out for all the apartments. Various pieces of coachwood furniture were purchased using funds from the CSL&RC endowment, while additional fittings, including the 'No 7' sign and front doors to the apartment block, were donated by Transport for NSW prior to demolition of the building to make way for the Sydney Metro.



New Guard flag

In December, the Justice & Police Museum was given a large handpainted silk flag commemorating an infamous moment in Sydney's history: the spectacular stunt in which Francis de Groot disrupted the ceremonial opening of the Sydney Harbour Bridge on 19 March 1932. De Groot was a member of the New Guard, a shadowy right-wing paramilitary organisation. At the crucial moment, mounted on horseback and wearing military uniform, he upstaged the Premier of NSW by slashing the opening ribbon with a sword, declaring the bridge open 'in the name of the decent and respectable people of New South Wales'. He was dragged from his horse by irate police and, later, convicted of offensive behaviour. In the politically polarised era of the Depression, de Groot was the subject of both public adulation and condemnation. The handpainted flag, presented to de Groot in celebration of the occasion, features a monumental British bulldog, flanked on one side by an image of de Groot on horseback, sword raised, and on the other side by a depiction of the New Guard leader, Eric Campbell, giving the Nazi salute.



Convict love tokens

Five convict love tokens were acquired for the Hyde Park Barracks collection during the year. These tokens, usually made on smoothed-down English 'cartwheel' pennies, bear poignant testimony to the feelings of loss and separation experienced by those transported to the Australian colonies during the convict era. One token, engraved simply with the words 'James Daws/ Aged 20/1826', relates to an African-English sailor from Liverpool. Another relates to Frederick Morgan, 'cast for death' in April 1825 but 'respited' to transportation for life in June. He arrived in NSW in January 1826 on board the *Marquis of Hastings*. Two of the love tokens relate to women convicts. One, for Mary Ives, is stipple engraved on one side with the words 'Mary Ives/aged/22 Years/transportd/for 14/years/1833'. The reverse is engraved: 'Sarah Bacon/when/this you/see remember/me though I/ am far/away'. Mary Ives was aged 22 or 23 and a widow with a young child when she was sentenced to 14 years' transportation at the Norwich Quarter Sessions in July 1833. Sarah Bacon, the recipient of this token, was Mary's younger sister. Surviving love tokens from women convicts are particularly rare.



Other acquisitions

Other acquisitions include: for Rose Seidler House, a recipe book in German that formerly belonged to Rose Seidler herself; for Meroogal, a small paintbox, complete with blocks of watercolour paint, which is dated April 1864 and belonged to Kenneth McKenzie, the man credited as the architect of Meroogal; and for the CSL&RC, a mid-20th-century coffee set, hand made by internationally renowned potter Lucie Rie and retailed through the Marion Best Pty Ltd shop in Sydney, and two mid-20th-century items of furniture designed by George Korody for Artes Studios.

From top Convict love tokens, 1833 and 1826. Sydney Living Museums; Wooden paintbox with sliding lid, 1860–64. Sydney Living Museums. Gift of Shirley Lymbery. Photos © Jamie North

KEY CAPITAL WORKS PROJECTS

ELIZABETH BAY HOUSE

Conservation repairs to external joinery

This project included repairing and painting the service gates, fixed shutters, French doors and portico.



Verandah sandstone remediation

Due to the physical deterioration of the verandah paving at Elizabeth Bay House, the flagstones surrounding the portico were desalinated using the captive-head washing method. This included recording salt levels in the stone before works began and after they were finalised, repointing open joints and, in some instances, re-bedding flagstones and removing ferrous fixings to verandah facing stones, which were causing damage.

The accumulation of soluble salts in old stone and brickwork is a major cause of deterioration and loss of fabric in heritage buildings. The successful removal of salts should prevent ongoing damage.





VAUCLUSE HOUSE INTERIOR FINISHES

Specialist painters refreshed the house's historic interiors using traditional methods and finishes. Before the works began a lightweight commercial scaffold was erected and large numbers of collection items were relocated within the house. Surfaces had to be protected while the scaffold was moved around the interiors; for example, the 1860s Italian tiles in the dining room were covered in several layers of foam and masonite while the ceiling was painted.

MEROOGAL DAMP REMEDIATION

Water ingress and damp are common problems in historic buildings such as Meroogal, which is largely constructed of timber. Damp deterioration in the southern wall of the drawing room has been ongoing for several years. After an investigation into the condition of the sandstone footings and wall plates, a large section of wall plate was replaced, the footings repointed and the internal wallpaper conserved.



KEY CAPITAL WORKS PROJECTS

ROUSE HILL HOUSE & FARM

In addition to Rouse Hill House (built c1813–19), the Rouse Hill estate includes a rare and relatively intact assemblage of buildings built between 1850 and 1900. These range from the decorative bath- and summerhouses to the more utilitarian fowl house, farm sheds and enclosures.

As part of the capital works program at the Rouse Hill estate, SLM undertook a variety of complex conservation works, including stabilising and conserving masonry and timber structures, and repairing or replacing damaged or missing fabric. The approach taken closely follows the original conservation policy adopted for the site in 1987, which relies on the continued and recognisable use of traditional materials, trade skills and methods.



Fowl house ruin

A roofless, substantial brick structure is all that remains of Edwin Stephen Rouse's fowl house, which was built in the late 19th century to house his prize-winning poultry collection. During conservation works, SLM finally confirmed the original layout and construction of the fowl house from the position of brick and timber remains uncovered in the yard.

Works included desalination of the brickwork using the captive-head washing method to extract salts; limewater consolidation of deteriorated bricks through the slow application of 40 passes of limewater and the incorporation of select lime mortar patches; repointing; and mortar coping (flaunching) the wall to prevent further water ingress through the wall coping. As the structure was highly exposed to direct sunlight during the summer works, a hessian-draped misting system was set up to avoid rapid curing of the repointing and flaunching.



Cart shed

Repairs to the cart shed included replacing structurally compromised battens and rafters, replacing one and re-footing two of the original timber posts using traditional splice-ins, and subtly regrading the surrounding landforms to improve drainage.

Built in the 1860s, the structure functioned first as a calf shed, and may even have been an open structure. It has, however, long housed fragile motor and horse-drawn vehicles which are unable to be moved. They were instead protected by a series of purpose-built timber frames that doubled as a safe work platform for the roofer and joiner as they accessed the roof. All roof sheets on the western side were carefully removed from the building, documented, and put back in their original location once the repairs were completed. Additionally, a number of rusted roof sheets were repaired, prolonging the life of this original fabric.



Slaughterhouse

Remediation works to the slaughterhouse included lifting the original flagging and re-bedding it using lime mortar and sand, and incorporating a hardwood log to stabilise the flagstones, replicating a lost feature observed in historical photographs. A substantial deteriorated section of post, identified during the works, was replaced with a spliced timber element.



FIVE
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GROWING REVENUE STREAMS

SUCCESS MEASURES

Increase percentage of own
sourced income to 38% by 2022

Increase net commercial revenue
to \$2 million annually by 2022

Increase general admissions revenue
to 8% by 2022

Achieve annual development revenue
of \$2 million annually by 2022





GROWING REVENUE STREAMS

STRATEGIC PRIORITY OVERVIEW

SLM is pursuing a range of strategies to grow and diversify revenue streams, including active management of its cost base. Funds are aligned to the Strategic Plan to enable the organisation to meet its strategic goals.

A focus for the Finance Team is the provision of monthly data to teams across SLM to enable better-informed and more strategic decision-making. Collaborative partnerships support the delivery of major projects, and include cost-benefit analysis studies to support decision-making and priority setting.

FINANCIAL OVERVIEW

The 30 June result was a surplus of \$3.615 million, an increase of 7% on the revised budget of \$3.368 million. This year the NSW Government provided a recurrent grant of \$16.295 million, a decrease of \$1.34 million (8%) from the previous year, and a capital grant of \$5.247 million, a decrease of \$1.189 million (18%) from the previous year. SLM's self-generated revenue was \$7.495 million and expenditure was in line with 2016–17.

COMMERCIAL SERVICES

One Fine Day Wedding Expo

For the first time, the SLM Venues Team participated in the One Fine Day Wedding Expo, held at the Cutaway, Barangaroo, on 10 and 11 February. The expo attracted 3236 attendees, with the SLM Venues Team receiving 169 leads (5% conversion of all attendees). Two wedding ceremonies were booked at The Mint from this expo, achieving 49% return on investment, and delivering on increasing brand awareness of and engagement with SLM properties as part of the organisation's strategic goal to grow its revenue streams.

A marketing campaign targeted to prospective wedding clients included partnering with Fresh Catering for the styling and catering of the expo stand and a digital campaign across Facebook, Instagram and the SLM website that reached over 200,000 people. The number of sessions on the SLM Venues page also increased during February.

A dedicated SLM Venues Instagram page was launched alongside the expo. To date, it has achieved 195 followers – with over 1000 people engaging with content (likes, comments, saves) – and generated more than 100,000 digital impressions to deepen engagement with SLM venues. Email communications to potential leads have received an average open rate of 41% and click-through rate of 20%.

Gucci

Italian luxury fashion house Gucci chose Elizabeth Bay House as the site to launch its Fall/Winter 18/19 clothing collection to key media and clients in the Australian market.

For the event the floors in the house were covered with ornate Persian rugs, layered to re-create an eclectic feeling in line with the vision of Gucci's creative director, Alessandro Michele. The Gucci visual merchandising team (from Australia, Singapore and Italy) imported a range of custom-made furniture for the fashion house to showcase its collection, such as brass and wood clothing racks, velvet mannequins and display tables.

The launch also gave guests a glimpse of the new Gucci home-decor range. The luxury nature of the brand aligns well with the splendid interiors of Elizabeth Bay House and complemented the existing features of the property.

The event generated almost \$20,000 in venue hire and broadened exposure of the property to key media, including editors and fashion editors from *Vogue*, *Vogue Living*, *Belle Magazine*, *Harper's Bazaar*, *InStyle* and *10 Magazine*. The event featured across social media, particularly Instagram where Elizabeth Bay House was tagged.

Vaucluse House

In July, SLM and its hospitality partner, Fresh Catering, undertook a refurbishment of the Vaucluse House Tearooms, which included carpeting the main dining area, and installing new internal lighting, ceiling fans and furniture. The refurbishment has been well received by both regular tearooms patrons and wedding clients.

Commercial revenue for Vaucluse House grew by 31% on the previous year through an increase in the number of wedding ceremonies, wedding receptions, and film and photography shoots. Film shoots included the Donna Hay Foxtel series, an iPhone X television commercial, a Woolworths Christmas television commercial, an *I'm a celebrity ... Get me out of here!* television commercial, and a wedding ceremony and reception for the television series *Married at first sight*.

PHILANTHROPY

The SLM Foundation continues to raise funds to support SLM. The Foundation met three times during the year to provide strategic direction, leadership and guidance. Edward Simpson, Chair of the SLM Foundation, continued to spearhead new initiatives to encourage philanthropic support and to engage more deeply with donors.

A range of campaigns to engage, acquire and retain donors were developed and implemented. Through its second Annual Appeal, which focused on raising funds for heritage conservation, SLM reached over 45,000 current and prospective donors. For the first time, SLM also provided the opportunity for people to donate to support SLM through key activations and events such as *Spring Harvest Festival* and *Sydney Open*.

SLM continues to enhance the experience of and relationships with donors at all touchpoints across the organisation. Donations can now be made online using mobile, tablet and other devices for a more convenient experience. A new quarterly Foundation e-newsletter keeps donors up to date with events and fundraising initiatives. Donors are recognised in communications from SLM. Members of the Governors' Circle (those who donate \$5000 or more in one year) are acknowledged via a special stewardship program. Major individual donors are listed on page 111.

The Foundation supported a number of acquisitions for the Caroline Simpson Library & Research Collection, including the Bruce Rickard and Emmerich Revesz archives (see pages 80–1). It also assisted with education programs, and conservation and digitisation of collection items.

A series of events to engage donors included the annual thankyou event at the Hyde Park Barracks Museum where SLM Executive and Trustees met with and thanked donors for their contributions. SLM values and thanks all donors and supporters.

Harry & Penelope Seidler House turns 50

On 28 October, over 50 distinguished guests were joined by the Minister for the Arts, The Hon

Don Harwin MLC, to pay tribute to the vision of architect Harry Seidler and celebrate the 50th anniversary of the iconic Harry & Penelope Seidler House in Killara. The event was a rare opportunity for guests to see the house, complete with original furniture and paintings and its bushland setting. Guest speaker Professor Philip Goad, Chair of Architecture in the Faculty of Architecture, Building and Planning at the University of Melbourne, eloquently described the importance of the house and its place in history:

As a work of modernist architecture in Australia, it's exceptional ... Not only does it represent one of the high points in the Seidlers' move towards mass, texture, structural bravura and permanence in their architecture after the 1950s, it also continues career-long themes of the search for a total work of art that encompasses architecture, landscape, interiors, furniture all in combination with the collecting of paintings, sculpture and textiles.

The fundraising event for the SLM Foundation was generously supported by guests.

Hyde Park Barracks renewal presentation

On 8 March, SLM corporate partners were invited to meet leading New York-based experiential designers Local Projects, who are working with SLM on the redevelopment of the Hyde Park Barracks Museum (see page 77). SLM Trustees, Foundation and Executive joined guests in the map room on the ground floor of the building, where they enjoyed a presentation showcasing the vision for the development of what will become Australia's most exciting place-based museum. Macquarie Group, Grosvenor Place, Fairfax Media and AMP Capital were represented at the evening. This was the forerunner of a series of events planned for 2019, with the objective of increasing the scale, diversity and number of SLM's partnerships to enhance visitor experience, engage with new audiences and shape the future of heritage in Australia.

➤ Mark Goggin, Penelope Seidler AM, The Hon Don Harwin MLC, Professor Philip Goad and Michael Rose AM at the donor event commemorating 50 years of the Harry & Penelope Seidler House. Photo © Lindy Goodwin for Sydney Living Museums



‘Preservation is a commitment to remember our collective past so that we may prepare for a collective future. SLM’s work is vital to conserve the cultural identity provided by our built environment. The preservation of these invaluable cultural resources could not be achieved without the vision and generosity of our supporters.’

Susannah Sweeney, SLM Foundation Director and Governors’ Circle member

CORPORATE PARTNERSHIPS

Grosvenor Place

Grosvenor Place (GP), a long-term supporting partner of the Museum of Sydney, created a number of special events for its tenants and clients during the year. A highlight was the *Harry Seidler: Art & Architecture* installation (see page 42).

In May, GP invited its tenants to a private viewing of the SLM exhibition *Underworld: Mugshots from the Roaring Twenties*. The evening provided insights into the stories behind the fascinating images and the photographic techniques used in the 1920s. Curator Nerida Campbell gave an in-depth talk to guests, including executives and staff from Colliers International, McCann and Deloitte. John Derrick, GP Executive Director, and Mark Goggin, SLM's Executive Director, spoke of the importance of the partnership, which aligns culture, heritage and the 21st-century workplace, and speaks to the GP philosophy 'Culture at Work'.

'We'd like to thank the SLM team for their expertise and help in co-producing some very successful tenant events over the last two years. Working with specialist curators in art and architecture and accessing beautiful cultural spaces within the Museum of Sydney has helped Grosvenor Place create memorable and bespoke experiences for our tenant base which strongly align with our brand.'

Phaedra Dezarnaulds, Marketing Communications Manager, Grosvenor Place

AMP Capital

SLM's partnership with AMP Capital continued in 2017–18, with SLM staff assisting AMP in its plans for the Quay Quarter Development. Specialist SLM staff are members of the Quay Quarter Construction Liaison Committee and have worked closely with AMP to provide information and share knowledge about the heritage interpretation of the planned Quay Quarter site. AMP Capital has hosted tenant and client engagement activations at the Museum of Sydney, which have proved extremely popular. These included private viewings of the SLM exhibitions *The Moderns: European Designers in Sydney* and *Underworld: Mugshots from the Roaring Twenties*.

The Sydney Morning Herald

Sydney Open 2017 provided an opportunity for SLM to partner with *The Sydney Morning Herald* (SMH). Michael Laxton, Chief Marketing Officer for Fairfax Media, was delighted to engage with SLM on such a valuable partnership, and acknowledged the importance of this major Sydney cultural event:

[*Sydney Open* has] a playfulness to it, as you seek out your own adventure for a day and can really tailor the program to your own interests. I think this is why it is such a successful event – plus who doesn't want to have a sneak peek at places you can't normally go!

This is the first year of a two-year partnership on *Sydney Open*. The alignment of SLM with SMH and Fairfax Media represents a significant partnership and highlights the value to external stakeholders in partnering with a heritage organisation that continually evolves to remain relevant to new and existing audiences.

GML Heritage

SLM and GML Heritage, one of Australia's leading heritage consultancies, have created a partnership with placemaking at its centre. GML Heritage sponsored the *Sydney Open* breakfast, held at The Mint, for the second year in 2017–18, and its commitment to sponsor the event for a third year demonstrates the success of the partnership.

Australian House & Garden

Australian House & Garden chose to celebrate its 70th birthday at The Mint in March, building on the relationship established through working with SLM on its exhibitions *The Moderns: European Designers in Sydney* and *Marion Hall Best: Interiors*. Lisa Green, the magazine's editor, selected The Mint as an appropriate venue for the publication to celebrate its long history, citing the juxtaposition of the original buildings' heritage architecture with the site's contemporary additions by architects Francis-Jones Morehen Thorp. Every issue of the magazine is held in the Caroline Simpson Library & Research Collection, and a time capsule marking the anniversary was placed in the library, to be opened after ten years.

Angove Wines

Angove Wines continued to support SLM as its beverage sponsor across a range of events, including the *Sydney Open* VIP evening, exhibition launches and private donor events. The ten-year collaboration has been a success for both parties.

Architecture Media

As a media partner for *Sydney Open*, Architecture Media provided support for the event through its *Houses* magazine. This partnership has seen new audiences engage with SLM and provides the organisation with a platform to reach architecture industry professionals.

Modern House

SLM welcomed support from Modern House for the exhibition *The Moderns: European Designers in Sydney* and *Sydney Open 2017*. Modern House specialises in the sale of modernist, mid-20th-century and contemporary architect-designed residences, and the company's commitment to good design aligned with SLM's *Mad About Modernism* weekend held at Rose Seidler House in September.

City of Sydney

Sustainable Destination Partnership

SLM is a member of the Sustainable Destination Partnership, which was launched by the City of Sydney on 19 June. The partnership represents a key initiative of Sustainable Sydney 2030, the City's response to the UN Sustainable Development Goals and the Paris Global Climate Agreement, to both of which Australia is a signatory.

In becoming a partner, SLM is committed to working with other leaders in the entertainment and accommodation sector to improve the sustainability of the sector and achieve the Sustainable Sydney 2030 targets: 70% reduction in greenhouse gas emissions and net zero emissions by 2050, zero increase in potable water use, and 90% diversion of waste from landfill.

—
FIVE
PILLARS

INVESTING IN PEOPLE AND CULTURE

SUCCESS MEASURES

Maintain above-sector staff engagement
as measured by the People Matter survey

Achieve workplace diversity consistent with
NSW public sector targets

Promote a culture of continuous
workplace improvement

Achieve zero WHS workplace injuries





INVESTING IN PEOPLE AND CULTURE

STRATEGIC PRIORITY OVERVIEW

SLM continued to invest in its people and culture to uphold and promote the principal objectives of the *Historic Houses Act 1980* and fulfil the ambitions of the Strategic Plan. It is through our staff that we will achieve our ambitions.

A focus is on strengthening staff communication, noting the challenges presented with staff located across 12 sites, a number of which are comparatively distant from the majority of staff located at The Mint. A further challenge is to maintain effective and ongoing communication with part-time and casual staff, who represent approximately 40% of the SLM workforce at any time.

PEOPLE MATTER WORKING GROUP

Led by Lisa Walters, Director, Corporate & Commercial, the working group meets every six weeks, and includes staff members from across the organisation.

During the year, SLM received the NSW People Matter Employee Survey feedback for 2017, which was shared with all staff. The working group, established in 2016, addressed key areas for improvement. The working group identified three core focus areas:

- Communication – key government and SLM Executive communications to be established and incorporated into team meetings for consistency and access.
- Development – all staff to complete performance development plans, supported by the training of managers in managing for performance.
- Change management – learning from past experiences to continue to adapt and improve practices.

SLM continues to seek ideas and initiatives to improve its workplace culture through engagement with staff across the organisation.

PEOPLE MATTER EMPLOYEE SURVEY 2017: SUMMARY OF KEY THEMES

In 2017, 214 out of 239 total respondents completed the survey – a response rate of 90%.

Employee Engagement Index: Measures employees' overall feelings about the organisation. Can be affected by relationships with middle managers, perceptions of learning and development, views of senior management, and reward and recognition. SLM score: **71%** (+6 compared to NSW public sector)

Engagement with Work: Measures employees' sense of professional accomplishment, a key driver of the Employee Engagement Index. SLM score: **77%** (+6 compared to NSW public sector)

Diversity & Inclusion: Encompasses physical and cultural differences between employees along with differences in knowledge, backgrounds, ideas and working styles. Workplace inclusion includes involvement and empowerment. SLM score: **71%** (+4 compared to NSW public sector)

High Performance: Measures employee perceptions of job role clarity, collaboration within work groups and confidence in the decisions of management. SLM score: **62%** (–1 compared to NSW public sector)

Public Sector Values: The four Public Sector Values are Integrity, Trust, Service and Accountability. SLM score: **60%** (–1 compared to NSW public sector)

Communication: Encompasses both downward and upward communication. SLM score: **55%** (–5 compared to NSW public sector)

Senior Managers: Measures employee perceptions of senior managers, their communication, leadership, change management and support for employee innovation. SLM score: **40%** (–7 compared to NSW public sector)

CHANGE MANAGEMENT

Creation of the City Museums Portfolio

In August a Change Management Plan was initiated to combine the City and Macquarie Street portfolios, responsible for delivering customer service at the Hyde Park Barracks Museum, The Mint, Justice & Police Museum, Museum of Sydney and Susannah Place Museum. Its objective was to deliver more consistent management of visitor services and operations across the city sites; strengthen the seniority of management on weekends; and provide a more flexible staffing structure to support the delivery of key capital renewal projects over the next three years. The creation of the combined portfolio resulted in the reduction of the Head of Portfolio roles from two to one, along with some adjustments to operational roles. Extensive staff communication accompanied the changes, with the change management program completed in April 2018.

Hyde Park Barracks Museum closure

In May a Change Management Plan was introduced in recognition of the requirement to close the Hyde Park Barracks Museum for a period of up to six months to enable completion of the reinterpretation of the site, and the installation of a passenger lift in the main building. It is anticipated that the closure will commence in late January 2019, and staff providing visitor services, tours, education visits and venue hire at the site will be redeployed. Extensive staff consultation accompanied the announcement of the planned closure. A new staffing structure for the reinterpreted Hyde Park Barracks Museum will be completed following finalisation of the interpretation design, service design and operational model for the site, being developed in collaboration with Local Projects.

In the lead-up to the commencement of work on the Hyde Park Barracks Renewal Project, a number of internal communications channels were developed to update SLM employees and increase their engagement with the project.

A dedicated page on the Hyde Park Barracks Renewal Project was developed for the SLM intranet with updates grouped by topic: operations, design, content and experience. Project team contact details have also been included to encourage and facilitate information flowing from the project team to the wider group of SLM employees.

Digital channels are supported by regular staff update sessions presented by members of the project team, providing more detailed information about various aspects of the project's development.

Centralisation of booking services

A centralised booking process to manage box office, education and group bookings was established in September.

The new structure, the result of extensive staff consultation and the establishment of a project steering group, sought to improve processes to support the growth of group bookings, cross-sell and promote the range of SLM services, and simplify contact points for visitors. The four-member Bookings Team is led by a coordinator, with one team member focused primarily on proactive outbound calling. The team also supports membership sales and renewals. The new structure was introduced in stages over the months to January 2018 and involved comprehensive staff training.

INTERNAL COMMUNICATIONS

At the beginning of 2018, SLM identified the need for a new staff position responsible for developing strategies and activities to engage employees and deliver consistent, effective and timely communications to internal stakeholders. The role of Internal Communications Officer was subsequently established and recruited to the Marketing & Audience Insight Team.

After an introductory period comprising consultation with members of the Executive Team, the Leadership Group and a wide range

of other teams working across the organisation, an Internal Communications and Engagement Strategy was developed. The strategy and its associated documentation were approved by SLM Executive in May. Implementation of the strategy has commenced, and will continue to be rolled out during the 2018–19 financial year.

CURATORIAL FORUM

This initiative, convened by Robert Campbell, Director, Curatorial & Museums, and Ian Innes, Director, Heritage & Collections, brings curatorial staff together several times a year to share knowledge and learning in a collegiate environment. Highlights of 2017–18 include forum members considering and workshopping the approach and content of an organisation-wide research strategy and discussion on how best to apply the Morris Hargreaves McIntyre Culture Segments research to SLM's varied public-facing work programs.

ACCESSIBILITY AND INCLUSIVITY

SLM participated in the Department of Planning and Environment's steering committees for the Disability Inclusion Action Plan (DIAP), the Multicultural Plan (MCP), and the Aboriginal Employment Strategy (AES). The DIAP demonstrates commitment to delivering accessible and inclusive services and facilities, and providing meaningful employment opportunities for all current and prospective employees with disability. The MCP outlines the NSW public sector's commitment to ensuring that people from every cultural background have the same opportunities as the rest of the community. This means providing access to services and facilities and ensuring SLM provides equitable employment opportunities for all current and prospective employees from all cultural backgrounds.

SLM further committed to the employment strategy in its Aboriginal Action Plan with the recruitment of three new identified roles. Significantly, a senior strategic role, Head of Indigenous Relations & Cultural Engagement, was created to lead the

effective management of SLM's Indigenous strategy, engagement and relationships, internally and externally. The role is responsible for directly guiding and implementing SLM's Aboriginal Action Plan to drive and facilitate key strategic projects and related funding initiatives.

An Indigenous Program Producer was recruited in the Experience & Learning Team to develop and coordinate the delivery of public and education programs focused on the Indigenous history and cultural heritage of Sydney and SLM sites, and to engage with and attract new and diverse audiences and Indigenous communities.

The Assistant Curator – Aboriginal Interpretation Projects provides curatorial support for exhibitions, programs and digital outcomes to reach and attract wider audiences with a specific focus on the Aboriginal stories and cultural heritage of Sydney and SLM places.

Workplace modifications

Funding was obtained through the Commonwealth Government Employment Assistance Fund to implement modifications required to overcome disability-specific workplace barriers. This resulted in the following workplace modifications being undertaken at The Mint:

- automated main access door
- automated access to the projector booth
- automated access to the accessible bathroom

DEVELOPING SKILLS, AND TRAINING AND SUPPORTING STAFF

Staff development is crucial to the ongoing success of the organisation. Specific development and training opportunities for staff are offered in three categories:

- compliance training – to ensure that staff have the required skills and knowledge to undertake their roles responsibly and effectively
- role-specific personal development and training
- organisational priorities and focus areas

SLM also provides opportunities for staff to attend relevant conferences, industry think tanks and workshops to advance their skills and capabilities.

With the breadth of functions across the organisation, most training hours provided in any year relate to meeting mandatory compliance obligations. In 2017–18, 70% of training hours related to compliance.

A total of 1538 hours of training was provided to staff during the financial year, comprising professional development (618 hours) and compliance (920 hours) training. A total of 158 staff undertook training, with 361 places being offered in sessions.

Compliance training focused on improving the safety of employees in the Horticulture and Building and Facilities teams in the use of plant, equipment and tools. This included a two-day course on trimming and cutting felled trees with chainsaws and two sessions on the safe operation and maintenance of tractors. Other areas of compliance training included ten staff members completing Certificate IV in Work Health and Safety, recertification of chemical accreditation and attainment of high-risk work licences.

Organisational professional development focused on improving the leadership skills of mid-level managers. This follows the leadership training offered to the Leadership Group in 2016–17, as SLM continues to develop these skills and capabilities across the organisation. Four sessions were held across several months, supplemented by coaching sessions. The training focused on key tools and techniques to equip staff in their leadership roles and provided grounding in communication and emotional intelligence skills. In June, SLM commenced the NSW Public Sector Commission's Managing for Performance Training, which will continue in 2019 for the Leadership Group and mid-level managers.

Other focus areas for training were managing change, social media, and a variety of individual development opportunities. Staff induction processes were improved and continue to be refined to transition staff into their new roles at SLM.

LEADERSHIP GROUP

The Leadership Group consists of heads of teams that report directly to a member of the SLM Executive. The group provides management and coordination of SLM operations, input into strategic priorities, and mutual support. It engenders a cohesive, active leadership cohort and assists in the development and improvement of operations across SLM.

The group's mission is:

- to provide a vehicle for SLM heads of teams to oversee SLM operations and strategic priorities with the aim of monitoring and managing KPIs
- to facilitate communications between the Executive and teams
- to influence and encourage the development of a culture supporting SLM values and behaviours

The group meets monthly to learn about cross-organisational activities and share their breadth of experience across SLM. The group also participates in regular coaching sessions to build collaboration and solve problems at an individual team level.

EXTERNAL SECONDMENTS AND INTERNAL TEMPORARY ASSIGNMENTS

Five secondments were supported in 2017–18. Three temporary roles were filled through secondment, bringing expertise into the organisation from other government agencies. Two staff members were seconded to another NSW Government agency to further develop their skills. In response to employee feedback from the People Matter Survey, SLM has committed to increasing opportunities for internal candidates to build new skills. Forty-eight SLM staff were provided with temporary above and at-level assignments to different roles within the organisation.

PROFESSIONAL DEVELOPMENT

Churchill Fellowship

Dr Caroline Butler-Bowdon, Director, Strategy & Engagement, was awarded a 2017 Churchill Fellowship to travel to the UK, Denmark, Canada and the USA. Dr Butler-Bowdon investigated the best new global models of visitor accessibility and experience at heritage sites and museums, and identified success factors at a range of sites, including the 9/11 Memorial & Museum in New York, Stonehenge in Salisbury and the Maritime Museum of Denmark.

Public Service Commission Leadership Development

The Public Service Commission (PSC) runs a comprehensive set of senior leadership programs. During 2017–18 the following staff participated in programs offered by the PSC.

Lisa Walters was accepted into the Australia and New Zealand School of Government (ANZSOG) Executive Master of Public Administration 2018 cohort. Lisa joins 100 senior leaders from across the Australian and New Zealand public service sectors. The two-year postgraduate course for high-performing public sector managers began in January. The program combines intensive blocks of residential study with elective modules. It provides a multidisciplinary curriculum that integrates theory and real-world application tailored to meet the needs of today's senior leaders.

Yaseen Dean, Head of Finance, completed the program in February.

Robert Campbell, Director, Curatorial & Museums, completed the Executive Leadership Essentials program in May. The program provides recently appointed senior executives with an overview of the sector, with a focus on the opportunity to influence change. The program provides the opportunity to hear firsthand from some of the most senior NSW public sector leaders.

CAMD Mentoring

For the third successive year, SLM has participated in the Council of Australasian Museum Directors (CAMD) Executive Mentoring Program, managed by McCarthy Mentoring. The yearlong structured program offers women in the cultural sector a professional development opportunity to work with an experienced executive mentor. This year, Karen Rivera, Head of Marketing & Audience Insight, was paired with Kate Driver, Deputy Director and General Manager Operations at Questacon. Through monthly meetings and guided online resource material the program enhances the development of strategic leadership skills.

Ruth Pope Scholarship

The Ruth Pope Bequest Travelling Scholarship is awarded annually to SLM staff members to develop their professional skills and expertise through study, research and travel within their field of interest at museums and other cultural institutions. There were two recipients of the Ruth Pope Bequest Travelling Scholarship in the financial year.

David Key, Visitor Services Coordinator in the House Museums Portfolio (West), travelled to the North Island of New Zealand to understand approaches to delivering bicultural experiences in colonial houses, visitor centres and contemporary museums. David visited sites and met with professionals in the Northland and Waikato regions, Auckland and Wellington. His experiences and reflections will help to inform the Visitor Services delivery of the SLM Aboriginal Action Plan.

Jacqui Newling, Assistant Curator, Curatorial & Museums, travelled to Massachusetts, Washington DC, Virginia and New York to investigate interpretation and visitor engagement approaches employed by metropolitan and regional cultural institutions. Jacqui focused on immersive, experiential and participatory engagement methods of presenting history, heritage and contemporary cultural concepts, particularly through the cultural medium of food. She also undertook training in audience development at

the Metropolitan Museum of Art and the American Museum of Natural History in New York with Museum Hack, a company that specialises in engaging millennial audiences (18–30 years of age) in museum experiences.

WORK HEALTH AND SAFETY

In line with the NSW Government Work Health and Safety Sector Plan, SLM's Work Health and Safety (WHS) focus for 2017–18 was:

- embedding a health and safety landscape
- key priority areas

Due diligence training

The Leadership Group participated in a workshop addressing the due diligence duties of officers under the *Work Health and Safety Act 2011* within the SLM context and against SLM's Work Health and Safety Framework (the WHS Policy).

Identification of key priority areas for SLM

Priority risks were identified using a risk-based approach in accordance with the SLM Corporate Risk Framework and the NSW Treasury Risk Management Toolkit. The following priority areas were identified:

- contractor management
- emergency procedures
- confined spaces

Contractor management

SLM has focused on the review, development and implementation of its contractor management policy and procedures. Site-specific induction packs that provide contractors with a clear understanding of known risks across all SLM properties were developed in 2017–18.

Emergency procedures

SLM has improved and customised its existing emergency plans across all properties. This has led to the development of a customised SLM Emergency Plan that has been summarised into a mini desktop manual.

Confined spaces

An audit of potential confined spaces across SLM was undertaken in 2017–18, and identified areas were recorded and included in the contractor site-specific induction packs. SLM also developed a confined-space entry permit.

WHS Consultation

SLM's WHS Committee continued to meet on a bimonthly basis, with each meeting followed by a property inspection. Its Health and Safety Representatives took a proactive role in the risk management of activities held at the properties and undertaken by individual teams, including risk assessments for *Sydney Open*, *Spring Harvest Festival* and *Autumn Harvest Festival* and a review of SLM Commercial Services activities.

Property inspections

The WHS Committee undertook inspections of the following properties:

- Hyde Park Barracks Museum
- Justice & Police Museum
- Museum of Sydney
- Susannah Place Museum
- Vaucluse House

WHS Policies & Procedures

The following WHS-related policies were developed in 2017–18:

- Contractor Management Policy and related documents:
 - Property Site-Specific Induction (11 properties)
 - Contractor Information Pack
 - Confined Spaces Permit
 - Hot Works Permit (revised)
- Electrical Testing and Tagging Procedure
- Online Incident Notification form
- Curriculum Program Deliverer First Aid Procedure

Incident reporting and injury management

Four claims were lodged in the financial year, two of which were non-reportable.

One lost-time claim was lodged, which is below SLM's five-year average. The number of incidents reported also fell in 2017–18.

Key statistics for the year:

- 116 incidents were reported (a decrease of 10% on the previous year)
- 48% of reported incidents were visitor-related (compared to 44% in the previous year)
- one lost-time claim was lodged
- the final net claim cost for 2017–18 was \$15,371.98, a decrease on the 2016–17 figure of \$20,286.55

WHS training

Ten SLM staff, including four members of the WHS Committee, completed Certificate IV in Work Health and Safety (five units of which had been completed the previous year).

INFLUENZA VACCINATION PROGRAM

Since 2012 the Human Resources Team has offered SLM staff access to a free workplace influenza vaccination program that reduces the chance of individuals getting the flu and spreading the illness through either the workplace or the home. This year 83 staff received vaccinations.

VOLUNTEERS

The Volunteer program provides community members with opportunities to access a deeper level of engagement across SLM sites. SLM's cohort of active and diverse volunteers personifies the organisation's aspiration to be 'a sociable host', assisting in the delivery of high-quality visitor

experiences across the sites, programs and online. SLM maintained a core group of 174 volunteers at its sites over the year. This was complemented by 410 volunteers recruited to deliver the *Sydney Open 2017* program in November. Volunteers contributed a total of 9458 hours of service across the year.

Over the past 12 months SLM secured funding through the NSW Government's Smart and Skilled program, enabling SLM volunteers to access accredited training modules and develop skills in tourism. Thirty volunteers have completed the two-day Customer Service course, and an additional 30 volunteers completed the three-day Tour Guiding course, with both courses delivered by the Taronga Training Institute. The participants were drawn from all 12 SLM sites, which means the knowledge gained can be shared across all volunteer teams.

During National Volunteer Week in May, SLM hosted its fifth Annual Volunteers' Morning Tea at The Mint. Fifty-eight volunteers were joined by staff and SLM Executive to recognise their significant contribution across the organisation. Volunteers who reached length-of-service milestones of five, ten or 15 years were presented with awards to acknowledge their significant commitment. This year's award recipients had collectively contributed 80 years of volunteer service to SLM.

A volunteer strategy is being developed to align with the organisation's strategic goals and Volunteering Australia's National Standards for Volunteer Involvement. To inform the strategy, a wellbeing survey of current SLM volunteers was conducted in May, with strong engagement evident in the results: 99% of respondents said they are 'very likely' or 'likely' to continue volunteering for SLM for the foreseeable future, and 97% of respondents reported that they are 'very likely' or 'likely' to recommend SLM as a great place to volunteer.

EXTERNAL ACTIVITIES AND ENGAGEMENT

Publications

Jane Kelso, 'The first Government House', *The first governor – a bicentenary symposium on Arthur Phillip*, special issue of the *Sydney Journal*, vol 5, no 1, September 2017, pp56–68

Veronica Kooyman, 'Bathsheba Ghost: a convict woman's rise from adversity', *Journal of Marrickville Heritage Society*, no 15, 2015, pp33–5

Megan Martin, '2017 Kevin Fahy lecture: the Vacluse House collection 1915–1970', *Australiana*, vol 40, no 1, February 2018, pp28–41

Megan Martin, 'The surprising legacy of Miss Pye of Parramatta', *Descent*, vol 48, part 2, June 2018, pp31–3

Jacqui Newling, 'Phillip's table: food in the early Sydney settlement', *The first governor – a bicentenary symposium on Arthur Phillip*, special issue of the *Sydney Journal*, vol 5, no 1, September 2017, pp69–83

Dr Fiona Starr, 'The "Sidney Slaughter House": convict experience of medical care at the Rum Hospital, Sydney, 1816–1848', *Incarceration, Migration, Dispossession and Discovery: Medicine in Colonial Australia*, issue of *Health and History*, vol 19, no 2, 2017, pp60–89

Presentations

Dr Caroline Butler-Bowdon, 'Celebrity talk: making modernism in Sydney' with Penelope Seidler AM, Art After Hours, Art Gallery of NSW, Sydney, 19 July 2017

Dr Caroline Butler-Bowdon, on Grace Cossington Smith's *The Bridge in-curve* (displayed in the *Brave New World: Australia 1930s* exhibition), presentation to The Turbulent Thirties symposium, NGV, Melbourne, 16 September 2017

Dr Caroline Butler-Bowdon, interviewed on *Secrets of our cities*, television program, SBS Television, aired 3 October 2017

Dr Caroline Butler-Bowdon, 'Unlocking heritage onsite and online', research paper presented at Relevance 2017 Conference, Historic Royal Palaces, London, 15 October 2017

Dr Caroline Butler-Bowdon, facilitator, 'Immersive histories' panel (with Professor Paul Ashton, Associate Professor Adam Clulow and Dr Peter Hobbins), Sydney Writers' Festival, 3 May 2018

Nerida Campbell, 'Collecting crime: ethics and forensic collections – in conversation with Professor Katherine Biber', UTS: Law in Conversation, University of Technology Sydney, 18 August 2017

Nerida Campbell, 'A dark archive: forensic photography and storytelling', BAD: Sydney Crime Writers Festival, Justice & Police Museum, 3 September 2017

Nerida Campbell, 'Curatorship', The Many Paths Beyond the PhD, Department of History, University of Sydney, 23 November 2017

Anna Cossu, 'Philosophy of Susannah Place Museum', guest lecture for first-year Interior Architecture students, University of Technology Sydney, 15 August 2017

Veronica Kooyman, 'Underworld: mugshots from the Roaring Twenties', Young Professionals Network, Museum of Sydney, 7 June 2018

Michael Lech, 'The fall of Sydney's department stores', Scratch Art Space (part of the Australian Heritage Festival), Marrickville, 21 April 2018

Jacqui Newling, 'Week of tastes', Vaucluse Public School, 8 August 2017

Jacqui Newling, 'Eat your history', Book Week presentation at Emanuel School, Randwick, 23 August 2017

Jacqui Newling, '1838 colonial banquet dinner', St Albans Writers' Festival, 9 September 2017

Jacqui Newling, 'Gastronomy in the museum' training session, Forbes and District Historical Society Museum, 20 September 2017

Jacqui Newling, 'Historic gastronomic', Forbes and District Historical Society Museum in conjunction with the River Arts Festival, 20 September 2017

Jacqui Newling, food workshop, Family History Societies NSW and ACT Annual Conference hosted by Orange Regional Council, 22 September 2017

Jacqui Newling, 'A tongue on the table: telling the family story through food', Family History Societies NSW and ACT Annual Conference hosted by Orange Regional Council, NSW, 23 September 2017

Jacqui Newling, workshop panel, GLAMSLAM, University of Technology Sydney, 1 March 2018

Jacqui Newling, 'From haggis to hominy: transporting tastes to new territories', Glen Innes & District Historical Society 50th anniversary conference, 16 March 2018

Jacqui Newling, 'A tongue on the table: telling the family story through food', Glen Innes & District Historical Society 50th anniversary conference, 17 March 2018

Jacqui Newling, 'Cultures of food: Australia', filmed lecture for the Open Learning Environment program, University of Sydney, ongoing

Joanna Nicholas, 'Navigating a career in house museums', Christie's Education – Mapping a Career in the Art World, Michael Reid Gallery, Sydney, 12 April 2018

Dr Matthew Stephens, 'A necromancer's riff: life in rare books and special collections and the art of keeping nimble', So You Want to Work with Rare Books and Special Collections? forum, State Library of NSW, Sydney, 9 October 2017

Dr Matthew Stephens, 'The future of special collections, career paths, development opportunities and potential for the establishment of an ALIA Special Interest Group' (panel discussion with Lyndall Osborne, Erica Ryan, Elise Edmonds, Richard Overell and Maggie Patton), So You Want to Work with Rare Books and Special Collections? forum, State Library of NSW, Sydney, 9 October 2017

Dr Toner Stevenson with Susan Sedgwick, 'Less is more: re-visioning small museums in the growing city', The Future of Museums of Cities, ICOM CAMOC Annual Conference, Frankfurt, 4 June 2018

Dr Toner Stevenson, 'Museums and wellbeing: quantifying how museums improve health in the growing urban landscape of Greater Sydney', The Future of Museums of Cities, ICOM CAMOC Annual Conference, Frankfurt, 5 June 2018

External boards, committees and panels

Liane Ades, Multicultural Employee Reference Group – Department of Planning and Environment: Cluster Corporate Services

Dr Caroline Butler-Bowdon, Advisory Board of the Sydney Social Sciences and Humanities Advanced Research Centre (SSSHARC)

Dr Caroline Butler-Bowdon, Art Advisory Panel for 160 King Street Project

Dr Caroline Butler-Bowdon, Executive Committee for the ICOMOS General Assembly 2020 – GA 2020 project partner

Dr Caroline Butler-Bowdon, Sydney GLAM + Alliance Working Groups, Program and Audience Development Group

Dr Caroline Butler-Bowdon, Sydney Night-time Economy Commission, Committee for Sydney

Nerida Campbell, member of the Justice Museums group

Michael Ellis, panel member, Heritage Near Me Heritage Activation Grants 2018–19 program, NSW Office of Environment & Heritage

Mark Goggin, member of the Council of Australasian Museum Directors (CAMD)

Dr Scott Hill, Trust member, Belgenny Farm Trust

Dr Scott Hill, member of the Parramatta Heritage Partners

Rebecca Jones, Peer Reviewer for Museums & Galleries of NSW

Rebecca Jones, Reviewer for the Standards Program, Museums & Galleries of NSW

David Key, member of the Parramatta Heritage Partners

Michael Lech, Secretary, Australiana Society

Julia Mackay, council member, Australasian Registrars Committee

Joanna Nicholas, member of the Collections Committee for the National Trust of Australia (NSW)

Joanna Nicholas, reviewer for the Standards Program, Museums & Galleries of NSW

Georgina Pearce, Planning and Environment Portfolio's Steering Committees for Aboriginal Employment Strategy, Multicultural Plan, and Disability Inclusion Action Plan

Sarah-Jane Rennie, 2017 Standards Reviewer, Museum and Gallery Services Queensland (MGSQ) with Sunshine Coast Council

Sarah-Jane Rennie, member of Australian Institute for the Conservation of Cultural Materials (AICCM) NSW Committee

Sarah-Jane Rennie, member of Australian Institute for the Conservation of Cultural Materials (AICCM) National Conference committee

Susan Sedgwick, member of the Editorial Board, CAMOC Museums of Cities Review (International Committee for the Collections and Activities of Museums of Cities)

Susan Sedgwick, member of the Justice Museums group

Dr Fiona Starr, Historical Archaeology in Sydney Research Group

Bob Whight, SLM representative, NAME (Network of Australasian Museum Exhibitors, a subgroup of CAMD)

Bob Whight, judge, Interpretation Australia Awards 2017

APPENDICES

1. BOARD STANDING COMMITTEES

The Board standing committees are advisory bodies to the SLM Board of Trustees.

Aboriginal Advisory Committee

The Aboriginal Advisory Committee comprises one Trustee, senior staff and external Indigenous members. Its role is to provide advice on strategic issues that relate to SLM's Aboriginal Action Plan, and Aboriginal participation and presence in core areas of the organisation.

Members

Michael McDaniel, Professor of Indigenous Education and Director of Jumbunna Indigenous House of Learning, University of Technology Sydney (Chair)

Michael Rose AM, SLM Chairman

Leanne Watson, Managing Director, Darug Custodians Aboriginal Corporation, and Project Manager, Muru Mittigar

Peter White, First Peoples Cultural and Creative Development Advisor (to August 2017)

Staff

Mark Goggin, Executive Director

Dr Caroline Butler-Bowdon, Director, Strategy & Engagement

Peter White, Head of Indigenous Strategy & Cultural Engagement (from February 2018)

Audit & Risk Committee

The Audit & Risk Committee is an integral component of SLM's corporate governance arrangements. Its responsibilities cover the review and oversight of internal controls, risk management, prevention of corruption and fraud, external accountability (including for the financial statements), applicable laws and regulations, and internal and external audits.

In September 2017 the committee met with representatives from the Audit Office of NSW to discuss their review of SLM's financial statements for 2016–17.

In July 2018 the committee reviewed the year-end financial statements and met with representatives from the Audit Office of NSW to discuss the early close report.

The members of this committee in 2017–18 were as follows:

Members

Paddy Carney, Trustee (Chair, to May 2018)

Marcus Laithwaite (Independent Chair, from May 2018)

Louise McElvogue, Trustee

Michael Rose AM, SLM Chairman

Staff

Mark Goggin, Executive Director

Yaseen Dean, Head of Finance

Lisa Walters, Director, Corporate & Commercial

Curatorial & Public Engagement Advisory Committee

The Curatorial & Public Engagement Advisory Committee comprises Trustees, senior staff and external experts. It provides advice on strategic issues including audience development, programming, exhibitions, publications, education, web and social media, collections and research, and interpretation.

Members

Sharon Veale, Trustee (Chair from August 2017)

Dr Jane Connors, historian, and Manager,
ABC Radio National

Penelope Coombes, Managing Director, The People
for Places and Spaces

Nick Cummins, Creative Partner, The Royals

Professor Grace Karskens, former Trustee

Liane Rossler, designer and artist, co-founder of
Dinosaur Designs

Naseema Sparks AM, Trustee (Chair to August 2017)

Siobhan Toohill, former Trustee

Staff

Mark Goggin, Executive Director

Dr Caroline Butler-Bowdon, Director,
Strategy & Engagement

Robert Campbell, Director, Curatorial & Museums

Heritage & Collections Advisory Committee

The Heritage & Collections Advisory Committee comprises Trustees, senior staff and external experts. It met in 2017–18 to provide advice on strategic issues relating to the care and conservation of collections, buildings and sites, including the Endangered Houses Fund program.

Members

Roderick Simpson, Environment Commissioner, Greater
Sydney Commission (Chair)

Alastair Baxter, Associate Principal, Populous

Tanya Koeneman, Indigenous community representative

Colleen Morris, heritage consultant

Peter Root, Managing Director, Root Projects

Howard Tanner AM, Chair, Tanner Architects, and Senior
Consultant, Tanner Kibble Denton Architects

Staff

Mark Goggin, Executive Director

Michael Ellis, Head of Heritage (from May 2018)

Ian Innes, Director, Heritage & Collections

Elisha Long, former Head of Heritage (to December 2017)

Rajkumari Navis, Principal Project Officer

2. SLM STANDING COMMITTEES

Collections Valuation Committee

The Collections Valuation Committee meets annually to monitor SLM's rolling five-year collection valuation process, review formal independent valuations, note the value of new acquisitions and determine appropriate global revaluations.

Megan Martin, Head of Collections & Access (Chair)

Dr Scott Hill, Portfolio Curator, House Museums Portfolio

Joanna Nicholas, Portfolio Curator,
House Museums Portfolio

Jennifer Olman, Registrar, Documentation

Work Health & Safety Committee

The Work Health & Safety Committee comprises both management and staff representing sites and classifications, and meets every two months to consider and advise on work health and safety (WHS) matters. In 2018 the committee proactively managed risks identified by members and via WHS Committee property inspections. In 2018 three committee members completed Certificate IV in Work Health and Safety, which will enable them to take on the role of 'safety champions' in the work groups they represent.

Nick Corbett, WHS Coordinator (Chair)

John Aquilina, Building & Facilities Assistant,
House Museums Portfolio

Michael Bennett, Building & Facilities Assistant,
City Museums Portfolio

Andre Ferraina, Heritage Projects Officer, Heritage Team

Steve Halliday, Horticulturist, Heritage & Collections

Kieran Larkin, Senior 3D Designer, Curatorial & Exhibitions

Renell Lope, Visitor & Interpretation Officer,
House Museums Portfolio

David Mindel, Audio Visual Services Coordinator, Venues

Georgina Pearce, Head of Human Resources (management
representative)

Paul Scheibel, Building & Facilities Assistant,
City Museums Portfolio

Lisa Walters, Director, Corporate & Commercial
(management representative)

3. ASSOCIATED GROUPS

SLM Foundation Board of Directors

Edward Simpson (Chair)

Mark Goggin (Executive Director)

Sian Nagle (resigned November 2017)

Michael Rose AM (SLM Chairman)

Susannah Sweeney

Lisa Walters (Company Secretary) (appointed as a Director in May 2018)

Simon White (resigned November 2017)

4. SELF-GENERATED REVENUE

Corporate partners

Cash and in-kind

- AMP Capital: major partner of the Museum of Sydney *on the site of first Government House*
- Angove Family Winemakers: beverage partner of SLM
- Apple Inc: partner of SLM
- Architecture Media: media partner of *Sydney Open 2017*
- Australian Centre for Photography: program partner of *Underworld: Mugshots from the Roaring Twenties* exhibition
- *Australian House & Garden*: media partner on the Modernist Season
- Broadcast Australia Communications: Sponsor a Sleepover, Culburra Primary School 2018
- Dendy Cinemas: partner of *Underworld* exhibition
- Derwent: partner of *Alphabetical Sydney: Creative Lab* exhibition
- Ernst & Young: principal sponsor of *Sydney Open 2017* VIP event
- Fairfax Media – *The Sydney Morning Herald*: principal partner of *Sydney Open 2017*
- GML Heritage: principal sponsor of *Sydney Open 2017* breakfast event
- Grosvenor Place: supporting partner of the Museum of Sydney *on the site of first Government House*
- Habitus: media partner on the Home & Architecture program
- Modern House: supporting partner on the Home & Architecture program
- *New Land Magazine*: media partner
- Seidler Architectural Foundation: supporting partner of SLM
- Sydney Business Chamber: partner of SLM

5. GRANTS

Grants of \$16.295 million for recurrent allocation and \$5.247 million for capital grant allocation, including a capital maintenance program grant, were received from the NSW Government. An additional grant of \$245,000 was received from the Australian Government's Protecting National Historic Sites program. This included \$120,000 for the site of the first Government House to support the creation of learning and experiential facilities for schools and families and an education program; and \$125,000 for the Hyde Park Barracks Museum to develop and produce interpretive tools to deliver a greatly enhanced multi-sensory experience for visitors with disabilities as well as special education resources for children with hearing and vision impairment.

6. PRIVATE GIVING

The SLM Foundation acknowledges the following generous donations (received since 1 July 2017, as per our Gift Management Policy). The Foundation also acknowledges the many donors who gave anonymously.

Governors' Circle

Nanette and Stephen Ainsworth, Robert Albert AO & Libby Albert, Bill & Kate Anderson, Sir Ron Brierley, Emeritus Professor David Carment AM, Margot Chinneck, Cecelia Clarke, Keith Cottier AM & Elizabeth Cottier, Louise Cox AO, Chum Darvall AM, Dr Zeny Edwards, Terry & Dianne Finnegan, the late Neville Grace, Bruce & Joanne Hambrett, Ronald & Rhonda Langley, Susan Maple-Brown AM, Guy & Marian Paynter, Michael Rose AM, Penelope Seidler AM, Andrew Shapiro & Hannah Fink, Edward & Annie Simpson, Ian & Maisy Stapleton, Susannah Sweeney, Stewart Symonds, Jonathan & Liz Trollip, Jill Wran AM

Supporters

Lenore Adamson, Antoinette Albert, Leanne Alderton, Bill & Kate Anderson, Andrew Andersons, Angela Andretic, Gillian Appleton, Robbie Ashhurst, Sreedharan Balakrishnan, Sally Ball, Sheryl Anne Barry, Zsuzsa Barta, Richard Beattie, Petar Belobrajdic, Kathryn Bendall, Mary-Ellen Betts, Katie Bird, Braham Bloom, Lucyna Bona, Colleen Booth, Graham Bradley AM & Charlene Bradley, Keith Bradley AM & Kerry O'Kane, Graeme Bramich, Eve Brenac-Mooney, Georgina Brett, Matthew Brigden, Lisa Broadhead, Broadcast Australia Communications, Andrew Brokman, Melissa Bruce, Anna Brunninghausen, Neil Burley, John Butcher, Wendy Caldwell, Damian Callinan, Andrew & Cathy Cameron, Sylvia Cameron, Wendy Cameron, Barbara Campbell, Judith Campbell, Joseph Carles, Stephen Carnell, Anne Carpenter, Donna Carr, Irene Carson, Judy Cashmore, Michelle Chaperon, Haiyan Chen, Joy Chen, Daryl Chipperfield, Terry Clarke, Francia Jane Clavecilla, Mary Clements, Rodney Climo, Tara Collins, Antonia Collopy,

Robert Conolly, John Corish, Nick Cork, Sibella Court, Celena Courtney, Geneve Cox, Julie Cracknell, Amy Croft, Camilla Cropper, Roowena Crurth, Ian Dale, Merran Davies, Marc de Cure, Wendy Deng, Margaret Dunstan, Justin Edwards, Naomi Elias, Blake English, Sue Ethell, Elizabeth Evatt AC, John Fairfax, Tammy Falconer, Daniel Feeney, Robyn Findlay, Helen Fisher, Sue Ellen Mary Fitzgerald, William Forsythe, Vivian Francisco, Bendeguz Furedi, Gabriella Furtenbach, Terry Gainey, Paul Georgiades, David Gfeller, Christina Giannakakis, Ryan Ginty, Marella Gouvernet, Neil Gow, Lynette Graham, Stephen Grant, Rebecca Gregg, Pauline Griffin AM, Penelope Griffiths, Biljana Haljicki, Leone Harris, Stephanie Harrison, Steven Hart, Judy Heffernan, Alison Herbert, Keiko Hirano, Geoffrey Hogbin, Tracey Hollywood, Tim Horton, Virginia Howard & Bill Taylor, Katerina Hrcir, Wu Yan Huang, Agnieszka Hulewicz, Illawarra Historical Society, Brigida Irving, Robyn Jacobs, Patricia Jacobsen, Peter Janks, Effie Kakoulidis, Jacky Kederian, Barry Keen, Alice Kellehear, John Kelly, Margaret Kennedy, Kensington Combined Probus Club, Mary Keyzer, Robyn Kidd, Zita King, Aally Ann Klap, Chris Knierim, Stuart Knight, Chris Kuan, Barbara Laird-Varley, Katerina Larbalestier, Charles Latham, Michael and Sarah Lawrence, Susy Leal, Kerrie Lee, Mollie Lenthall, Aileen Leung, Kim Leung, Dennis Lewis, Lisa Li, Michael Lin, Marcus Lloyd-Jones, Michael Lomas, Carolyn Lowry OAM, Graham Macdonald, Claude Marais, Joanne McConnell, Chris McDiven AM, Alex McDonald, Jacqueline McGhee, Elspeth McLachlan, Evan Mistilis, Justin Raoul Moffit, Mavis Mumford, Kristina Nemcansky, Jennifer Northey, Jan O'Connor, Monique O'Donnell, Elizabeth Onsley, Andrew Orris, Simone Pallier, Rob Palmer, Judy Park, John Pearson, Sylvie Pettersen, Alex Pienaar, Elly Puckeridge, Yan Pun, Ron Ramsey, Deborah Reddington, Craig Richardson, Colin Rimington, Karen Rivera, Mina Roberts, Steven Roberts, Jeannie Sainty, Anne Saymontry, Lesley

Schwetz, Elizabeth Scott, Seidler Architectural Foundation, Lesley Selke, Megan Seres, Thomas Sheen, Judith Shelley, Andrea Shields, Margaret Short, Gordon Smith, Kylie Smith, Jyoti Somerville, Naseema Sparks AM, Anne Spurway, Chris Stephenson, Chandler Stevens, Michaela Stockey-Bridge, Sandra Stoddart, Pamela Summers, Julie Sweeten, Andrew & Gabrielle Tagg, Hoe Tan, Kathryn Tanner, Regan Terry, Madeleine Thesseling, Nina Thiess, Keiran Thomas, Caroline Thornton, Ellen Tilbury, Louisa Tunks, Judy Unger, United Nations Association of Australia, Alexander Valencia Bolivar, Diana Van de Saag, Lynne Vincent, Diane Wachman, Shane Waddell, Alex Wardrop, Carrie Wilkinson, Georgia Wilson, Renee Wong, Douglas Wood, Penelope Woods, Liangke Yi, Li Yingyu, Leisa Zaharis, Pengcheng Zhang, Rachel Zhou, Dr Edith Ziegler

Bequests

The late Sheila Finlayson

7. PRIVACY MANAGEMENT PLAN

Clause 6 of the Annual Reports (Departments) Regulation 2015 requires a statement of the action taken by SLM in complying with the requirements of the *Privacy and Personal Information Protection Act 1998* (the PPIP Act) and statistical details of any review conducted by or on behalf of SLM under Part 5 of that Act.

SLM's Privacy Management Plan outlines how the organisation complies with the principles of the PPIP Act and the *Health Records and Information Privacy Act 2002*. The plan is published on the website at sydneylivingmuseums.com.au/privacy.

SLM received no complaints regarding non-compliance with this plan during 2017–18.

SLM received no applications under section 14 of the PPIP Act during 2017–18.

8. PUBLIC INTEREST DISCLOSURES

Under section 31 of the *Public Interest Disclosures Act 1994*, each public authority is required to prepare an annual report on their obligations under the Act. Information for SLM on public interest disclosures for 2017–18 is in accordance with clause 4 of the Public Interest Disclosures Regulation 2011.

1. Public interest disclosures made by public officials in performing their day-to-day functions	Nil
2. Public interest disclosures not covered by (1) that are made under a statutory or other legal obligation	Nil
All other public interest disclosures	Nil
Number of public interest disclosures relating to possible or alleged:	
• corrupt conduct	Nil
• maladministration	Nil
• serious and substantial waste of public money	Nil
Total number of public interest disclosures received	Nil
Total number of public interest disclosures finalised	Nil

SLM has developed an internal reporting policy that is consistent with the NSW Ombudsman's Model Policy. It takes action to meet the requirements under section 6E(1)(b) of the *Public Interest Disclosures Act* that staff are aware of the policy and of protections under the Act by providing links on the intranet and including messages in staff circulars.

9. GOVERNMENT INFORMATION (PUBLIC ACCESS)

Under section 7 of the *Government Information (Public Access) Act 2009* (GIPA Act), public sector agencies must review their programs for the release of government information to identify the kinds of information that can be made publicly available. This review must be undertaken at least once every 12 months.

SLM's program for the proactive release of information involves reviewing the information sought and released pursuant to GIPA applications received over the financial year and considering the kinds of government information it holds that may be suitable for proactive release.

1. Review of proactive release program – clause 7(a)

During the reporting period, SLM undertook a review to identify information that has been proactively released on its website.

- **Policies & Procedures:** As part of the ongoing review process, policies and procedures are assessed as to their suitability for external release to encourage proactive release. No new policies and procedures have been released during the reporting period.
- **Reports and plans:** The Strategic Plan 2017–2022 was made available on the SLM website during 2017–18, as were the Aboriginal Action Plan and The Mint Conservation Management Plan. The Strategic Plan outlines SLM's strategic objectives for the period 2017–22.

The Aboriginal Action Plan identifies and expands Aboriginal relationships and opportunities, as SLM works to increase Aboriginal interpretation and community involvement across the organisation.

The Mint Conservation Management Plan provides a framework for the care and management of The Mint. It focuses on providing an up-to-date and usable document for SLM and the site's managers to ensure conservation of the site into the future.

- **Annual Reports:** All annual reports from 2000 to the present continue to be available on the website: sydneylivingmuseums.com.au/about-us/reports-plans#annual-reports

2. Number of access applications received – clause 7(b)

During the reporting period, SLM received a total of nil (0) valid formal access applications. It did not receive any applications for review. No applications were transferred to another agency.

3. Number of refused applications for Schedule 1 information – clause 7(c)

During the reporting period, SLM refused a total of nil (0) formal access applications because the information requested was information referred to in Schedule 1 to the GIPA Act.

4. Statistical information about access applications – clause 7(d) and Schedule 2 of the Act (see tables below and overleaf)

Schedule 2: Statistical information about access applications

TABLE A: NUMBER OF APPLICATIONS BY TYPE OF APPLICANT AND OUTCOME*

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Media	–	–	–	–	–	–	–	–
Members of Parliament	–	–	–	–	–	–	–	–
Private-sector business	–	–	–	–	–	–	–	–
Not-for-profit organisations or community groups	–	–	–	–	–	–	–	–
Members of the public (application by legal representative)	–	–	–	–	–	–	–	–
Members of the public (other)	–	–	–	–	–	–	–	–

* More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each such decision. This also applies to Table B.

TABLE B: NUMBER OF APPLICATIONS BY TYPE OF APPLICATION AND OUTCOME

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Personal information applications*	–	–	–	–	–	–	–	–
Access applications (other than personal information applications)	–	–	–	–	–	–	–	–
Access applications that are partly personal information applications and partly other	–	–	–	–	–	–	–	–

* A personal information application is an access application for personal information (as defined in clause 4 of Schedule 4 to the Act) about the applicant (the applicant being an individual).

TABLE C: INVALID APPLICATIONS

Reason for invalidity	Number of applications
Application does not comply with formal requirements (section 41 of the Act)	–
Application is for excluded information of the agency (section 43 of the Act)	–
Application contravenes restraint order (section 110 of the Act)	–
Total number of invalid applications received	–
Invalid applications that subsequently became valid applications	–

TABLE D: CONCLUSIVE PRESUMPTION OF OVERRIDING PUBLIC INTEREST AGAINST DISCLOSURE: MATTERS LISTED IN SCHEDULE 1 OF THE ACT

	Number of times consideration used*
Overriding secrecy laws	–
Cabinet information	–
Executive Council information	–
Contempt	–
Legal professional privilege	–
Excluded information	–
Documents affecting law enforcement and public safety	–
Transport safety	–
Adoption	–
Care and protection of children	–
Ministerial code of conduct	–
Aboriginal and environmental heritage	–

* More than one public interest consideration may apply in relation to a particular access application and, if so, each such consideration is to be recorded (but only once per application). This also applies in relation to Table E.

**TABLE E: OTHER PUBLIC INTEREST CONSIDERATIONS AGAINST DISCLOSURE:
MATTERS LISTED IN TABLE TO SECTION 14 OF THE ACT**

	Number of occasions when application not successful
Responsible and effective government	–
Law enforcement and security	–
Individual rights, judicial processes and natural justice	–
Business interests of agencies and other persons	–
Environment, culture, economy and general matters	–
Secrecy provisions	–
Exempt documents under interstate Freedom of Information legislation	–

TABLE F: TIMELINESS

	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	–
Decided after 35 days (by agreement with applicant)	–
Not decided within time (deemed refusal)	–
Total	–

**TABLE G: NUMBER OF APPLICATIONS REVIEWED UNDER PART 5 OF THE ACT
(BY TYPE OF REVIEW AND OUTCOME)**

	Decision varied	Decision upheld	Total
Internal review	–	–	–
Review by Information Commissioner*	–	–	–
Internal review following recommendation under section 93 of the Act	–	–	–
Review by ADT	–	–	–
Total	–	–	–

* The Information Commissioner does not have the authority to vary decisions, but can make recommendations to the original decision-maker.

TABLE H: APPLICATIONS FOR REVIEW UNDER PART 5 OF THE ACT (BY TYPE OF APPLICANT)

	Number of applications for review
Applications by access applicants	–
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	–

TABLE I: APPLICATIONS TRANSFERRED TO OTHER AGENCIES

	Number of applications for review
Agency-initiated transfers	–
Applicant-initiated transfers	–

Requests for access to information not already available on SLM's website will be dealt with formally. The public can make a formal request to access information under the GIPA Act by contacting the following officer by email or letter in the first instance.

CHARGES

Where a formal application is made to access information held by SLM, an application fee of \$30 applies. Where requests are complex and/or require the commitment of significant resources in order to make the information available, a processing fee of \$30 per hour may apply.

Lisa Walters

Director, Corporate & Commercial
Sydney Living Museums Head Office, The Mint
10 Macquarie Street, Sydney NSW 2000

T 02 8239 2360 **F** 02 8239 2299

Email: privacy@sydneylivingmuseums.com.au

10. CUSTOMER RESPONSE

As a service-based organisation, SLM closely monitors customer feedback. The organisation employs a range of evaluation measures, including visitor books and evaluation forms at each property, traditional and digital visitor books and other interactive devices in exhibitions, customer surveys following public programs, teacher evaluations following education programs and feedback forms for venue-hire clients. In addition, a general file is maintained for written compliments and complaints. Each complaint is dealt with in writing, minor complaints by the property or team where the complaint was received, and major complaints by the Executive Director or a member of the Executive.

A total of 102 compliments were received: Caroline Simpson Library & Research Collection (1); Executive lecture/talk (1); museums, houses and exhibitions (40); programs (10); retail (1); SLM staff (2); and venues (47).

A total of 18 complaints were received: miscellaneous (2); museums, houses and exhibitions (5); programs (4); retail (2); SLM staff (3); and venues (2).

11. OTHER STATUTORY REQUIREMENTS

Digital delivery

The following services are available via the corporate website and associated sub-domains, **sydneylivingmuseums.com.au** and **hht.net.au**:

- online resources, including articles, research, videos, blogs, collection databases, job advertisements, media releases, policies and plans, and links to SLM content on other platforms such as Facebook, YouTube, Instagram, Twitter and LinkedIn
- information on copyright, disclaimers, privacy, contact details, accessibility and official logos and links
- all appropriate government publications (for reference only, not for sale)
- annual reports from 2000 to the present
- e-commerce facilities for purchasing merchandise, tickets and membership, and making donations

Land disposal

SLM had no land disposals in 2017–18.

Credit card certification

SLM has a policy for the use of credit cards by staff that is in accordance with the NSW Premier's Memoranda and NSW Treasurer's Directions.

12. HUMAN RESOURCES

Exceptional movements in employee wages, salaries and allowances

A 2.5% salary increase granted by the NSW Government for the NSW public sector came into effect on 14 July 2017 for the 2017–18 financial year.

Personnel policies and practices

- SLM continued to implement its Work Health & Safety Management Plan to develop a proactive, risk-based safety culture that balances the need to conserve heritage properties with meeting the social and legal duty to provide a safe and accessible workplace.
- A comprehensive program of staff training was undertaken addressing compliance and professional development requirements. There was a strong focus on leadership skills for middle management.

Future directions

Key issues for the year ahead will be continuous improvement in inducting new staff, streamlining processes through to automation, developing the skills and capabilities of existing staff and continuing to improve work health and safety. Other projects include the following:

- The Head of Human Resources will chair an SLM Diversity Committee that will work with staff to champion and implement the Disability Inclusion Action Plan and the Multicultural Plan.
- A Learning & Development software module will be implemented to better identify and plan the future training and skill requirements of staff.
- A Dashboard module will be implemented to provide managers and the Executive Team with critical business analytics.

Workforce diversity

SLM's self-assessed outcomes for the year include:

- diversity of representation on recruitment panels and the provision of Workforce Diversity information to job applicants;
- diversity of representation on internal bodies such as the Work Health & Safety Committee;
- continuing flexible work practices, including flex days and rostered days off, maternity leave, and family and community service leave;
- provision of development opportunities through expressions of interest and temporary above-level allowance;
- participating in the Department of Planning and Environment steering committees to discuss, develop and implement the Disability Inclusion Action Plan, the Multicultural Plan and the Aboriginal Employment Strategy.

Future directions

SLM will continue to work with the Department of Planning and Environment to explore externally funded grants with the aim of promoting diversity, innovation and service responsiveness in the NSW workforce by reducing barriers to employment and improving promotional opportunities for people with disability, and people from a culturally and linguistically diverse background.

Principal officers

Executive Director

Mark Goggin BA (Hons), EMPA

Director, Corporate & Commercial

Lisa Walters BCom, CA, GAICD

Director, Curatorial & Museums

Robert Campbell BA (Hons), MA (Cantab)

Director, Heritage & Collections

Ian Innes BScArch, BLArch

Director, Strategy & Engagement

Dr Caroline Butler-Bowdon BA (Hons), MA, PhD, CF

Senior executives

During 2017–18 the following were members of the Public Service Senior Executive:

Executive Director, Mark Goggin

Director, Corporate & Commercial, Lisa Walters

Director, Curatorial & Museums, Robert Campbell

Director, Heritage & Collections, Ian Innes

Director, Strategy & Engagement, Dr Caroline Butler-Bowdon

Number of senior executives as at 30 June 2018

BAND	2017–18		2016–17	
	FEMALE	MALE	FEMALE	MALE
4	0	0	0	0
3	0	0	0	0
2	0	1	0	1
1	2	2	2	1
TOTAL	5		4	

Average remuneration

BAND	PUBLIC SECTOR REMUNERATION RANGE 2017–18	SLM AVERAGE REMUNERATION 2017–18	PUBLIC SECTOR REMUNERATION RANGE 2016–17	SLM AVERAGE REMUNERATION 2016–17
Band 2 (Executive Director)	\$261,451 to \$328,900	\$274,449	\$255,051 to \$320,900	\$267,755
Band 1 (Director)	\$183,300 to \$261,450	\$207,160	\$178,850 to \$255,050	\$204,066

In 2017–18, 5.98% of SLM's employee-related expenditure was related to senior executives compared to 4.47% in 2016–17.

Workforce profile data – Workforce Diversity report

CURRENT SELECTIONS				
Cluster	Reporting entity			
Planning and Environment	Sydney Living Museums			
1 SIZE OF AGENCY (HEADCOUNT)	2016	2017	2018	% CHANGE 2017 TO 2018
Headcount at census date	261	251	262	4.4%
Non-casual headcount at census date	200	188	199	5.9%
2 WORKFORCE DIVERSITY SURVEY RESPONSE RATE (NON-CASUAL HEADCOUNT AT CENSUS DATE)	2016	2017	2018	
Non-casual headcount at census date	200	188	199	
Non-casual Workforce Diversity Survey respondents at census date	200	188	199	
Response rate	100.0%	100.0%	100.0%	

Note: Survey Respondents are employees who have provided an answer for any of the Workforce Diversity questions, whether they have chosen to withdraw their response or not. In other words, a respondent is an employee with at least one non-missing value for the set of Workforce Diversity questions.

3 WORKFORCE DIVERSITY ACTUAL STAFF NUMBERS (NON-CASUAL HEADCOUNT AT CENSUS DATE)										2018
Remuneration level of substantive position	Total staff (men, women & unspecified)	Respondents	Men	Women	Unspecified gender	Aboriginal and/or Torres Strait Islander people	People from racial, ethnic, ethno- religious minority groups	People whose language first spoken as a child was not English	People with disability requiring work- related adjustment	
\$0 – \$46,945	2	2	–	2	–	–	–	–	–	–
\$46,945 – \$61,658	44	44	14	30	–	1	6	6	3	1
\$61,658 – \$68,929	17	17	6	11	–	1	4	4	–	–
\$68,929 – \$87,225	43	43	11	32	–	–	6	6	1	–
\$87,225 – \$112,797	70	70	31	39	–	–	11	10	3	1
\$112,797 – \$140,996	17	17	7	10	–	1	2	2	–	–
\$140,996 > (Non SES)	1	1	1	–	–	–	–	–	–	–
\$140,996 > (SES)	5	5	3	2	–	–	–	–	–	–
TOTAL	199	199	73	126	–	3	29	28	7	2

Note: 'Unspecified gender' incorporates unknown, withdrawn, and indeterminate/intersex values.

4 WORKFORCE DIVERSITY ACTUAL AND ESTIMATED STAFF NUMBERS (NON-CASUAL HEADCOUNT AT CENSUS DATE)

2018

Remuneration level of substantive position	ACTUAL					ESTIMATED				
	Total staff (men, women & unspecified)	Respondents	Men	Women	Unspecified gender	Aboriginal and/or Torres Strait Islander people	People from racial, ethnic, ethno-religious minority groups	People whose language first spoken as a child was not English	People with disability	People with disability requiring work-related adjustment
\$0 – \$46,945	2	2	–	2	–	–	–	–	–	–
\$46,945 – \$61,658	44	44	14	30	–	1	6	6	3	1
\$61,658 – \$68,929	17	17	6	11	–	1	4	4	–	–
\$68,929 – \$87,225	43	43	11	32	–	–	6	6	1	–
\$87,225 – \$112,797	70	70	31	39	–	–	11	10	3	1
\$112,797 – \$140,996	17	17	7	10	–	1	2	2	–	–
\$140,996 > (Non SES)	1	1	1	–	–	–	–	–	–	–
\$140,996 > (SES)	5	5	3	2	–	–	–	–	–	–
TOTAL	199	199	73	126	–					

Note 1: Estimated figures are only provided for agencies with a response rate greater than 65%. For agencies with a response rate less than 65%, actual figures are reported in all instances.

Note 2: Estimated figures are calculated for each salary band by taking the number of employees who have responded 'yes' to the Workforce Diversity question as a proportion of the total number of employees who have responded to the Workforce Diversity Survey, multiplied by the total number of staff. E.g., Estimated number of People with Disability in Salary Band 1 = (Actual number of People with Disability in Salary Band 1 / Total number of Survey Respondents in Salary Band 1) * Total number of Staff in Salary Band 1.

4A WORKFORCE DIVERSITY ACTUAL AND ESTIMATED STAFF NUMBERS (NON-CASUAL HEADCOUNT AT CENSUS DATE) AS PERCENTAGES

2018

Remuneration level of substantive position	ACTUAL					ESTIMATED				
	Total staff (men, women & unspecified)	Respondents	Men	Women	Unspecified gender	Aboriginal and/or Torres Strait Islander people	People from racial, ethnic, ethno-religious minority groups	People whose language first spoken as a child was not English	People with disability	People with disability requiring work-related adjustment
\$0 – \$46,945	2	100.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
\$46,945 – \$61,658	44	100.0%	31.8%	68.2%	0.0%	2.3%	13.6%	13.6%	6.8%	2.3%
\$61,658 – \$68,929	17	100.0%	35.3%	64.7%	0.0%	5.9%	23.5%	23.5%	0.0%	0.0%
\$68,929 – \$87,225	43	100.0%	25.6%	74.4%	0.0%	0.0%	14.0%	14.0%	2.3%	0.0%
\$87,225 – \$112,797	70	100.0%	44.3%	55.7%	0.0%	0.0%	15.7%	14.3%	4.3%	1.4%
\$112,797 – \$140,996	17	100.0%	41.2%	58.8%	0.0%	5.9%	11.8%	11.8%	0.0%	0.0%
\$140,996 > (Non SES)	1	100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
\$140,996 > (SES)	5	100.0%	60.0%	40.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
TOTAL	199	100.0%	36.7%	63.3%	0.0%					

Note: Table 4a presents the figures in Table 4 as percentages. E.g., Estimated % of People with Disability in Salary Band 1 = (Estimated number of People with Disability in Salary Band 1 / Total number of Staff in Salary Band 1) * 100. Estimated figures are only provided for agencies with a response rate greater than 65%. For agencies with a response rate less than 65%, actual figures are reported in all instances.

5 PARLIAMENTARY ANNUAL REPORT TABLES

5A. TRENDS IN THE REPRESENTATION OF WORKFORCE DIVERSITY GROUPS

Workforce Diversity Group	Benchmark	2016	2017	2018
Women	50%	68.0%	67.6%	63.3%
Aboriginal and/or Torres Strait Islander people	3.3%	0.5%	0.5%	1.5%
People whose first language spoken as a child was not English	23.2%	13.5%	12.2%	14.1%
People with disability	5.6%	3.5%	3.2%	3.5%
People with disability requiring work-related adjustment	N/A	0.5%	1.1%	1.0%

Note 1: The benchmark of 50% for representation of women across the sector is intended to reflect the gender composition of the NSW community.

Note 2: The NSW Public Sector Aboriginal Employment Strategy 2014–17 introduced an aspirational target of 1.8% by 2021 for each of the sector's salary bands. If the aspirational target of 1.8% is achieved in salary bands not currently at or above 1.8%, the cumulative representation of Aboriginal employees in the sector is expected to reach 3.3%.

Note 3: A benchmark from the Australian Bureau of Statistics (ABS) Census of Population and Housing has been included for 'People whose first language spoken as a child was not English'. The ABS census does not provide information about first language, but does provide information about country of birth. The benchmark of 23.2% is the percentage of the NSW general population born in a country where English is not the predominant language.

Note 3: In December 2017 the NSW Government announced the target of doubling the representation of people with disability in the NSW public sector from an estimated 2.7% to 5.6% by 2027. More information can be found at: Jobs for People with Disability: A plan for the NSW public sector. The benchmark for 'People with disability requiring work-related adjustment' was not updated.

5B. TRENDS IN THE DISTRIBUTION OF WORKFORCE DIVERSITY GROUPS

Workforce Diversity Group	Benchmark	2016	2017	2018
Women	100	96	95	90
Aboriginal and/or Torres Strait Islander people	100	N/A	N/A	N/A
People whose first language spoken as a child was not English	100	101	96	96
People with disability	100	N/A	N/A	N/A
People with disability requiring work-related adjustment	100	N/A	N/A	N/A

Note 1: A Distribution Index score of 100 indicates that the distribution of members of the Workforce Diversity group across salary bands is equivalent to that of the rest of the workforce. A score less than 100 means that members of the Workforce Diversity group tend to be more concentrated at lower salary bands than is the case for other staff. The more pronounced this tendency is, the lower the score will be. In some cases, the index may be more than 100, indicating that members of the Workforce Diversity group tend to be more concentrated at higher salary bands than is the case for other staff.

Note 2: The Distribution Index is not calculated when the number of employees in the Workforce Diversity group is less than 20 or when the number of other employees is less than 20.

6 REPRESENTATION OF WORKFORCE DIVERSITY GROUPS

Workforce Diversity Group	Benchmark	2016	2017	2018
Women	50%	68.0%	67.6%	63.3%
Aboriginal and/or Torres Strait Islander people	3.3%	0.5%	0.5%	1.5%
People whose first language spoken as a child was not English	23.2%	13.5%	12.2%	14.1%
People with disability	N/A	3.5%	3.2%	3.5%
People with disability requiring work-related adjustment	N/A	0.5%	1.1%	1.0%

Disability Inclusion Action Plan

The Planning and Environment Portfolio Disability Inclusion Action Plan 2015–2019 (DIAP) is aligned to the principles underpinning the United Nations Convention on the Rights of Persons with Disabilities, which acknowledges that people with disability have the same human rights as those without disability. The scope of this plan covers services, facilities and employment.

The structure of the plan includes four outcome areas:

1. Liveable communities

Identifying and removing barriers to Department of Planning and Environment services and facilities for people with disability.

2. Employment

Increasing employment and inclusion in the workplace for people with disability.

3. Attitudes and behaviours

Developing positive attitudes by increasing awareness and inclusion practices.

4. Systems and processes

Identifying and removing barriers caused by SLM systems and processes.

An accessibility framework is being developed for the new visitor experience at the Hyde Park Barracks Museum, due to open in 2019. SLM has engaged Accessible Arts, the peak arts and disability organisation in NSW, to undertake an assessment of the site and a review of current practices to ensure that the new experience at the museum will be accessible for all visitors. The strategy includes reviewing research specifically related to access already undertaken by Morris Hargreaves McIntyre as part of the masterplan development, as well as thoroughly assessing and considering exhibition designs, experience briefs, visitor journey mapping and audience segments.

The design of a new lift to be installed in the museum is underway. This will provide full visitor access to the upper levels of the main barracks building, which can currently only be accessed via stairs.

Future directions

Capital works projects scheduled for 2018–19 will focus on accessibility and dignity of access, with the installation of lifts, handrails and ramps at The Mint and at the Hyde Park Barracks Museum.

Multicultural Plan

The NSW Department of Planning and Environment Multicultural Plan 2015–2018 outlines how the Planning and Environment Cluster will conduct its business within a culturally, linguistically and religiously diverse society. It meets the requirements under the *Multicultural NSW Act 2000* and the Multicultural Policies and Services Program overseen by Multicultural NSW.

The Multicultural Plan identifies strategic priorities, assigns corporate responsibilities and specifies timeframes for its implementation. It consists of actions against seven outcome areas as set by the Multicultural Planning Framework:

1. planning
2. consultation and feedback
3. leadership
4. human resources
5. access and equity
6. communication
7. social and economic development

The Multicultural Policies and Services Program is the practical way NSW Government agencies implement the following multicultural principles, which stipulate that all people of NSW:

- a) irrespective of their linguistic, religious and ancestral backgrounds, should demonstrate a unified commitment to Australia, its interests and future;
- b) should recognise the importance of shared values governed by the rule of law within a democratic framework;
- c) are of different linguistic, religious and ancestral backgrounds and are free to profess, practise and maintain their own linguistic, religious and ancestral heritage;
- d) and institutions, should respect and make provision for the culture, language and religion of others within an Australian legal and institutional framework where English is the common language;
- e) should have the greatest possible opportunity to contribute to, and participate in, all aspects of public life in which they may legally participate, and make use of, and participate in, relevant activities and programs provided or administered by the NSW Government.

The Multicultural Plan also states that all institutions of NSW should recognise the linguistic and cultural assets in the population of NSW as a valuable resource and promote this resource to maximise the development of the state.

The plan is currently being reviewed by the Multicultural Plan Steering Committee, and a new plan for 2018–2021 will be consistent with the new Multicultural NSW framework, which takes a more streamlined approach with four focus areas: service delivery, planning, leadership and engagement. To increase staff engagement and consultation, a Department of Planning and Environment Multicultural Plan Employee Reference Group has been established. It consists of 18 committee members representing different areas of the DPE cluster, and includes one SLM employee.

During the reporting period, SLM completed the following actions to increase access to its properties, programs and services:

- continued the Aboriginal Action Plan working group to support the development of the Multicultural Plan across the institution;
- continued its partnership with Muru Mittigar Aboriginal Cultural & Education Centre onsite at Rouse Hill House & Farm (see page 46);
- developed culturally sensitive and inclusive exhibitions and programs, such as the Aboriginal Cultural Calendar;
- continued its support for Sydney's Irish community, in reference to the significant Irish convict and orphan girl populations that passed through the Hyde Park Barracks in the 19th century. On St Patrick's Day, 17 March, the Hyde Park Barracks is swathed in bright green light to celebrate its Irish heritage. The Great Irish Famine Commemoration Committee continues to meet monthly at the barracks, and every year on the last Sunday in August it hosts the Gathering, a large event attended by 300–500 people.

In March 2018, SLM staff participated in Harmony Day, sharing international cuisine at morning tea and lunchtime events to celebrate cultural respect, inclusiveness and a sense of belonging for everyone. Also in 2018, SLM held an immersive and atmospheric evening event at Elizabeth Farm focusing on the early decades of the colony when contacts and trading with India were key to the developing economy. The program was held in association with an exhibition at the National Trust (Old Government House, Parramatta) exploring the relationship between India and colonial NSW and acknowledging the Australian–Indian communities that live in Western Sydney today (see page 46).

Overseas visits by employees

Business-related visits by staff between 1 July 2017 and 30 June 2018:

STAFF MEMBER	PURPOSE OF VISIT (SUMMARY)	DESTINATION(S)	DATES OF TRAVEL
Dr Caroline Butler-Bowdon, Director, Strategy & Engagement	Presented a research paper at the International Council of Museums Conference and met with Local Projects regarding the Hyde Park Barracks Museum renewal project.	England, USA	11–23 October 2017
Mark Goggin, Executive Director	Attended the 19th International Communicating the Museum conference and met with Local Projects to discuss design concepts for the Hyde Park Barracks Museum renewal project.	USA, Canada	5–18 November 2017
David Key, Visitor Services Coordinator	Visited heritage sites in New Zealand where Māori and Pakeha stories are told side by side. The trip was funded by the Ruth Pope Bequest Travelling Scholarship.	New Zealand	22 November – 6 December 2017
Kieran Larkin, Senior 3D Designer	Installed the exhibition <i>Towers of Tomorrow with LEGO® Bricks</i> as per international touring exhibition agreements between SLM and host venues. The full cost of travel was externally funded.	USA	25 November – 2 December 2017 and 24 February – 2 March 2018
Yaseen Dean, Head of Finance	Attended a two-day residential course as part of his Executive Master of Public Administration.	New Zealand	26–29 November 2017
Jacqui Newling, Assistant Curator	Visited cultural institutions and heritage sites in the USA to experience, evaluate and be trained in interpretation and audience engagement methods. The trip was funded by the Ruth Pope Bequest Travelling Scholarship.	USA	17 May – 6 June 2018
Tim Girling-Butcher, Head of Digital	Visited Local Projects to ensure compliance with key milestones and approve key deliverables for the Hyde Park Barracks Museum renewal project.	USA	19–30 May 2018
Beth Hise, Head of Content, Hyde Park Barracks Renewal	Visited Local Projects to ensure compliance with key milestones and approve key deliverables for the Hyde Park Barracks Museum renewal project.	USA	19 May – 3 June 2018

13. 2018–19 BUDGET ESTIMATES

Budgets for the year under review and for the next financial year are set out hereunder in accordance with section 7(1)(a)(iii) of the *Annual Reports (Statutory Bodies) Act 1984*.

The budgets have been prepared on an accrual basis.

	Budget	Revised budget	Budget
	2017–18	2017–18	2018–19
	\$000	\$000	\$000
Expenditure			
Operating expenses	26,789	25,531	27,042
Depreciation and amortisation	875	878	1,027
TOTAL EXPENDITURE	27,664	26,409	28,069
Revenue			
Recurrent grant	16,295	16,295	16,333
Capital grant	5,247	5,247	6,119
Sale of goods and services	6,425	5,894	6,586
Investment income	153	182	157
Grants and contributions	3,398	2,007	3,425
Other revenue	16	150	16
Gain on disposal of non-current assets	–	2	–
TOTAL REVENUE	31,534	29,777	32,636
NET RESULT	3,870	3,368	4,567

14. RISK MANAGEMENT

SLM is committed to good corporate governance, including taking a robust approach to risk-management planning that identifies and addresses both external and internal risks to its operations. Internal risks are also managed through the development of new and revised policies and procedures, and identification of appropriate risk-mitigation controls. In 2016 the enterprise-wide Risk Management Framework was approved by the Board of Trustees. The Framework builds on the guidance provided to agencies by the NSW Government specifically around the Australian and New Zealand Risk Management Standard AS/NZS ISO 310000: 2009 and in the NSW Treasury Policy Paper TPP09-5. SLM's mandatory annual attestation is included on page 126.

SLM's Audit & Risk Committee (see page 108) is an advisory committee of the Board of Trustees and an integral component of SLM's corporate governance arrangements. Its responsibilities cover the review of internal controls, risk management, the annual financial statements, and both internal and external audits. The committee meets annually with an external audit manager from the Audit Office of NSW to discuss findings from the Audit Office's review of SLM's financial statements and those of its related entities, which have all been issued with an unmodified audit opinion.

Ethical standards

SLM's Code of Ethics and Conduct: Staff and Volunteers policy was reviewed and updated in 2018 to align it with that of the Department of Planning and Environment cluster.

ICT management

The ICT Team has in place policies and procedures critical for compliance with the NSW Government's Digital Information Security Policy. The Digital Information Security mandatory annual attestation is included on page 127.

Internal audit

No internal audit reviews were conducted during the year, with SLM focusing on developing its business continuity plan and the security framework that sits under the Risk Management Framework.

Insurance

As a NSW statutory authority, SLM's insurable risks are covered under the Treasury Managed Fund (TMF), the NSW Government's self-insurance scheme.

This year 12 claims were lodged with TMF, including claims relating to vandalism damage at the Justice & Police Museum and Vaucluse House. All claims have been approved.

Five workers compensation claims were lodged, with four successful. One lost-time payment was made during 2017–18.

Eighteen motor vehicle claims were lodged. To date all claims have been accepted by TMF and, where relevant, repairs have been undertaken or are scheduled to be completed in due course.

Legal change

No changes were made to the *Historic Houses Act 1980* (NSW) during the reporting period.

Policies & Procedures

The following policies and procedures were developed and approved: SLM Fleet Vehicle, Reporting of Retail Discounts, Fraud Control, Training and Development, Leave Management, Inductions.

The following policies and procedures were reviewed and revised: Internal Audit Charter, Audit & Risk Committee Charter, Code of Ethics and Conduct.

In addition, the following policies and procedures were drafted or revised in 2017–18 and are in the consultation phase prior to approval: Procurement Policy, Sponsorship Policy.

Records management

SLM's records management program progressed with the successful migration of records data and 180 users to Content Manager, a fully web browser-based electronic document and records management system (EDRMS). The archive and disposal program continued for administrative records only, as the draft functional retention and disposal authority has not yet been approved by the State Archives and Records Authority of NSW. Two student interns assisted with this process.

Work health & safety (WHS)

SLM's Work Health & Safety Committee continued to meet regularly, review incidents at SLM properties and undertake site inspections (see page 109).

SLM proactively case-manages return-to-work plans for any injured employees. Recommendations made by the committee to management are considered by the Executive. The committee was a key consultation point for the WHS policies developed and refreshed during the year.

INTERNAL AUDIT AND RISK MANAGEMENT ATTESTATION

FOR THE 2017–18 FINANCIAL YEAR
FOR THE HISTORIC HOUSES TRUST
OF NEW SOUTH WALES

I, Mark Goggin, am of the opinion that the Historic Houses Trust of NSW (HHT) has internal audit and risk management processes in operation that are, excluding the exceptions or transitional arrangements described below, compliant with the eight (8) core requirements set out in the Internal Audit and Risk Management Policy for the NSW Public Sector, specifically:

CORE REQUIREMENTS		For each requirement, please specify whether compliant, non-compliant, or in transition
Risk Management Framework		
1.1	The agency head is ultimately responsible and accountable for risk management in the agency	Compliant
1.2	A risk management framework that is appropriate to the agency has been established and maintained, and the framework is consistent with AS/NZS ISO 31000:2009	Compliant
Internal Audit Function		
2.1	An internal audit function has been established and maintained	Compliant
2.2	The operation of the internal audit function is consistent with the International Standards for the Professional Practice of Internal Auditing	Compliant
2.3	The agency has an Internal Audit Charter that is consistent with the content of the 'model charter'	Compliant
Audit and Risk Committee		
3.1	An independent Audit and Risk Committee with appropriate expertise has been established	Compliant
3.2	The Audit and Risk Committee is an advisory committee providing assistance to the agency head on the agency's governance processes, risk management and control frameworks, and its external accountability obligations	Compliant
3.3	The Audit and Risk Committee has a Charter that is consistent with the content of the 'model charter'	Compliant

The Chair and Members of the Audit and Risk Committee (ARC) are:

- Marcus Laithwaite, Independent Chair (Term 1: May 2018 – current)
- Paddy Carney, Independent Chair of ARC (Term 2: March 2016 – May 2018), Independent Member and HHT Trustee (Term 2: March 2016 – current)
- Michael Rose, Independent Member and Chairman HHT Trust (Term 3: August 2010 – current)
- Louise McElvogue, Independent Member and HHT Trustee (Term 2: March 2016 – current)

I, Mark Goggin, declare that this Internal Audit and Risk Management Attestation Statement is made on behalf of the Historic Houses Trust of NSW (parent entity) and the Foundation for the Historic Houses Trust of New South Wales (controlled entity).



Mark Goggin
Executive Director

14 August 2018

DIGITAL INFORMATION SECURITY ANNUAL ATTESTATION STATEMENT

FOR THE 2017–18 FINANCIAL YEAR
FOR THE HISTORIC HOUSES TRUST
OF NEW SOUTH WALES

I, Mark Goggin, am of the opinion that the Historic Houses Trust of NSW (HHT) had in place an Information Security Management System that is consistent with the Core Requirements set out in the *NSW Government Digital Information Security Policy* for all of the 2017/18 financial year.

I, Mark Goggin, am of the opinion that the security controls currently in place and those planned for completion in 2018/19 to mitigate identified risks to the digital information systems of the HHT are adequate for the foreseeable future.

I, Mark Goggin, am of the opinion that the HHT risk profile, in accordance with the *NSW Government Digital Information Security Policy*, does not warrant certified compliance with *AS/NZS ISO/IEC 27001 Information – Security Techniques – Information security management systems – Requirements*.



Mark Goggin
Executive Director

10 July 2018

15. PAYMENT PERFORMANCE

PAYMENTS

Aged analysis at the end of each quarter

Quarter	Less than 30 days \$'000	31–60 days overdue \$'000	61–90 days overdue \$'000	More than 90 days overdue \$'000	Total \$'000
September 2017	197	1	–	34	232
December 2017	84	2	(1)	–	85
March 2018	304	2	–	–	306
June 2018	1,482	17	–	2	1,501

Total accounts paid on time			Total amount paid	
Quarter	Target %	Actual %	\$'000	\$'000
September 2017	100	99	4,847	4,894
December 2017	100	99	4,204	4,230
March 2018	100	94	2,965	3,150
June 2018	100	89	3,913	4,395

16. CONSULTANTS

Type of consultant	Name of consultant	Title of project	Service	Amount (Excl. GST) \$
General > \$50,000	–	–	–	–

Type of consultant	Number of engagements	Service	Amount (Excl. GST) \$
General < \$50,000	5	Management service	119,967.64
	2	Organisational review	38,740.00

17. OUR VOLUNTEERS

As well as those who contributed to SLM's ongoing Volunteer program, the following includes those who volunteered for *Sydney Open 2017*.

Isabelle **Adamthwaite**, Prachi Agarwal, Ruya Ahmed, Luisa Alessi, Prue Anthony, Erna Apostolellis, Danny Ryan Arif, Robyn Armstrong, Jessica Asmith, Gholamreza Azarbouyehdinaki, Akhtar Azhar, Mary **Bagtas**, Kinsha Baidya, Teresa Baldassarre, Zhen Bao, Miguel Barkley, Ricardo Barkley, Robert Barkley, John Bartholomaeus, Sally Bates, Anika Beaton, Dani Becknell, Andrew Bell, Margery Bennett, Morris Bete, Alinde Bierhuizen, Dan Bieri, Neil Bird, Colin Bishop, Colin Blake, Shirley Blake, Jehan Blazey, Catherine Borchok, Erika Bostelmann, Courtney Bowd, John Boyd, Katie Brassell, Ron Bray, Mary Brearton, Warren Bressler, Hilary Bretag, Alexandra Brown, Marnie Brown, Martine Bruce, Xuan Truong Bui, Wendy Bull, Dwayne Bullen, Linda Burgess, Luke Burgin, Michele Burton, Aaron Butnaru, Christine Byun, Andie **Caballes**, Ada Cable, Nadia Ruth Carino, Barbara Carnie, Steve Cartland, Jessica Chandra, Joanna Chang, Edwin Chau, Quan-Minh Chau, Judy Chen, Ming Chen, Yilun Chen, Virginia Chenney, Henrietta Cheshire, Ross Cheung, Betty Chow, Terry Clarke, Alana Clifton-Cunningham, Gerry (Yaier) Cohen, Gary Cook, Ingrid Cook, Katherine Courtney, Katharine Cousins, Lyndsey Crammond, Annette Crawford, David Critchley, Erica Cruz, Xinhui Cui, Greta Cumming, Katrina Curry, David Curtin, Emma **Davies**, Marion De Courcay, Pim den Dekker, Graham Desailly, Maureen Devereaux, Vania Djunaidi, Shelley Domberger, Mal Donaldson, Zhengyang Dong, Georgia Douglas, Dominika Duchna, Pia Dunlop, Dominic Dwyer, Thomas Dwyer, Hayley **Edmonds**, Jenny Edwards, John Ellis, Tiina Eriksson, Fabiola Espinoza Castro, Julie Evans, Les Evans, Michele Evans, Lindsay Everingham, Terry **Fahy**, Maria Fallah, Francy Fan, Elisa Favero, Maria Fedele, Adam Feigl, Michael Fillery, Dianne Finnegan, Ronald Fisher, Clare Foley, Diann Ford, Julian Foster, Theresa

Foster, Joan Francis, Stephanie Fraser, Michael Freeland, Fay Frischer, Jing Fu, Valerie **Gaidarly**, Rhona Gallon, Sujata Ganeish, Susanne Gantert, Song Gao, Wenqian Gao, Ziyun Gao, Vanessa Garland, Allan Garrick, Terry Gatward, Pratikshya Gautam, Mathilde Gauthier-Montpetit, Claire Geary, Caroline Geoghegan, Rochelle Gibbs, Heather Gill, Monique Gingell, Diana Glenn, Wan Hoe Goh, Emily Goldsmith, Llywelyn Golesworthy, Rocio Goncalves Borrega, Julia Goode, Linda Gosling, Elaine Graham, Howard Graham, Paul Grezoux, James Griffith, Tim Griffiths, Sarah-Jane Grove, Mirsada Gudelj, Jocelyn Gulliver, Yushan Guo, Robin Guthrie, Regina **Haertsch**, Patricia Hale, Dimitria Hamlyn-Harris, Echo Han, Gordon Hannam, Samantha Harding, Aileen Harland (Branney), Tracey Harper, Rebecca Harris, Consuelo Hauyon, Jennifer Havyatt, Sarah Hawkins, Liz Haworth, Jodie Hawthorne, Jarrod Haynes, Jan Heffernan, Amanda Henry, Karina Kendra Herrera Membreno, Kerri Hietbrink, Margaret Hill, Robert Holden, Martine Hotz, Jiawei Hou, Jie Hou, Chiao-Fen Hsueh, Zhi-Qing Huang, Harry Hughes, Keith Ross Hughes, Rachael Hughes, Lesley Hume, Dana Hutchison, Denise **Inch**, Linda Irawan, Kate **Jackson**, Carol Jacobson, Kenneth Jacobson, Ruth Jaffit, Jamileh Jahangiri, Shubham Jaiswal, David James, Peter James, Sally James, Ella Janiszewski, Sophie Jennings, Kate Jia, Fiona Johnstone, Kristy Jones, Leanne Jones, Michael Jones, Melanie Joyce, On You Jung, Anna **Kamaralli**, Dess Kammason Kelley, Swaroop Kanekal, Tamiru Kawashima, Mrunali Kawle, Christine Kazub, Stephanie Kemp, Joanne Kennett, Graham Kerr, Floura Khosh Kish, Emily Kilgannon, Maria King, Louise Kirumba, Katja Klikauer, Lada Kolonkova, Linghan Kong, Djordje Krajcic, Bindiya Kumar, Auranuj Ming Kwan Muang, Wing Kwan Kwong, Mimi **Lagat**, Mittal Lalan, Daniel Lam, Sophie Lamaletie, Leonardo Lamanuzzi, Richard Lambert, Jim Lamborn, Karen Larsen, Jacqueline Lau, Julie Law, Ellen Lawson, Winnie Lee, Yunseok Lee, Leone Lemmer, Susan Lenné, Mollie Lenthall,

Ian Leong, Agnes Levine, Christopher Levins, Mildred Leyson, Angela Li, Baozhen Li, Cheng (Kevin) Li, Chris Li, Huijia Li, Jiayi Li, Jiaying Li, Ruoheng Li, Sarah Li, Vanessa Li, Xiaolu Li, Yongyan Li, Madeleine Lidbetter, Daryl Lidman, Huey Liew, Tiffany Liew, Dagan Lin, Karen Lin, Zhen Lin, Si Liu, Yijian Liu, Kar Josephine Lo, Maggie Lo, Nicholas Loder, Dennis Lovely, Philippa Lovely, Rosanna Luca, Amanda Lunn, Tiantian Luo, Alana **Macallister**, George Mack, Danielle Mackay, Victoria Maclellan, Jennifer Macleod, Shirley Maguire, Amanda Mallon, Judith Manion, Helen Manu, Claudia Mao, Amy Marais, Awia Markey, Jane Marks, Kelvin Marquinez, Avril Marshall, Judy Marshall, Lynette Martel, Sandra Martin, Stephen Martin, Becky Matthews, Kay Matthews, Gillian Mauchan, Malcolm Mawhinney, Caitlin McCormack, Arlita McDonald, Linda McFadden, Emma McGirr, Craig McIlveen, Wendy McKay, Helen McKelleher, Rae McLintock, Wendy McMichael, Loretta McPherson, Lynette McShane, Thomas McShane, Sonia Mehrmand, Susan Melrose, Sulan Mendis, Lyndel Menezes, Caroline Meng, Danica Micallef, Maria Miloserdova, Jevie Mirando, Yajie (Miranda) Mo, Frances Moors, Christine Morony, Jessica Morton, Miriam Morton, Rod Mountford, Ceri Muter, Bruce Myles, Elham **Najafian**, Aleesha Nathan, Phillip Neave, Bronwyne Newbold, Yee Ting Ng, Chaoran Ni, Mac Jielliane Nicolas, Violeta Nikolovska, Bronwyn Nisbet, Wayomika Nongrum, Michael Noone, Alison Nowland, Aurora Nowosad, Con **O'Donnell**, Annalise O'Hare, Svetlana Opankovic, Maggie Otto, Donna **Page**, Kylie Pan, Carol Paterson, Julianne Patterson, Anna Pavincich, Margo Pavincich, Marc Pearce, John Pearson, Brooke Pepper, Katy Phillips, Ronda Phillips, Susan Phillips, Glenys Pike, Karthik Pillai, Emanuela Piu, Jessica Plumbe, Peter Poole, Jacqui Porter, Christopher Powell, Samantha Power, Krystal Prasad, Maria Prendergast, Peter **Quarmby**, Kavana **Ramachandra**, Amy Ramires, Natasha Ramrakha, Yvette Ramsay, Mark Ransom, Elle Rasink, Margarita Rasink,

Imogen Reece, Stewart Reed, Nathan Rees, Joshua Savio Rego, Henry Reid, Anna Renzenbrink, Deanna Richardson, Zeeshan Rizvi, Sharyn Roberts, Bethany Robinson, Kimberley Robinson, Alison Rodericks, Gregory Rogan, Alison Rose, Huzaimi Rosli, Dianne Ross, Zlata Rous, Hannah Roux, Bianca Rowley, Ben Russell, Chris Rutter, Margot Ryan, Peter Ryan, Siobhan Ryan, Claudia

Sagripanti, Ian Sakurovs, Kate Sayeg, Mark Schagerl, Maria Schattiger, Nicky Seaby, Natalie Seeto, Sandra Serafyn-Black, Diane Sexton, Madhavi Shankarling, Bernard Sharah, Shashwat Shashwat, Tianyi Shen, Mingdun Shi, Qing Shi, Yuzhong Shi, Louise Short, Patricia Sim, Stephanie Slade, Simone Slesarenko, Keryn Smart, Anthea Smith, Annette Smith-Bridges, Marie Smithson, Terry Snijder, Alison Snow, Rennie So, Qingxia Song, Paula Southcombe, Deirdre Sparrius, Luke Spickler, Robert Squires, Zala Srot, David Stack, Jean Steele, Peter Stepek, Lynette Steptoe-Smith, Sophie (Fang) Stewart (Xie), Jackie Stokes, David Strickland, Dan Su, Clarisse Sudario, Jan Sullivan, Doreen Sully, Subreena Sultana, Mia Sun, Xiaoxi Sun, Segar Suppiah, Sara Suwan, Judy Szittner, Jade **Tainturier**, Aleksandar Tamburic, Ayako Tamura, Ying Xin Tan, Jessica Telford, Susannah Tennant, Leigha Tew, Susan Theron, Felix Theska, Sue Thompson, Michael Thomson, Patricia Tilley, Janet Timberg, Sebastian Tiong, Emily Tischner, Belinda Tomov, Baoying Tong, Josephine Tran, Mei Jun Tran, Queenie Tran, Caitlin Tullis, Steve Tusler, Neridah Tyler-Perry, Agnes Tyson, Harriet **Upjohn**, Gitana **Vasaityte**, Pamela Ventura, Brandan Villatora, Meta Vintila, Kristina Virgeningas, John Visser, Kim Vo, Prakash **Wadhwa**, Robert Wallis, Hayden Walsh, Wan Khaulah Sa Adah Wan Zulkipli, Jess (Yue) Wang, Lu Wang, Peiwen Wang, Qianqian Wang, Xinrui Flora Wang, Yisheng Wang, Ashleigh Warton, Marissa Watkins, Alexander Wells, Jing Weng, Leonard Werman, Robert Wheeler, Tina Whitehead, Dinny Whong, Clarice Wilkins, Angelique Williams, Laraine Wilson, Noema Wis Molino, Kelvin Wong, Tonia Wong, Yueh Kai Sophie

Wong, Rex Wood, Robert Wood, Jennifer Wordsworth, Constance Wright, Bingxin Wu, Celine Wu, Denis Wu, Emma Wu, Xue **Xia**, Emerald Xu, Lan Xu, William Xu, Jessie **Yang**, Liying Yang, Manqi Yang, Xiaohan Yang, Catriona (Kate) Yates, Jill Yates, Van Yeung, Shuangyue Yin, Amanda Young, Catherine Young, Shuyue Yu, Zhiyun Yuchi, Loretta Yuen, Mary **Zarate**, Rui Zeng, Jennifer Zerial, Bonan Zhang, Jason Zhang, Xiaoyun Zhang, Aaron Zhao, Dorothy Zhao, Xinny Zhao, Alex (Changxiao) Zheng, Yifan Zhou, Yutong Zhou, Bella Zhu, Damian Zhu, Wenjun Zhu, Dr Edith Ziegler, Laura Zournazidis

FINANCIAL STATEMENTS



UNDERSTANDING OUR FINANCIAL STATEMENTS

This information is to assist readers to understand our financial statements, which are made up of four statements and accompanying notes:

- statement of comprehensive income
- statement of financial position
- statement of changes in equity
- statement of cash flows.

The statements disclose separately the Historic Houses Trust of New South Wales (HHT), which is known as the Parent Entity, and the group of organisations under the control of the HHT, which is known as the Consolidated Entity. The Consolidated Entity includes all of the entities that fall under the HHT's control:

- Foundation for the Historic Houses Trust of New South Wales
- Foundation for the Historic Houses Trust of New South Wales Limited.

The NSW Audit Office audits the HHT and its controlled entities. The audit certificate is included with the financial statements and it states the Auditor-General's opinion of the HHT's financial statements.

1 STATEMENT OF COMPREHENSIVE INCOME

This statement looks at our performance over the financial year (1 July 2017 to 30 June 2018) and is reported as a surplus/deficit in delivering our services. The statement enables readers to identify the costs of goods and services provided and the extent to which these costs were recovered, as well as the source of the funding. It also allows the reader to compare the result against the previous financial year to see the change in resources as a result of operations. The statement is prepared on an accruals basis, which means that it accounts for income and expenditure when it is earned/incurred and not when money is received or paid. Accrual accounting also recognises non-cash items such as depreciation of assets. Other comprehensive income includes changes in revaluation reserve, gains and losses.

2 STATEMENT OF FINANCIAL POSITION

This statement sets out the net accumulated financial value at a point in time, in this case, the end of the financial year. It shows the assets held as well as the liabilities or claims against these assets.

The statement is also prepared on an accruals basis. Assets and liabilities are expressed as current or non-current. Current assets are those that are expected to be realised within 12 months after the reporting date or assets that are cash or cash equivalent. Current liabilities are obligations that are expected to be settled within the HHT's normal operating cycle and for which the HHT does not have an unconditional right to defer settlement of the liability for more than 12 months after the reporting date.

Non-current assets/liabilities are those assets and liabilities that are not current and are generally unlikely to be settled within the next 12 months. The difference between total assets and total liabilities is expressed as net assets, which equals total equity – that is, the HHT's net worth at the end of the financial year.

3 STATEMENT OF CHANGES IN EQUITY

This statement recognises income and expenses, and describes the movement in equity and the source of those movements during the reporting period. All contributions or distributions are adjusted against the equity account.

4 STATEMENT OF CASH FLOWS

This statement shows the nature and amount of cash inflows/outflows. The statement reflects a recording of cash (as opposed to accruals as in the statement of comprehensive income) when it is received or paid.

The statement of cash flows has only two sections:

- The cash flows from operating activities summarises those cash flows that relate to the provision of goods and services. The statement includes cash flows from government.
- The cash flows from investing activities summarises those activities that relate to the acquisition and disposal of non-current assets and other productive assets, and investments not falling under the definition of cash, for example, the sale of plant and equipment.

A resulting net increase or decrease in cash results from the total of the cash flows from operating and investing activities. This is then added to or subtracted from the opening cash position to arrive at the closing cash position for the year.

5 NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

The notes provide further information in relation to the rules and assumptions used to prepare the financial statements, and give more specific information and detail about items within the financial statements. Any changes to accounting standards, policy or legislation will be disclosed in the notes. The 'note' column indicates which note the reader can refer to for further information.

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	Note 12: Fair value measurement of non-financial assets
	Note 13: Current liabilities – payables
	Note 14: Current/non-current liabilities – provisions
	Note 15: Equity
	Note 16: Commitments for expenditure
	Note 17: Contingent assets and liabilities
	Note 18: Budget review
	Note 19: Reconciliation of cash flows from operating activities to net result
	Note 20: Non-cash financing and investing activities
	Note 21: Financial instruments
	Note 22: Property leases
	Note 23: Related party disclosures
	Note 24: Events after the reporting period



INDEPENDENT AUDITOR'S REPORT

Historic Houses Trust of New South Wales

To Members of the New South Wales Parliament

Opinion

I have audited the accompanying financial statements of the Historic Houses Trust of New South Wales (the Trust), which comprise the Statement of Comprehensive Income for the year ended 30 June 2018, the Statement of Financial Position as at 30 June 2018, the Statement of Changes in Equity and the Statement of Cash Flows for the year then ended, notes comprising a Summary of Significant Accounting Policies and other explanatory information, and the Responsible Persons' Declaration of the Trust and the consolidated entity. The consolidated entity comprises the Trust and the entities it controlled at the year's end or from time to time during the financial year.

In my opinion, the financial statements:

- give a true and fair view of the financial position of the Trust and the consolidated entity as at 30 June 2018, and of their financial performance and cash flows for the year then ended in accordance with Australian Accounting Standards
- are in accordance with section 41B of *Public Finance and Audit Act 1983* (PF&A Act) and the Public Finance and Audit Regulation 2015
- have been prepared in accordance with Division 60 of the *Australian Charities and Not-for-Profits Commission Act 2012* and Division 60 of the Australian Charities and Not-for-profits Commission Regulation 2013.

My opinion should be read in conjunction with the rest of this report.

Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Financial Statements' section of my report.

I am independent of the Trust and the consolidated entity in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants' (APES 110).

I have fulfilled my other ethical responsibilities in accordance with APES 110.

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as auditor of public sector agencies
- precluding the Auditor-General from providing non-audit services.

I believe the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Other Information

Other information comprises the information included in the annual report of the Trust and the consolidated entity for the year ended 30 June 2018, other than the financial statements and my Independent Auditor's Report thereon. The Trustees of the Trust are responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprise:

- the Statement in accordance with Section 41C of the PF&A Act
- draft annual report 2017–18.

My opinion on the financial statements does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement of the other information, I must report that fact.

I have nothing to report in this regard.

The Trustees' Responsibilities for the Financial Statements

The Trustees are responsible for the preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards and the PF&A Act, *the Australian Charities and Not-for-Profits Commission Act 2012*, and for such internal control as the Trustees determine is necessary to enable the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the ability of the Trust and the consolidated entity to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting except where operations will be dissolved by an Act of Parliament or otherwise cease.

Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to:

- obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the financial statements.

A description of my responsibilities for the audit of the financial statements is located at the Auditing and Assurance Standards Board website at: www.auasb.gov.au/auditors_responsibilities/ar3.pdf. The description forms part of my auditor's report.

My opinion does *not* provide assurance:

- that the Trust or the consolidated entity carried out their activities effectively, efficiently and economically
- about the assumptions used in formulating the budget figures disclosed in the financial statements
- about the security and controls over the electronic publication of the audited financial statements on any website where they may be presented
- about any other information which may have been hyperlinked to/from the financial statements.



Margaret Crawford
Auditor-General of NSW

20 September 2018
SYDNEY

STATUTORY FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2018

HISTORIC HOUSES TRUST OF NEW SOUTH WALES

STATEMENT IN ACCORDANCE WITH SECTION 41C OF THE *PUBLIC FINANCE AND AUDIT ACT 1983*

Pursuant to section 41C(1C) of the *Public Finance and Audit Act 1983* and in accordance with a resolution of the Board of Trustees of the Historic Houses Trust of New South Wales, we state that:

- a) The accompanying financial statements have been prepared in accordance with the provisions of the *Public Finance and Audit Act 1983* and the Public Finance and Audit Regulation 2015, the *Australian Charities and Not-for-profits Commission Act 2012* and Regulation 2013, applicable Australian Accounting Standards (which include Australian Accounting Interpretations), the Treasurer's Directions and TPP 18-01: *Financial Reporting Code for NSW General Government Sector Entities*;
- b) The financial statements and notes thereto exhibit a true and fair view of the financial position as at 30 June 2018, and the results of their operations for the year ended on that date;
- c) At the date of signing we are not aware of any circumstances which would render the financial statements misleading or inaccurate.



Michael Rose
Chairman

Dated 17 September 2018



Mark Goggin
Executive Director

RESPONSIBLE PERSONS' DECLARATION

PER SECTION 60.15 OF THE AUSTRALIAN CHARITIES AND NOT-FOR-PROFITS COMMISSION REGULATION 2013

The responsible persons declare that in their opinion:

- (a) there are reasonable grounds to believe that the registered entity is able to pay all of its debts, as and when they become due and payable; and
- (b) the financial statements and notes satisfy the requirements of the *Australian Charities and Not-for-profits Commission Act 2012*.

Signed in accordance with subsection 60.15(2) of the *Australian Charities and Not-for-profit Commission Regulation 2013*.



Michael Rose
Chairman

Dated 17 September 2018



Mark Goggin
Executive Director

STATEMENT OF COMPREHENSIVE INCOME

FOR THE YEAR ENDED 30 JUNE 2018

BEGINNING OF AUDITED FINANCIAL STATEMENTS

NOTES		CONSOLIDATED ENTITY		PARENT ENTITY	
		Actual	Budget*	Actual	Actual
		2018	2018	2017	2018
		\$'000	\$'000	\$'000	\$'000
EXPENSES EXCLUDING LOSSES					
Operating expenses					
Personnel services expenses	2(a)	18,426	19,490	17,891	18,426
Other operating expenses	2(b)	7,221	7,299	7,870	7,212
Depreciation and amortisation expenses	2(c)	885	875	818	885
TOTAL EXPENSES EXCLUDING LOSSES		26,532	27,664	26,579	26,523
REVENUE					
Sale of goods and services	3(a)	6,227	6,425	5,727	6,227
Investment revenue	3(b)	190	153	243	140
Grants and contributions	3(c)	23,690	24,940	25,564	23,532
Other revenue	3(d)	145	16	275	145
TOTAL REVENUE		30,252	31,534	31,809	30,044
Gain/(loss) on disposal		–	–	(4)	–
Other gains/(losses)	4	(105)	–	(8)	(105)
NET RESULT		3,615	3,870	5,218	3,416
OTHER COMPREHENSIVE INCOME					
Items that will not be reclassified to net result					
Net increase in property, plant and equipment asset revaluation surplus	10	9,544	–	526	9,544
Total other comprehensive income		9,544	–	526	9,544
TOTAL COMPREHENSIVE INCOME		13,159	3,870 ⁱ	5,744	12,960

* Refer to Note 18.

† The initial budget of \$3.870m was revised to \$3.368m due to carry forwards applied.

STATEMENT OF FINANCIAL POSITION

AS AT 30 JUNE 2018

NOTES		CONSOLIDATED ENTITY			PARENT ENTITY	
		Actual	Budget	Actual	Actual	Actual
		2018	2018	2017	2018	2017
		\$'000	\$'000	\$'000	\$'000	\$'000
ASSETS						
Current assets						
Cash and cash equivalents	5	5,138	3,293	3,551	3,794	3,411
Receivables	6	840	849	1,019	829	1,001
Inventories	7	167	135	163	167	163
Other financial assets	8	2,216	5,200	7,200	1,216	5,200
Total current assets		8,361	9,477	11,933	6,006	9,775
Non-current assets						
Property, plant and equipment						
> Land and buildings		250,991	240,467	234,790	250,991	234,790
> Plant and equipment		1,500	471	855	1,500	855
> Collection assets		31,840	31,695	31,608	31,840	31,608
Total property, plant and equipment	10	284,331	272,633	267,253	284,331	267,253
Intangible assets	11	1,534	2,635	1,641	1,534	1,641
Receivables	6	582	581	615	582	615
Total non-current assets		286,447	275,849	269,509	286,447	269,509
TOTAL ASSETS		294,808	285,326	281,442	292,453	279,284
LIABILITIES						
Current liabilities						
Payables	13	2,815	3,180	2,697	2,809	2,689
Provisions	14	1,806	1,755	1,755	1,806	1,755
Total current liabilities		4,621	4,935	4,452	4,615	4,444
Non-current liabilities						
Provisions	14	689	685	651	689	651
Total non-current liabilities		689	685	651	689	651
TOTAL LIABILITIES		5,310	5,620	5,103	5,304	5,095
NET ASSETS		289,498	279,706	276,339	287,149	274,189
EQUITY						
Reserves		160,719	151,175	151,175	160,719	151,175
Accumulated funds		128,779	128,531	125,164	126,430	123,014
TOTAL EQUITY		289,498	279,706	276,339	287,149	274,189

The presentation of term deposits with maturities greater than three months was amended in the current financial year. It is now reclassified from 'cash and cash equivalents' to 'other financial assets' in accordance with AASB 7. The term deposits balance was \$7.2m for consolidated entity and \$5.2m for parent entity in the prior year. The term deposit balance is \$5.2m in the FY17/18 published budget.

STATEMENT OF CHANGES IN EQUITY

FOR THE YEAR ENDED 30 JUNE 2018

CONSOLIDATED ENTITY			
	Accumulated funds	Asset revaluation reserve	Total
	\$'000	\$'000	\$'000
BALANCE AT 1 JULY 2017	125,164	151,175	276,339
Net result for the year	3,615	–	3,615
Other comprehensive income			
Net revaluation increase in property, plant and equipment	–	9,544	9,544
Total other comprehensive income	–	9,544	9,544
Total comprehensive income for the year	3,615	9,544	13,159
BALANCE AT 30 JUNE 2018	128,779	160,719	289,498
BALANCE AT 1 JULY 2016	119,946	150,649	270,595
Net result for the year	5,218	–	5,218
Other comprehensive income			
Net revaluation increase in property, plant and equipment	–	526	526
Total other comprehensive income	–	526	526
Total comprehensive income for the year	5,218	526	5,744
BALANCE AT 30 JUNE 2017	125,164	151,175	276,339
PARENT ENTITY			
	Accumulated funds	Asset revaluation reserve	Total equity
	\$'000	\$'000	\$'000
BALANCE AT 1 JULY 2017	123,014	151,175	274,189
Net result for the year	3,416	–	3,416
Other comprehensive income			
Net revaluation increase in property, plant and equipment	–	9,544	9,544
Total other comprehensive income	–	9,544	9,544
Total comprehensive income for the year	3,416	9,544	12,960
BALANCE AT 30 JUNE 2018	126,430	160,719	287,149
BALANCE AT 1 JULY 2016	117,486	150,649	268,135
Net result for the year	5,528	–	5,528
Other comprehensive income			
Net revaluation increase in property, plant and equipment	–	526	526
Total other comprehensive income	–	526	526
Total comprehensive income for the year	5,528	526	6,054
BALANCE AT 30 JUNE 2017	123,014	151,175	274,189

The accompanying notes form part of these financial statements.

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 30 JUNE 2018

NOTES		CONSOLIDATED ENTITY		PARENT ENTITY	
	Actual 2018 \$'000	Budget 2018 \$'000	Actual 2017 \$'000	Actual 2018 \$'000	Actual 2017 \$'000
CASH FLOWS FROM OPERATING ACTIVITIES					
Payments					
Personnel services	(18,299)	(19,490)	(17,933)	(18,299)	(17,968)
Other	(8,445)	(9,015)	(8,953)	(8,433)	(8,938)
Total payments	(26,744)	(28,505)	(26,886)	(26,732)	(26,906)
Receipts					
Sale of goods and services	6,666	6,425	5,946	6,665	5,987
Interest received	271	153	243	214	180
Grants and contributions	23,461	24,915	25,443	23,303	25,802
Finance cost	1	–	–	1	–
Other	1,312	1,694	1,219	1,311	1,206
Total receipts	31,711	33,187	32,851	31,495	33,175
NET CASH FLOWS FROM OPERATING ACTIVITIES	19	4,967	4,682	5,965	4,763
CASH FLOWS FROM INVESTING ACTIVITIES					
Proceeds from sale of land and building, plant and equipment, and collection assets	7	–	1	7	1
Proceeds from maturity of financial assets	4,984	–	–	3,984	–
Purchases of land and buildings, plant and equipment, and collection assets	(8,028)	(6,468)	(6,272)	(8,028)	(6,272)
Purchase of intangible assets	(343)	(300)	(857)	(343)	(857)
NET CASH FLOWS FROM INVESTING ACTIVITIES		(3,380)	(7,128)	(4,380)	(7,128)
CASH FLOWS FROM FINANCING ACTIVITIES					
NET CASH FLOWS FROM FINANCING ACTIVITIES		–	–	–	–
NET INCREASE/(DECREASE) IN CASH		1,587	(2,086)	383	(859)
Opening cash and cash equivalents		3,551	4,714	3,411	4,270
CLOSING CASH AND CASH EQUIVALENTS	5	5,138	3,551	3,794	3,411

The presentation of term deposits with maturities greater than three months was amended in the current financial year. It is now reclassified from 'cash and cash equivalents' to 'other financial assets' in accordance with AASB 7 and balances excluded for the statement of cash flows. The term deposits balance was \$7.2m for consolidated entity and \$5.2m for parent entity in the prior year. The term deposit balance is \$5.2m in the FY17/18 published budget.

The presentation of cash flows from purchases of intangible assets is amended in the current financial year. Previously it was shown as part of 'Purchases of land and buildings, plant and equipment, and collection assets'.

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2018

1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

A) REPORTING ENTITY

The Historic Houses Trust of New South Wales (HHT) is a NSW Government entity. The HHT is a non-profit entity (as profit is not its principal objective). The HHT is endorsed as a Deductible Gift Recipient under items 1 and 4 of the table in section 30-15, and subdivision 30-D of the *Income Tax Assessment Act 1997* (the Act). The HHT is registered as a public museum under the Act and is registered for GST. The financial statements cover the Consolidated Entity and the HHT as an individual Parent Entity.

The HHT as a reporting entity comprises all the entities under its control, namely:

i) Foundation for the Historic Houses Trust of New South Wales

The Foundation for the Historic Houses Trust of New South Wales was established for the promotion, advancement and development of the museums under the care, custody and control of the HHT.

ii) Foundation for the Historic Houses Trust of New South Wales Limited

The Foundation for the Historic Houses Trust of New South Wales Limited was established for the sole purpose of acting as Trustee of the Foundation for the Historic Houses Trust of New South Wales and has never traded in its own right. There were no financial transactions for the year.

B) BASIS OF PREPARATION

The HHT's financial statements are general-purpose financial statements, which were prepared in accordance with:

- Australian Accounting Standards (which include Australian Accounting Interpretations);
- the requirements of the *Public Finance and Audit Act 1983* and the Public Finance and Audit Regulation 2015;
- the requirements of the *Australian Charities and Not-for-profits Commission Act 2012* and Regulation 2013; and
- the Financial Reporting Directions mandated by the Treasurer.

Property, plant and equipment, collection assets and financial assets are measured at fair value. Other financial statement items are prepared in accordance with the historical cost convention.

The financial statements have been prepared on an accruals basis and are based on historical costs modified by the revaluation of selected non-current assets, financial assets and financial liabilities for which the fair value basis of accounting has been applied.

Judgments, key assumptions and estimations made by management are disclosed in the relevant notes to the financial statements.

All amounts are rounded to the nearest one thousand dollars and are in Australian currency.

C) PRINCIPLES OF CONSOLIDATION

A controlled entity is any entity over which the HHT has the power to control the financial and operating policies, so as to obtain benefits from its activities.

All controlled entities have a 30 June financial year end.

All intercompany balances and transactions between entities in the Consolidated Entity, including any unrealised profits or losses, have been eliminated on consolidation.

Accounting policies of controlled entities are consistent with the Parent Entity.

D) STATEMENT OF COMPLIANCE

The Consolidated and Parent entities' financial statements and notes comply with Australian Accounting Standards, which include Australian Accounting Interpretations.

E) ACCOUNTING FOR THE GOODS AND SERVICES TAX (GST)

Income, expenses and assets are recognised net of the amount of GST, except where:

- the amount of GST incurred by the HHT as a purchaser that is not recoverable from the Australian Taxation Office is recognised as part of the cost of acquisition of an asset or as part of an item of expense; and
- receivables and payables are stated with the amount of GST included.

Cash flows are included in the statement of cash flows on a gross basis. However, the GST component of the cash flows arising from investing and financing activities which is recoverable or payable to the Australian Taxation Office is classified as operating cash flows.

F) COMPARATIVE INFORMATION

Except when an Australian Accounting Standard permits or requires otherwise, comparative information is disclosed in respect of the previous period for all amounts reported in the financial statements.

HISTORIC HOUSES TRUST OF NEW SOUTH WALES

FOR THE YEAR ENDED 30 JUNE 2018

G) CHANGES IN ACCOUNTING POLICY, INCLUDING NEW OR REVISED AUSTRALIAN ACCOUNTING STANDARDS

i) Effective for the first time in 2017-18

The accounting policies applied in 2017-18 are consistent with those of the previous financial year except as a result of the following new or revised Australian Accounting Standards that have been applied for the first time in 2017-18

- AASB 2016-2: *Amendments to Australian Accounting Standards – Disclosure Initiative: Amendments to AASB 107.*

ii) Issued but not yet effective

NSW public sector entities are not permitted to early adopt new Australian Accounting Standards, unless Treasury determines otherwise.

The following new Australian Accounting Standards have not been applied and are not yet effective:

- AASB 9: *Financial Instruments*
- AASB 15, AASB 2014-5, AASB 2015-8 and 2016-3 regarding *Revenue from Contracts with Customers*
- AASB 16: *Leases*
- AASB 1058: *Income of Not-for-profit Entities*
- AASB 2016-7: *Amendments to Australian Accounting Standards – Deferral of AASB 15 for Not-for-profit Entities*
- AASB 2016-8: *Amendments to Australian Accounting Standards – Australian Implementation Guidance for Not-for-profit Entities*
- AASB 2017-5: *Amendments to Australian Accounting Standards – Effective Date of Amendments to AASB 10 and AASB 128 and Editorial Corrections.*

There are no significant impacts of the standards in the period of initial application.

H) TAXATION STATUS

The activities of the HHT are exempt from income tax.

HISTORIC HOUSES TRUST OF NEW SOUTH WALES

FOR THE YEAR ENDED 30 JUNE 2018

	NOTES	CONSOLIDATED ENTITY		PARENT ENTITY	
		2018 \$'000	2017 \$'000	2018 \$'000	2017 \$'000
2 EXPENSES EXCLUDING LOSSES					
A) PERSONNEL SERVICES EXPENSES					
Salaries and wages (including annual leave)		15,023	15,143	15,023	15,143
Superannuation – defined benefit plans		–	1	–	1
Superannuation – defined contribution plans		1,385	1,401	1,385	1,401
Long service leave		602	193	602	193
Workers compensation insurance		132	132	132	132
Payroll tax and fringe benefits tax		832	865	832	865
Redundancy termination payments		452	156	452	156
		18,426	17,891	18,426	17,891
B) OTHER OPERATING EXPENSES					
Advertising and publicity		681	745	681	745
Auditors' remuneration – internal		–	19	–	19
Auditors' remuneration – external		96	101	87	90
Provision for bad debt		8	–	8	–
Books, publications and subscriptions		22	21	22	21
Contract cleaning		589	577	589	577
Contract staff		1	48	1	48
Cost of sales		187	198	187	198
Entertainment and catering expenses		27	29	27	29
Exhibition fees and related costs		746	627	746	627
Professional fees		361	620	361	619
Function expenses		105	86	105	86
Gas and electricity		562	472	562	472
Insurance		161	174	161	174
Maintenance		877	1,111	877	1,111
Office printing contracts		117	242	117	242
Marketing and promotion		217	246	217	246
Motor vehicle running costs		135	123	135	123
Operating lease rental expenses		160	237	160	237
Other expenses		487	662	487	661
Postage		27	24	27	24
Printing		18	1	18	1
Public programs		264	320	264	320
Rates		73	78	73	78
Stores and IT maintenance		594	542	594	542
Telecommunications		432	391	432	391
Travel and accommodation		91	77	91	77
Services provided free of charge		183	99	183	99
		7,221	7,870	7,212	7,857

HISTORIC HOUSES TRUST OF NEW SOUTH WALES

FOR THE YEAR ENDED 30 JUNE 2018

Maintenance

Day-to-day servicing costs or maintenance are charged as expenses as incurred, except where they relate to the replacement of a part or component of an asset, in which case the costs are capitalised and depreciated.

Insurance

The HHT's insurance activities are conducted through the Treasury Managed Fund, a self-insurance scheme for NSW Government agencies. The expense (premium) is determined by the fund manager based on past claim experience as well as the value insured.

Operating leases

Operating lease payments are charged to the income statement in the periods in which they are incurred.

	NOTES	CONSOLIDATED ENTITY		PARENT ENTITY	
		2018 \$'000	2017 \$'000	2018 \$'000	2017 \$'000
C) DEPRECIATION AND AMORTISATION EXPENSES					
Buildings		289	290	289	290
Plant and equipment		244	268	244	268
Intangibles		352	260	352	260
		885	818	885	818

Refer to Notes 10 and 11 for recognition and measurement policies on depreciation and amortisation.

HISTORIC HOUSES TRUST OF NEW SOUTH WALES

FOR THE YEAR ENDED 30 JUNE 2018

	NOTES	CONSOLIDATED ENTITY		PARENT ENTITY	
		2018 \$'000	2017 \$'000	2018 \$'000	2017 \$'000
3 REVENUE					
A) SALE OF GOODS AND SERVICES					
Sale of goods					
Merchandise, book and publication sales		377	395	377	395
		377	395	377	395
Rendering of services					
Admission fees		2,520	2,396	2,520	2,396
Special activities and openings		873	559	873	559
Venue hire and catering		1,433	1,312	1,433	1,312
Rental – commercial activities		933	1,021	933	1,021
Filming and photography		91	44	91	44
		5,850	5,332	5,850	5,332
		6,227	5,727	6,227	5,727
B) INVESTMENT REVENUE ENDOWMENT					
Interest income – endowment		25	42	20	36
Interest income – term deposit		165	201	120	145
		190	243	140	181
C) GRANTS AND CONTRIBUTIONS					
From Department of Planning and Environment					
Recurrent grants		16,295	17,635	16,295	17,635
Capital grants		5,247	6,436	5,247	6,436
Personnel service benefits and liabilities provided free of charge by the Office of Environment and Heritage (OEH)					
> Superannuation (defined benefit)		–	1	–	1
> Long service leave		602	193	602	193
Voluntary redundancy recoupment		613	–	613	–
		22,757	24,265	22,757	24,265
From other institutions and individuals					
Donations – cash		248	115	90	474
Sponsorship – cash		186	267	186	267
Grants – other		270	797	270	797
Sponsorship – in kind	20	183	99	183	99
Donations – in kind	20	46	21	46	21
		933	1,299	775	1,658
		23,690	25,564	23,532	25,923
D) OTHER REVENUE					
Other revenue		145	275	145	275
		145	275	145	275

HISTORIC HOUSES TRUST OF NEW SOUTH WALES

FOR THE YEAR ENDED 30 JUNE 2018

Income recognition

Income is measured at the fair value of the consideration or contribution received or receivable in accordance with AASB 118: *Revenue* and AASB 1004: *Contributions*.

Additional comments regarding the accounting policies for the recognition of income are discussed below:

i) Sale of goods

Revenue from the sale of goods is recognised as revenue when the HHT transfers the significant risks and rewards of ownership of the assets.

ii) Rendering of services

Revenue is recognised when the service is provided or by reference to the stage of completion.

iii) Investment revenue

Interest income is recognised using the effective interest method as set out in AASB 139: *Financial Instruments: Recognition and Measurement*.

iv) Grants and contributions

Grants and contributions include donations and grants from the Department of Planning and Environment (DPE) cluster. They are generally recognised as income when the HHT obtains control over the assets comprising the grants and contributions. Control over grants and contributions is normally obtained when the obligations relating to the receipt have been met and, in the case of donations, on receipt of cash.

The HHT receives monies and gifts of property subject to restrictions. The aggregate of these contributions received for the year has been stated as revenues. These revenues are provided for expenditure in the current year and future years. Where the gift is a property, it is recognised as a restricted asset as reflected in Note 9.

	NOTES	CONSOLIDATED ENTITY		PARENT ENTITY	
		2018 \$'000	2017 \$'000	2018 \$'000	2017 \$'000
4 OTHER GAINS/(LOSSES)					
Other gains/(losses)		(7)	(8)	(7)	(8)
Impairment loss of intangibles	11	(98)	–	(98)	–
		(105)	(8)	(105)	(8)
5 CURRENT ASSETS – CASH AND CASH EQUIVALENTS					
Cash at bank and on hand		5,138	3,551	3,794	3,411
Cash and cash equivalents (per statement of financial position)		5,138	3,551	3,794	3,411
Closing cash and cash equivalents (per statement of cash flows)		5,138	3,551	3,794	3,411

Cash comprises cash on hand and bank balances. Interest is earned on daily bank balances (only for restricted accounts) and paid monthly at the RBA cash rate.

For the purpose of the statement of cash flows, cash and cash equivalents include cash at bank, cash on hand and short-term deposits. Cash and cash equivalent assets recognised in the statement of financial position are reconciled at the end of the financial year to the statement of cash flows as above.

Details regarding credit risk, liquidity risk and market risk, including financial assets that are either past due or impaired, are disclosed in Note 21.

The presentation of term deposits with maturities greater than three months was amended in the current financial year. It is now reclassified from 'cash and cash equivalents' to 'other financial assets' in accordance with AASB 7.

HISTORIC HOUSES TRUST OF NEW SOUTH WALES

FOR THE YEAR ENDED 30 JUNE 2018

	NOTES	CONSOLIDATED ENTITY		PARENT ENTITY	
		2018 \$'000	2017 \$'000	2018 \$'000	2017 \$'000
6 CURRENT/NON-CURRENT ASSETS – RECEIVABLES					
Current					
Sale of goods and services		318	374	318	374
Less allowance for impairment*		(9)	–	(9)	–
Accrued income		58	139	48	122
Prepayments		227	167	227	167
Other receivables		238	324	237	323
Biobanking funds receivable		8	15	8	15
		840	1,019	829	1,001
Non-current					
Biobanking funds receivable		582	615	582	615
		582	615	582	615
*Movement in the allowance for impairment					
Increase/(decrease) in allowance recognised in net result		9		9	
Balance at 30 June 2018		9		9	

Details regarding credit risk, liquidity risk and market risk, including financial assets that are either past due or impaired, are disclosed in Note 21.

Loans and receivables

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. These financial assets are recognised initially at fair value, usually based on the transaction cost or face value. Subsequent measurement is at amortised cost using the effective interest method less an allowance for any impairment of receivables. Collectability of trade debtors is reviewed on an ongoing basis. Debts that are known to be uncollectable are written off. Any changes are recognised in the net result when impaired, derecognised or through the amortisation process. Short-term receivables with no stated interest rate are measured at the original invoice amount where the effect of discounting is immaterial. The credit risk is the carrying amount (net of any allowance for impairment). No interest is earned on trade debtors. The carrying amount approximates fair value.

Biobanking Trust Fund – receivable

The Biobanking Agreement requires that the proceeds from the sale of biobank credits are transferred into the Biobanking Trust Fund administered by NSW Biodiversity Conservation Trust. The balance of the Biobanking Trust Fund receivable represents amounts that will be made available to the HHT in order to fund the environmental works required under the Biobanking Agreement.

7 CURRENT ASSETS – INVENTORIES					
Held for resale		167	163	167	163
		167	163	167	163

Inventories

Inventories are held for sale and are stated at the lower of cost and net realisable value. Cost is calculated using the weighted average cost. Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

HISTORIC HOUSES TRUST OF NEW SOUTH WALES

FOR THE YEAR ENDED 30 JUNE 2018

	NOTES	CONSOLIDATED ENTITY		PARENT ENTITY	
		2018	2017	2018	2017
		\$'000	\$'000	\$'000	\$'000
8 OTHER FINANCIAL ASSETS					
Investments – term deposits		2,216	7,200	1,216	5,200
		2,216	7,200	1,216	5,200

Investments

Investments are recognised at amortised cost using the effective interest rate, less any impairment. The HHT evaluates for impairment annually and any impairment loss is recognised in the net result for the year.

Refer to Note 21 for further information regarding credit risk, liquidity risk and market risk arising from financial instruments.

The presentation of term deposits with maturities greater than three months was amended in the current financial year. It is now reclassified from 'cash and cash equivalents' to 'other financial assets' in accordance with AASB 7.

9 RESTRICTED ASSETS					
Cash and cash equivalents		4,005	1,784	2,661	1,644
Other financial assets		2,216	7,200	1,216	5,200
Land and building		6,298	5,144	6,298	5,145
Collections		955	927	955	927
		13,474	15,055	11,130	12,916

Cash, other financial assets and fixed assets are restricted assets to the extent that they represent bequests and donations held by the HHT to be used in accordance with the deed of trust, caveats or other documents governing these balances.

10 NON-CURRENT ASSETS – PROPERTY, PLANT AND EQUIPMENT

LAND AND BUILDINGS

Gross carrying amount – fair value	254,040	237,865	254,040	237,865
Accumulated depreciation and impairment	(3,049)	(3,075)	(3,049)	(3,075)
Land and buildings at fair value	250,991	234,790	250,991	234,790

PLANT AND EQUIPMENT

Gross carrying amount – fair value	2,794	2,573	2,794	2,573
Accumulated depreciation and impairment	(1,294)	(1,718)	(1,294)	(1,718)
Plant and equipment at fair value	1,500	855	1,500	855

COLLECTION ASSETS

Gross carrying amount – fair value	31,840	31,608	31,840	31,608
Collection assets at fair value	31,840	31,608	31,840	31,608
TOTAL PROPERTY, PLANT AND EQUIPMENT AT FAIR VALUE	284,331	267,253	284,331	267,253

Collection assets are not depreciated.

HISTORIC HOUSES TRUST OF NEW SOUTH WALES

FOR THE YEAR ENDED 30 JUNE 2018

RECONCILIATION

A reconciliation of the carrying amount of each class of property and equipment at the beginning and the ending of each reporting period is shown below:

	Land and buildings	Plant and equipment	Collection assets	Total
CONSOLIDATED AND PARENT ENTITY	\$'000	\$'000	\$'000	\$'000
Year ended 30 June 2018				
Net carrying amount at start of year	234,790	855	31,608	267,253
Additions	7,012	896	120	8,028
Contributed assets (donations)	–	–	46	46
Disposals	–	(7)	–	(7)
Depreciation expense	(289)	(244)	–	(533)
Net revaluation increments less revaluation decrements	9,478	–	66	9,544
NET CARRYING AMOUNT AT END OF YEAR	250,991	1,500	31,840	284,331
Year ended 30 June 2017				
Net carrying amount at start of year	229,347	652	30,994	260,993
Additions	5,732	471	67	6,270
Contributed assets (donations)	–	–	21	21
Depreciation expense	(289)	(268)	–	(557)
Net revaluation increments less revaluation decrements	–	–	526	526
NET CARRYING AMOUNT AT END OF YEAR	234,790	855	31,608	267,253

i) Acquisition of assets

The cost method of accounting is used for the initial recording of all acquisitions of assets controlled by the HHT. Cost is the amount of cash or cash equivalents paid or the fair value of the other consideration given to acquire the asset at the time of its acquisition or construction or, where applicable, the amount attributed to that asset when initially recognised in accordance with the specific requirements of other Australian Accounting Standards.

Gifts, artworks or works acquired at no cost, or for nominal consideration, are initially recognised at their fair value at the date of acquisition.

Fair value is the price that would be received to sell an asset in an orderly transaction between market participants at measurement date. Where payment for an asset is deferred beyond normal credit terms, its cost is the cash price equivalent, that is, the deferred payment amount is effectively discounted.

ii) Capitalisation thresholds

Property, plant and equipment, and intangible assets costing \$5000 and above individually (or forming part of a network valued at more than \$5000) are capitalised.

iii) Revaluation of property, plant and equipment

Physical non-current assets are valued in accordance with the policy and guidelines paper TPP 14-01: *Valuation of Physical Non-Current Assets at Fair Value*. This policy adopts fair value in accordance with AASB 13: *Fair Value Measurement* and AASB 116: *Property, Plant and Equipment*.

Property, plant and equipment is measured on an existing-use basis, where there are no feasible alternative uses in the existing natural, legal, financial and sociopolitical environment. However, in the limited circumstances where there are feasible alternative uses, assets are valued at their highest and best use.

Fair value of property, plant and equipment is determined based on the best available market evidence, including current market selling prices for the same or similar assets. Where there is no available market evidence, the asset's fair value is measured at its market-buying price, the best indicator of which is depreciated replacement cost.

The HHT conducts a comprehensive revaluation of land and buildings every three years and at least every five years for other classes of property, plant and equipment to ensure that the carrying amount of each asset in the class does not differ materially from

HISTORIC HOUSES TRUST OF NEW SOUTH WALES

FOR THE YEAR ENDED 30 JUNE 2018

its fair value at reporting date. Details of the last revaluations are shown in this note.

Non-specialised assets with short useful lives are measured at depreciated historical cost, as a surrogate for fair value. When revaluing non-current assets using the cost approach, the gross amount and the related accumulated depreciation are separately restated.

For other assets, any balances of accumulated depreciation at the revaluation date in respect of those assets are credited to the asset accounts to which they relate. The net asset accounts are then increased or decreased by the revaluation increments or decrements.

Revaluation increments are credited directly to the asset revaluation surplus, except that, to the extent that an increment reverses a revaluation decrement in respect of that class of asset previously recognised as an expense in the net result, the increment is recognised immediately as revenue in the net result.

Revaluation decrements are recognised immediately as expenses in the net result, except that, to the extent that a credit balance exists in the asset revaluation reserve in respect of the same class of assets, they are debited directly to the asset revaluation surplus. As the HHT is a non-profit entity, revaluation increments and decrements are offset against one another within a class of non-current assets, but not otherwise. Where an asset that has previously been revalued is disposed of, any balance remaining in the asset revaluation surplus in respect of that asset is transferred to accumulated funds.

iv) Impairment of property, plant and equipment

As a non-profit entity with no cash-generating units, impairment under AASB 136: *Impairment of Assets* and impairment testing is unlikely to arise.

This is because AASB 136 modifies the recoverable amount test to the higher of fair value less costs to sell and depreciated replacement cost where depreciated replacement cost is also fair value. This means that, for an asset already measured at fair value, impairment can only arise if selling costs are material. Selling costs are regarded as immaterial.

v) Assets not able to be reliably measured

The HHT does not hold any assets other than those recognised in the statement of financial position. All assets are able to be reliably measured.

vi) Depreciation of property, plant and equipment

Except for heritage assets, depreciation is provided for on a straight-line basis for all depreciable assets so as to write off the depreciable amount of each asset as it is consumed over its useful life to the HHT. All material separately identifiable component assets are depreciated over their shorter useful lives.

Land is not a depreciable asset. Certain heritage assets, including original artworks and collections and heritage buildings, may not have a limited useful life because appropriate curatorial and preservation policies are adopted. Such assets are not subject to depreciation. The decision not to recognise depreciation for these assets is reviewed annually.

The estimated useful lives of items under ten major categories are:

Major category	Estimated useful life
Non-heritage buildings	40–50 years
Computer equipment and major software	4 years
Mechanical and electronic office equipment	7–10 years
Electronic equipment	7–10 years
Radiocommunications equipment	7 years
Telephone installations	5 years
Office fittings	10 years
Miscellaneous tools and equipment	7 years
Mobile plant	10 years
Permanent displays and exhibitions	5–20 years

The estimated useful lives are reviewed annually to ensure they reflect the assets' current useful lives and residual values.

vii) Leased assets

A distinction is made between finance leases that effectively transfer from the lessor to the lessee substantially all the risks and benefits incidental to ownership of the leased assets, and operating leases under which the lessor does not transfer substantially all the risks and benefits. Where a non-current asset is acquired by means of a finance lease, at the commencement of the lease term, the asset is recognised at its fair value or, if lower, the present value of the minimum lease payments, at the inception of the lease. The corresponding liability is established at the same amount. Lease payments are allocated between the principal component and the interest expense.

Long-term leases are deemed to be finance leases in accordance with TPP 11-01: *Lessor Classification of Long-term Land Leases* and AASB 117: *Leases*.

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FOR THE YEAR ENDED 30 JUNE 2018

LAND AND BUILDING VALUATION SCHEDULE

Property name	Property location	Date valued	Valuation method adopted	Current use 30 June 2018	Accredited valuer
1 Throsby Park	Throsby Park Rd, Moss Vale	March 2018	Market	Endangered Houses Fund (EHF) (leased)	Estate Property Consultants
2 Beulah	767 Appin Rd, Gilead	March 2018	Market	EHF	Estate Property Consultants
3 Tusculum	1–3 Manning St, Potts Point	March 2018	Market	Leased	Estate Property Consultants
4 Hyde Park Barracks Museum	Macquarie St, Sydney	March 2018	Market	Museum	Estate Property Consultants
5 Elizabeth Farm	70 Alice St, Rosehill	March 2018	Market	Museum	Estate Property Consultants
6 Vacluse House	Wentworth Rd, Vacluse	March 2018	Market	Museum	Estate Property Consultants
7 Wentworth Mausoleum	Chapel Rd, Vacluse	March 2018	Market	Museum	Estate Property Consultants
8 Rouse Hill House & Farm	356 Annangrove Rd, Rouse Hill	March 2018	Market	Museum	Estate Property Consultants
9 Rose Seidler House	71 Clissold Rd, Wahroonga	March 2018	Market	Museum	Estate Property Consultants
10 Elizabeth Bay House	7 Onslow Ave, Elizabeth Bay	March 2018	Market	Museum	Estate Property Consultants
11 Meroogal	35 West St, Nowra	March 2018	Market	Museum	Estate Property Consultants
12 The Mint building	10 Macquarie St, Sydney	March 2018	Market	Museum	Estate Property Consultants
13 The Mint, Head Office (coining factory)	10 Macquarie St, Sydney	March 2018	Market	Museum/office space	Estate Property Consultants
14 Museum of Sydney	37 Phillip St, Sydney	March 2018	Market	Museum	Estate Property Consultants
15 Young Street terraces	36–42 Young St, Sydney	March 2018	Market	Commercial office space	Estate Property Consultants
16 Nissen hut	4 Somerset St, Belmont	March 2018	Market	EHF	Estate Property Consultants
17 Justice & Police Museum	8 Phillip St, Circular Quay	March 2018	Market	Museum	Estate Property Consultants

HISTORIC HOUSES TRUST OF NEW SOUTH WALES

FOR THE YEAR ENDED 30 JUNE 2018

Endangered Houses Fund (EHF) properties

Land and buildings include properties and attached assets (2018: \$6.3m; 2017: \$5.1m) and collection assets (2018: \$0.955m; 2017: \$0.927m) that have been acquired under the EHF program. Through the EHF program the HHT identifies significant at-risk properties and saves them from demolition or unsympathetic development. The program provides for the selective restoration of these properties and their subsequent sale with heritage protection conditions. In 2014–15, the Throsby Park property was placed on a long-term lease.

Collections valuation

- i) The major collection items at each property have been valued by accredited valuers at their fair value. The remaining collection items were valued internally by expert curatorial staff of the Collections Valuations Committee, which was first established by the then HHT's Finance and Audit Committee.
- ii) The list below identifies individual property collections valued at 31 March 2018 and earlier, valued by accredited valuers and expert in-house valuers.

COLLECTIONS REVALUED AT 31 MARCH 2018

Collection	Date valued	Accredited valuer
Meroogal	31 March 2018	Raffan Kelaher & Thomas Pty Ltd (Phillip Thomas)
Throsby Park	31 March 2018	Jonathan Alford

These values do not differ materially from their fair values at reporting date.

COLLECTIONS TO BE REVALUED IN LATER YEARS (PAST 30 JUNE 2018)

Collection	Date valued	Accredited valuer
Elizabeth Bay House	30 June 2017	Andrew Shapiro / Lorraine Foster
Elizabeth Farm	30 June 2017	Andrew Simpson
Vaucluse House	30 June 2017	Andrew Shapiro / Jonathan Alford / Lorraine Foster
Caroline Simpson Library & Research Collection Castle Hill display	30 June 2017	Andrew Simpson
Caroline Simpson Library & Research Collection	30 June 2016	Adrienne Carlson / Lorraine Foster
Hyde Park Barracks Museum	30 June 2016	Adrienne Carlson
The Mint	30 June 2016	Adrienne Carlson
Rose Seidler House	30 June 2015	Andrew Shapiro
Museum of Sydney	30 June 2015	Adrienne Carlson
Justice & Police Museum	30 June 2015	Adrienne Carlson
Susannah Place Museum	30 June 2015	Adrienne Carlson
Rouse Hill House & Farm	30 June 2014	Jonathan Alford, Andrew Simpson, Patricia Bailie
Archaeology collections	30 June 2014	RHAS (Rodney Hyman Asset Services)
Rouse Hill Hamilton Collection	30 June 2014	Jonathan Alford, Andrew Simpson

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FOR THE YEAR ENDED 30 JUNE 2018

	NOTES	CONSOLIDATED ENTITY		PARENT ENTITY	
		2018	2017	2018	2017
		\$'000	\$'000	\$'000	\$'000
11 INTANGIBLE ASSETS					
Software					
Cost (gross carrying amount)		3,557	3,312	3,557	3,312
Accumulated amortisation and impairment		(2,023)	(1,671)	(2,023)	(1,671)
NET CARRYING AMOUNT		1,534	1,641	1,534	1,641
Reconciliation					
Net carrying amount at start of year		1,641	1,044	1,641	1,044
Additions		343	857	343	857
Impairment loss		(98)	–	(98)	–
Amortisation		(352)	(260)	(352)	(260)
NET CARRYING AMOUNT AT END OF YEAR		1,534	1,641	1,534	1,641

Intangible assets

The HHT recognises intangible assets only if it is probable that future economic benefits will flow to the HHT and the cost of the asset can be reliably measured. Intangible assets are measured initially at cost. Where an asset is acquired at no or nominal cost, the cost is its fair value as at the date of acquisition.

All research costs are expensed. Development costs are only capitalised in accordance with AASB 138: *Intangible Assets*.

The useful lives of intangible assets are assessed to be finite. Intangible assets are subsequently measured at fair value only if there is an active market. As there is no active market for the HHT's intangible assets, the assets are carried at cost less any accumulated amortisation.

The HHT's intangible assets (software) are amortised using the straight-line method over a period of four years. Intangible assets are tested for impairment where an indicator of impairment exists. If the recoverable amount is less than its carrying amount, the carrying amount is reduced to recoverable amount and the reduction is recognised as an impairment loss. In the current financial year an impairment loss of \$98,000 is recognised in the income statement against other gains/(losses) (Note 4). The impairment is attributable to the Roller Ticketing (online sales) system functioning at significant lower functionality than initially expected.

HISTORIC HOUSES TRUST OF NEW SOUTH WALES

FOR THE YEAR ENDED 30 JUNE 2018

12 FAIR VALUE MEASUREMENT OF NON-FINANCIAL ASSETS

Fair value measurement and hierarchy

When measuring fair value, the valuation technique used maximises the use of relevant observable inputs and minimises the use of unobservable inputs. Under AASB 13: *Fair Value Measurement*, the HHT categorises, for disclosure purposes, the valuation techniques based on the inputs used in the valuation techniques as follows:

- Level 1 – quoted prices in active markets for identical assets/liabilities that the HHT can access at the measurement date;
- Level 2 – inputs other than quoted prices included within Level 1 that are observable, either directly or indirectly;
- Level 3 – inputs that are not based on observable market data (unobservable inputs).

The HHT recognises transfers between levels of the fair value hierarchy at the end of the reporting period during which the change has occurred.

A) FAIR VALUE HIERARCHY

CONSOLIDATED AND PARENT ENTITY				
	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Total fair value \$'000
2018				
Property, plant and equipment (Note 10)				
Land	–	108,195	–	108,195
Buildings	–	–	142,796	142,796
Collection assets	–	–	31,840	31,840
	–	108,195	174,636	282,831
2017				
Property, plant and equipment (Note 10)				
Land	–	90,164	–	90,164
Buildings	–	–	144,626	144,626
Collection assets	–	–	31,608	31,608
	–	90,164	176,234	266,398

B) VALUATION TECHNIQUES, INPUTS AND PROCESSES

The land and buildings are valued at fair value consistent with the NSW Treasury Accounting Policy TPP14-01 *Valuation of Physical Non-current Assets at Fair Value* and Australian Accounting Standards AASB 13: *Fair Value Measurement* and AASB 116: *Property, Plant and Equipment*. Fair value is defined as the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date (AASB 13). The buildings have been valued using the cost approach. The land has been valued using the market approach. Valuers have considered matters such as zoning, location, topography, aspect, frontage, size, shape, date of valuation and current market sentiment. Replacement costs are based on actual costs provided by the HHT and checked against industry standard.

Collection assets are valued by external and internal experts to reflect the fair value. The collection assets are reviewed for external revaluation at least every five years as part of a rolling revaluation schedule across the HHT. The review is undertaken by the HHT's Collection Valuations Committee – comprising curatorial representatives from the properties as well as the Registrar Documentation and the Head of Collections & Access – which is convened annually to identify those collection formats which might have altered since the last valuation, whether or not that valuation was made within the five-year rolling schedule. The committee contracts one or more external valuers with appropriate expertise in the collection formats that have been identified for revaluation.

Non-specialised assets with short useful lives measured using depreciated historical cost as an approximation of fair value do not require fair value hierarchy disclosures under AASB 13.

HISTORIC HOUSES TRUST OF NEW SOUTH WALES

FOR THE YEAR ENDED 30 JUNE 2018

C) RECONCILIATION OF RECURRING LEVEL 3 FAIR VALUE MEASUREMENTS

	Buildings	Collection assets	Total recurring Level 3 fair value
CONSOLIDATED AND PARENT ENTITY	\$'000	\$'000	\$'000
Fair value as at 1 July 2017	144,626	31,608	176,234
Additions	7,012	166	7,178
Revaluation increments/decrements recognised in other comprehensive income – included in the line item 'Net increase/(decrease) in property, plant and equipment revaluation surplus'	(8,553)	66	(8,487)
Depreciation	(289)	-	(289)
Fair value as at 30 June 2018	142,796	31,840	174,636
Fair value as at 1 July 2016	139,184	30,994	170,178
Additions	5,731	88	5,819
Revaluation increments/decrements recognised in other comprehensive income – included in the line item 'Net increase/(decrease) in property, plant and equipment revaluation surplus'	-	526	526
Depreciation	(289)	-	(289)
Fair value as at 30 June 2017	144,626	31,608	176,234

	NOTES	CONSOLIDATED ENTITY		PARENT ENTITY	
		2018	2017	2018	2017
		\$'000	\$'000	\$'000	\$'000
13 CURRENT LIABILITIES – PAYABLES					
Payables					
Accrued salaries, wages and on-costs		70	67	70	67
Creditors		1,810	1,782	1,804	1,774
Unearned revenue		595	538	595	538
Accrued expenses		267	238	267	238
Sundry payables		73	72	73	72
		2,815	2,697	2,809	2,689

Payables

These amounts represent liabilities for goods and services provided to the HHT and other amounts. Payables are recognised initially at fair value, usually based on the transaction cost or face value. Short-term payables with no stated interest rate are measured at the original invoice amount where the effect of discounting is immaterial.

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FOR THE YEAR ENDED 30 JUNE 2018

	NOTES	CONSOLIDATED ENTITY		PARENT ENTITY	
		2018 \$'000	2017 \$'000	2018 \$'000	2017 \$'000
14 CURRENT/NON-CURRENT LIABILITIES – PROVISIONS					
Employee benefits and related on-costs					
Recreation leave		1,327	1,289	1,327	1,289
Long service leave on-costs		511	425	511	425
Other provisions					
Biodiversity restoration		657	690	657	690
Sinking fund restoration		–	2	–	2
TOTAL PROVISIONS		2,495	2,406	2,495	2,406
Aggregate employee benefits and related on-costs					
Provisions – current		1,731	1,755	1,731	1,755
Provisions – non-current		107	651	107	651
Accrued salaries, wages and on-costs	13	70	67	70	67
		1,908	2,473	1,908	2,473

Movements in provisions (other than employee benefits)

Movements in each class of provision during the financial year, other than the employee benefits, are set out below:

	Other provisions \$'000
Carrying amount at 1 July 2017	692
Additional provisions recognised	–
Amounts used	(35)
Carrying amount at 30 June 2018	657

HISTORIC HOUSES TRUST OF NEW SOUTH WALES

FOR THE YEAR ENDED 30 JUNE 2018

PERSONNEL SERVICES AND OTHER PROVISIONS

i) Salaries and wages, annual leave, sick leave and on-costs

Liabilities for personnel services are stated as liabilities to the service provider, the Office of Environment and Heritage (OEH). The liabilities for salaries and wages (including non-monetary benefits), annual leave and paid sick leave that are expected to be settled wholly within 12 months of the reporting date are recognised and measured in respect of employees' service up to the reporting date at undiscounted amounts based on the amounts expected to be paid when the liabilities are settled. Long-term annual leave that is not expected to be settled within 12 months is measured at present value in accordance with AASB 119: *Employee Benefits* and NSWTC15-09: *Accounting for Long Service Leave and Annual Leave*. Unused non-vesting sick leave does not give rise to a liability, as it is not considered probable that sick leave taken in the future will be greater than the benefits accrued in the future.

The outstanding amounts of payroll tax, workers compensation, insurance premiums and fringe benefits tax, which are consequential to employment, are recognised as liabilities and expenses where the employee benefits to which they relate have been recognised.

ii) Long service leave and superannuation

In the financial statements of the OEH, the liabilities for long service leave and defined benefit superannuation are assumed by the Crown. Consequently, the HHT accounts for the liability as having been extinguished, resulting in the amount assumed being shown as part of the non-monetary revenue item described as 'personnel service benefits and liabilities provided free of charge by the OEH'.

Long service leave is measured at present value in accordance with AASB 119. This is based on the application of certain factors (specified in NSWTC 15-09) to employees with five or more years of service, using current rates of pay. These factors were determined based on an actuarial review to approximate present value.

The superannuation expense for the financial year is determined by using the formulae specified in the Treasurer's Directions. The expense for certain superannuation schemes (that is, Basic Benefit and First State Super) is calculated as a percentage of the employees' salary. For other superannuation schemes (that is, State Superannuation Scheme and State Authorities Superannuation Scheme), the expense is calculated as a multiple of the employees' superannuation contributions.

iii) Biobanking restoration provision

The biobanking restoration provision is the environmental obligation to maintain the biodiversity of the land in accordance with the terms and conditions of the Biobanking Agreement. It will be funded by the amounts receivable from the Biobanking Trust Fund.

HISTORIC HOUSES TRUST OF NEW SOUTH WALES

FOR THE YEAR ENDED 30 JUNE 2018

15 EQUITY

EQUITY AND RESERVES

i) Revaluation surplus

The revaluation surplus is used to record increments and decrements on the revaluation of non-current assets. This accords with the HHT's policy on the 'revaluation of property, plant and equipment' as discussed in Note 10(iii).

ii) Accumulated funds

The category 'accumulated funds' includes all current and prior-period retained funds.

iii) Reserves

Separate reserve accounts are recognised in the financial statements only if such accounts are required by specific legislation or Australian Accounting Standards.

	NOTES	CONSOLIDATED ENTITY		PARENT ENTITY	
		2018 \$'000	2017 \$'000	2018 \$'000	2017 \$'000
16 COMMITMENTS FOR EXPENDITURE					
A) CAPITAL COMMITMENTS					
Aggregate of capital expenditure for the acquisition of various property, plant and equipment contracted for at balance date and not provided for:					
• Not later than one year (under one year)		1,867	1,346	1,867	1,346
• Later than one year but not later than five years		–	–	–	–
• Later than five years		–	–	–	–
TOTAL (INCLUDING GST)		1,867	1,346	1,867	1,346
B) OPERATING LEASE COMMITMENTS					
Future non-cancellable operating lease rentals not provided for and payable:					
• Not later than one year (under one year)		173	291	173	291
• Later than one year but not later than five years		389	43	389	43
• Later than five years		–	–	–	–
TOTAL (INCLUDING GST)		562	334	562	334

The operating leases are for motor vehicles, office printers and the rental lease for the HHT storage facility at Lilyfield, and the recoverable amount from the Australian Tax Office (ATO) for the GST is \$154,338 (2017: \$181,281).

17 CONTINGENT ASSETS AND LIABILITIES

The Treasury Managed Fund normally calculates rolling three-year and five-year hindsight premiums each year. There are no other contingent assets or liabilities. It is not practicable to estimate any potential financial effect.

HISTORIC HOUSES TRUST OF NEW SOUTH WALES

FOR THE YEAR ENDED 30 JUNE 2018

18 BUDGET REVIEW

The budgeted amounts are drawn from the original budgeted financial statements presented to NSW Parliament in respect of the reporting period. Subsequent adjustments to the original budget, for instance, adjustment as per section 24 of the *Public Finance and Audit Act 1983* where there has been a transfer of functions between departments, are not reflected in the budgeted amounts. The published budget shows a consolidated figure for operating expenses; however, for comparative purposes the HHT reports a split between personnel services expenses and other expenses. Additionally, the published budget shows a consolidated figure for plant and equipment and collection assets as plant and equipment.

The HHT has shown these two components separately in the statement of financial position for comparative and clarity reasons. Other amendments made to the budget are not reflected in the budgeted amounts. Major variances between the original budgeted amounts and the actual amounts disclosed in the primary financial statements are explained below.

Net results

The original budget of \$3.87m was revised down to \$3.368m due to approved carry forward of the *Unlocking Heritage* program and the Protecting National Historic Sites program from the previous year. The actual net result was higher than the revised budget by \$247,000, primarily due to the receipt of an additional Protecting National Historic Sites Commonwealth grant of \$245,000 in June 2018. This grant was received for projects commencing in July 2018.

Assets and liabilities

There were no significant variances between assets and liabilities, with the exception of revaluation increments in land.

Cash flows

The closing cash balance was higher than the budget due to maturity of term deposits worth \$4.98m that were not reinvested.

	CONSOLIDATED ENTITY		PARENT ENTITY	
	2018 \$'000	2017 \$'000	2018 \$'000	2017 \$'000
19 RECONCILIATION OF CASH FLOWS FROM OPERATING ACTIVITIES TO NET RESULT				
Reconciliation of the net result for the year to net cash flows from operating activities				
Net cash generated from operating activities	4,967	5,965	4,763	6,269
Impairment of intangible asset	(98)		(98)	
Writedown of inventory	(7)	(8)	(7)	(8)
Allowance for bad debts	(9)		(9)	
Depreciation	(885)	(818)	(885)	(818)
Donation of collection/previously unrecognised assets	46	21	46	21
(Increase)/decrease in trade and other payables	(207)	(173)	(210)	(181)
Increase/(decrease) in trade and other receivables	(202)	207	(194)	217
Increase/(decrease) in inventories	10	24	10	28
Net result	3,615	5,218	3,416	5,528

HISTORIC HOUSES TRUST OF NEW SOUTH WALES

FOR THE YEAR ENDED 30 JUNE 2018

20 NON-CASH FINANCING AND INVESTING ACTIVITIES

SERVICES PROVIDED AT NO COST

Where material contributions are made to the HHT at no charge, an expense is recorded in the accounts to reflect activities at the HHT and is offset by an equivalent revenue entry.

The following items are brought into account as expenses in the statement of comprehensive income and are credited as income in the form of non-cash donations, non-cash sponsorship or services provided free of charge.

	CONSOLIDATED ENTITY		PARENT ENTITY	
	2018 \$'000	2017 \$'000	2018 \$'000	2017 \$'000
Donations of collection items	46	21	46	21
	46	21	46	21
Sponsorship in kind	183	99	183	99
	183	99	183	99
	229	120	229	120

The HHT received sponsorship free of charge from Fairfax Media Ltd, Acco Brands Australia Pty Ltd and Endemol Shine Australia as shown above. The HHT's work was also assisted by volunteers. These services were provided free of charge and it is considered not possible to estimate the value.

21 FINANCIAL INSTRUMENTS

The HHT's financial instruments are outlined below. These financial instruments arise directly from the HHT's operations or are required to finance the HHT's operations. The HHT does not enter into or trade financial instruments, including derivative financial instruments, for speculative purposes.

The HHT's main risks arising from financial instruments are outlined below, together with the HHT's objectives, policies and processes for measuring and managing risk. Further quantitative and qualitative disclosures are included throughout these financial statements.

The Executive Director has the overall responsibility for the establishment and oversight of risk management and reviews, and agrees to policies for managing each of these risks. Risk-management policies are established to identify and analyse the risks faced by the HHT, to set risk limits and controls, and to monitor risks. Compliance with policies is reviewed by the internal auditor on a cyclical basis.

NOTES			CATEGORIES	CONSOLIDATED ENTITY		PARENT ENTITY	
				2018	2017	2018	2017
				\$'000	\$'000	\$'000	\$'000
A) FINANCIAL INSTRUMENT CATEGORIES							
Financial assets class							
Cash and cash equivalents	5	N/A		5,138	3,551	3,794	3,411
Receivables*	6	Loans and receivables (at amortised cost)		998	1,019	988	1,001
Other financial assets	8	Investments – term deposits		2,216	7,200	1,216	5,200
Financial liabilities class							
Payables	13	Financial liabilities (at amortised cost)		2,220	2,697	2,214	2,689

* Receivables include current and non-current balances; statutory deductions and prepayments are not included in the above.

HISTORIC HOUSES TRUST OF NEW SOUTH WALES

FOR THE YEAR ENDED 30 JUNE 2018

B) DERECOGNITION OF FINANCIAL ASSETS AND FINANCIAL LIABILITIES

A financial asset is derecognised when the contractual rights to the cash flows from the financial assets expire, or if the HHT transfers the financial asset:

- where substantially all the risks and rewards have been transferred; or
- where the entity has not transferred substantially all the risks and rewards, if the HHT has not retained control.

Where the entity has neither transferred nor retained substantially all the risks and rewards nor transferred control, the asset is recognised to the extent of the HHT's continuing involvement in the asset.

A financial liability is derecognised when the obligation specified in the contract is discharged or cancelled or expires.

During the year, \$4.984m deposits were not reinvested and were encashed.

C) CREDIT RISK

Credit risk arises when there is the possibility of the HHT's debtors defaulting on their contractual obligations, resulting in a financial loss to the HHT. The maximum exposure to credit risk is generally represented by the carrying amount of the financial assets (net of any allowance for impairment).

Credit risk arises from the financial assets of the HHT, including cash, receivables and term deposits. No collateral is held by the HHT. The HHT has not granted any financial guarantees. Credit risk associated with the HHT's financial assets, other than receivables, is managed through the selection of counterparts and the establishment of minimum credit rating standards. Term deposits held with NSW TCorp are guaranteed by the state.

i) Cash

Cash comprises cash on hand and bank balances and bank balances within the NSW Treasury's banking system. Interest is earned on daily bank balances at the RBA cash rate on restricted funds only since the introduction of NSWTC 15/01: *Cash Management – Expanding the Scope of Treasury and Banking System*.

ii) Receivables – trade debtors

All trade debtors are recognised as amounts receivable at balance date. The collectability of trade debtors is reviewed on an ongoing basis. Procedures as established in the Treasurer's Directions are followed to recover outstanding amounts, including letters of demand. Debts that are known to be uncollectable are written off. An allowance for impairment is raised when there is objective evidence that the entity will not be able to collect all amounts due. This evidence includes past experience, and current and expected changes in economic conditions and debtor credit ratings. No interest is earned on trade debtors. Sales are made on 30-day terms.

The HHT is not materially exposed to concentrations of credit risk to a single trade debtor or group of debtors. Based on past experience, debtors that are not past due (2018: \$605,540; 2017: \$305,530) and less than six months past due (2018: \$160,075; 2017: \$259,054) are not considered impaired. Debtors greater than six months past due (2018: \$8800; 2017: nil) are considered impaired and a provision for bad debts has been made in the financial statements. There are no debtors that are currently not past due or impaired whose terms have been renegotiated.

The only financial assets that are past due or impaired are 'sales of goods and services' in the receivables category of the statement of financial position.

HISTORIC HOUSES TRUST OF NEW SOUTH WALES

FOR THE YEAR ENDED 30 JUNE 2018

	CONSOLIDATED ENTITY \$'000			PARENT ENTITY \$'000		
	Total	Past due but not impaired	Considered impaired	Total	Past due but not impaired	Considered impaired
2018						
< 3 months overdue	160	160	–	160	160	–
3 months – 6 months overdue	–	–	–	–	–	–
> 6 months overdue	9	–	9	9	–	9
2017						
< 3 months overdue	259	259	–	259	259	–
3 months – 6 months overdue	–	–	–	–	–	–
> 6 months overdue	–	–	–	–	–	–

iii) Term deposits

The HHT has placed funds on deposit with TCorp and various Australian incorporated banks. These deposits are similar to money market or bank deposits and can be placed 'at call' or for a fixed term. For fixed term deposits, the interest rate payable is negotiated initially and is fixed for the term of the deposit, while the interest rate payable on at call deposits can vary. The deposits at balance date 30 June 2018 were earning an average interest rate of 2.61% (2017: 2.79%), while over the year the weighted average interest rate was 2.66% (2017: 2.83%) on a weighted average balance during the year of \$3.2m (2017: \$1.08m). None of these assets are past due or impaired.

D) LIQUIDITY RISK

Liquidity risk is the risk that the HHT will be unable to meet its payment obligations when they fall due. The HHT continually manages risk through monitoring future cash flows and maturities planning to ensure adequate holding of high-quality liquid assets.

During the current and prior years, there were no loans payable. No assets have been pledged as collateral. The HHT's exposure to liquidity risk is deemed insignificant based on prior periods' data and current assessment of risk. The liabilities are recognised as amounts due to be paid in the future for goods or services received, whether or not invoiced. Amounts owing to suppliers (which are unsecured) are settled in accordance with the policy set out in NSWTC 11-12: *Payments of Accounts*. If trade terms are not specified, payment is made no later than the end of the month following the month in which an invoice or a statement is received. NSWTC 11-12 allows the Minister to award interest for late payment. No interest was paid during the financial year 2017–18 (2016–17: nil).

All of the HHT's liabilities mature in less than 12 months and are non-interest-bearing.

E) MARKET RISK

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. The HHT's exposure to market risk is primarily through price risks associated with the movement in the unit price of the TCorp investment facilities. The HHT has no significant exposure to foreign currency risk and does not enter into commodity contracts.

F) INTEREST RATE RISK

The HHT's exposure to interest rate risk is set out in the table below. A reasonably possible change of +/- 1% is used, consistent with current trends in interest rates (based on official RBA interest-rate volatility over the past five years). The basis will be reviewed annually and amended where there is a structural change in the level of interest-rate volatility.

HISTORIC HOUSES TRUST OF NEW SOUTH WALES

FOR THE YEAR ENDED 30 JUNE 2018

CONSOLIDATED ENTITY		\$'000			
		-1%		1%	
	Carrying amount	Profit	Equity	Profit	Equity
2018					
Financial assets					
Cash and cash equivalents	5,138	(51)	(51)	51	51
Receivables	998	–	–	–	–
Other financial assets	2,216	(22)	(22)	22	22
Financial liabilities					
Payables	2,220	–	–	–	–
2017					
Financial assets					
Cash and cash equivalents	3,551	(36)	(36)	36	36
Receivables	1,019	–	–	–	–
Other financial assets	7,200	(72)	(72)	72	72
Financial liabilities					
Payables	2,697	–	–	–	–
PARENT ENTITY		\$'000			
2018					
Financial assets					
Cash and cash equivalents	3,794	(38)	(38)	38	38
Receivables	988	–	–	–	–
Other financial assets	1,216	(12)	(12)	12	12
Financial liabilities					
Payables	2,214	–	–	–	–
2017					
Financial assets					
Cash and cash equivalents	3,411	(34)	(34)	34	34
Receivables	1,001	–	–	–	–
Other financial assets	5,200	(52)	(52)	52	52
Financial liabilities					
Pavables	2,689	–	–	–	–

G) FAIR VALUE MEASUREMENT

i) Fair value compared to carrying amount

Financial instruments are generally recognised at cost.

Except where specified overleaf, the amortised cost of financial instruments recognised in the statement of financial position approximates the fair value, because of the short-term nature of many of the financial instruments.

There was no difference between carrying amount and fair value.

ii) Fair value recognised in the statement of financial position

The HHT uses the following hierarchy for disclosing the fair value of financial instruments by valuation techniques:

- Level 1 – derived from quoted prices in active markets for identical assets/liabilities;
- Level 2 – derived from inputs other than quoted prices that are observable directly or indirectly;
- Level 3 – derived from valuation techniques that include inputs for the assets/liabilities not based on observable market data (unobservable inputs).

HISTORIC HOUSES TRUST OF NEW SOUTH WALES

FOR THE YEAR ENDED 30 JUNE 2018

22 PROPERTY LEASES

Properties owned under long-term lease – Tusculum

The HHT is the registered proprietor of the property Tusculum. This property is a Regency mansion built 1831–37 and has considerable heritage significance. The property was independently valued at 31 March 2018. The fair value of the property is \$8.3m. The property is encumbered by a long-term lease with the Australian Institute of Architects. The lease commenced on 22 May 1987 for a term of 99 years with provision for an option to renew. The lease was in place at the time of the transfer of responsibility for this property in 2007 from the Minister administering the *Heritage Act 1977*. The terms of the lease are \$1 rent per annum over the term of the lease with provision for renewal at the end of the lease. The terms of the lease provide for any renewal being at commercial rental rates. The HHT has no responsibility for funding the cost of maintenance or insurance. The HHT's responsibilities are limited to ensuring maintenance and insurance are adequate. In accordance with TPP 11-01: *Lessor Classification of Long-term Land Leases*, the property has been valued at \$1 in the accounts of the HHT. As the property has restrictions on its use, it is recognised at \$1 being the present value of future cash flows.

Throsby Park lease

Throsby Park was transferred from the NSW National Parks and Wildlife Service on 15 October 2010 to the HHT through an Act of NSW Parliament. The HHT has leased Throsby Park in accordance with its powers under the *Historic Houses Trust Act 1980* for a 40-year lease with a yearly rental payment, which will be annually reviewed for CPI adjustment. The HHT received a \$500,000 one-off upfront payment which has been amortised over a five-year term to align with the benefit derived from the leased asset. The lessee is to comply with the conservation management plan and agrees to spend \$2.4m during the first five years of the lease term on conservation, restoration and maintenance of the property. The lease includes the option for another 40-year lease renewal after the end of the lease if the lessee complies with the contract agreement.

	2018 \$'000	2017 \$'000
Operating lease		
Rent recognised as income in the current period	29	36
Future non-cancellable operating lease rentals:		
• Not later than one year (under one year)	22	21
• Later than one year but not later than five years	90	87
• Later than five years	965	883
TOTAL (INCLUDING GST)	1,106	1,027

HISTORIC HOUSES TRUST OF NEW SOUTH WALES

FOR THE YEAR ENDED 30 JUNE 2018

23 RELATED PARTY DISCLOSURES

Transactions between related parties are on normal commercial terms and conditions no more favourable than those available to other parties unless otherwise stated. The Foundation is a controlled entity of the HHT.

	2018 \$'000	2017 \$'000
a) Transactions with related entities		
Contribution from the Foundation for the Historic Houses Trust of New South Wales	50	455
b) HHT's key management personnel* compensation is as follows:		
Short-term employee benefits:		
Salaries	1,015	960
Non-monetary benefits (venue hire)	4	–
Other long-term benefits:		
Post-employment benefits	86	81
TOTAL REMUNERATION	1,105	1,041

*Key management personnel (KMP) are those persons having the authority and responsibility for planning, directing and controlling the activities of the entity, directly or indirectly, including any director (whether executive or otherwise) of the entity. For monetary benefits, the HHT's KMP are considered to be the Executive and the Board of Directors.

Sharon Veale, a trustee of the HHT, is employed with GML Heritage, which has won a contract to work with the HHT. GML Heritage is the consultant assisting with the Protecting National Historic Sites program project at the site of first Government House, the Heritage Floor Space project and the Hyde Park Barracks Museum lift options. The transactions were at arm's length and in accordance with NSW Government procurement guidelines. No other HHT trustee has entered into a material contract with the HHT or Consolidated Entity since the end of the previous financial period.

During the year, the HHT entered into transactions with other entities that are controlled/jointly controlled/significantly influenced by the NSW Government. These transactions in aggregate are a significant portion of the entity's sale of goods/rendering of services/receiving of services (Note 3).

24 EVENTS AFTER THE REPORTING PERIOD

No significant matter or circumstance has arisen since the end of the financial year to the date of this report that has or may significantly affect the activities of the HHT, the results of those activities, or its state of affairs in the ensuing or any subsequent financial year.

FOUNDATION FINANCIAL STATEMENTS





INDEPENDENT AUDITOR'S REPORT

Foundation for the Historic Houses Trust of New South Wales

To Members of the New South Wales Parliament

Opinion

I have audited the accompanying financial statements of the Foundation for the Historic Houses Trust of New South Wales (the Foundation), which comprise the Statement of Comprehensive Income for the year ended 30 June 2018, the Statement of Financial Position as at 30 June 2018, the Statement of Changes in Equity and the Statement of Cash Flows for the year then ended, notes comprising a Summary of Significant Accounting Policies and other explanatory information, and the Statement by the Directors and the Responsible Persons' Declaration.

In my opinion:

- the financial statements give a true and fair view of the financial position of the Foundation as at 30 June 2018, and of its financial performance and its cash flows for the year then ended in accordance with Australian Accounting Standards
- the financial statements are in accordance with section 41B of the *Public Finance and Audit Act 1983* (PF&A Act) and the Public Finance and Audit Regulation 2015
- the financial statements are in accordance with the *Charitable Fundraising Act 1991* (CF Act) and the Charitable Fundraising Regulation 2015 (CF Regulation), including showing a true and fair view of the Foundation's financial result of fundraising appeals for the year ended 30 June 2018
- there are reasonable grounds to believe that the Foundation will be able to pay its debts as and when they fall due over the 12 month period from the date of this report (section 24(2)(d) of the CF Act)
- have been prepared in accordance with Division 60 of the *Australian Charities and Not-for-Profits Commission Act 2012* and Division 60 of the Australian Charities and Not-for-profits Commission Regulation 2013.

My opinion should be read in conjunction with the rest of this report on the financial statements.

Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the Auditor's Responsibilities for the 'Audit of the Financial Statements' section of my report.

I am independent of the Foundation in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants' (APES 110).

I have fulfilled my other ethical responsibilities in accordance with APES 110.

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as auditor of public sector agencies
- precluding the Auditor-General from providing non-audit services.

I believe the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Other Information

The Directors of the Foundation for the Historic Houses Trust of New South Wales Limited are responsible for the 'Other Information', which comprises:

- Statement by the Directors
- Responsible Persons' Declaration required under s60-15 of the Australian Charities and Not-for-Profits Commission Regulation 2013.

My opinion on the financial report does not cover the Other Information. Accordingly, I do not express any form of assurance conclusion on the Other Information. However, I must read the Other Information and consider whether it is materially inconsistent with the financial report, the knowledge I obtained during the audit, or appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement of the Other Information, I must report that fact.

I have nothing to report in this regard.

The Directors' Responsibilities for the Financial Statements

The Directors are responsible for the preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards, the PF&A Act and the CF Act, *the Australian Charities and Not-for-Profits Commission Act 2012*, and for such internal control as the Directors determine is necessary to enable the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Directors are responsible for assessing the Foundation's ability to continue as a going concern disclosing, as applicable, matters related to going concern and using the going concern basis of accounting except where the Foundation will be dissolved by an Act of Parliament or otherwise cease operations.

Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to:

- obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the financial statements.

A description of my responsibilities for the audit of the financial statements is located at the Auditing and Assurance Standards Board website at:
http://www.auasb.gov.au/auditors_responsibilities/ar4.pdf.

The description forms part of my auditor's report.

My opinion does *not* provide assurance:

- that the Foundation carried out its activities effectively, efficiently and economically
- that the Foundation has complied with requirements of the CF Act and CF Regulation other than those specified
- about the security and controls over the electronic publication of the audited financial statements on any website where they may be presented
- about any other information which may have been hyperlinked to/from the financial statements.

Report on compliance with other aspects of the *Charitable Fundraising Act 1991*

Opinion

In addition, I have undertaken an audit to provide reasonable assurance on the Foundation's compliance, in all material respects with the matters specified at sections 24(2)(b), 24(2)(c) and 24(2)(d) of the CF Act for the year ended 30 June 2018.

In my opinion:

- the Foundation has properly kept the accounts and associated records during the year ended 30 June 2018 in accordance with the CF Act and CF Regulation (section 24(2)(b) of the CF Act)
- the Foundation has, in all material respects, properly accounted for and applied money received as a result of fundraising appeals conducted during the year ended 30 June 2018 in accordance with the CF Act and the CF Regulation (section 24(2)(c) of the CF Act).

My opinion should be read in conjunction with the rest of this report, including the inherent limitations.

Basis for Opinion

I conducted my audit in accordance with the Standard on Assurance Engagements ASAE 3100 'Compliance Engagements' issued by the Auditing and Assurance Standard Board.

I believe that the evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

The Directors' Responsibilities under the *Charitable Fundraising Act 1991*

The Directors are responsible for complying with the requirements and conditions of the CF Act and CF Regulation. This responsibility includes establishing and maintaining internal control over the conduct of all fundraising appeals; ensuring all assets obtained during, or as a result of, a fundraising appeal are safeguarded and properly accounted for; and maintaining proper books of account and records.

The Directors are also responsible for ensuring the Foundation will be able to pay its debts as and when they fall due.

Independence and Quality Control

In conducting this audit, I have:

- complied with the independence and other ethical requirements relating to assurance engagements
- applied ASQC 1 'Quality Control for firms that Perform Audits and Reviews of Financial Reports and Other Financial Information, Other Assurance Engagements and Related Service Engagements'.

Auditor's Responsibilities

My responsibility is to express an opinion on the matters specified at sections 24 (2)(b), 24 (2)(c), and 24 (2)(d) of the CF Act. ASAE 3100 requires that I plan and perform procedures to obtain reasonable assurance whether the Foundation has, in all material respects, complied with specific requirements of the CF Act and CF Regulation, and whether there are reasonable grounds to believe the Foundation will be able to pay its debts as and when they fall due over the 12 month period from the date of this independent auditor's report (future debts).

This audit involved performing procedures to obtain audit evidence about the Foundation's compliance with the CF Act and CF Regulation and its ability to pay future debts. The procedures selected depend on the auditor's judgement, including an assessment of the risks of material breaches of compliance and inability to pay future debts. In making those risk assessments, the auditor considers relevant internal control in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Foundation's internal control.

My procedures included obtaining an understanding of the internal control structure for fundraising appeal activities and examination, on a test basis, of evidence supporting the Foundation's compliance with specific requirements of the CF Act and CF Regulation, and assessing the reasonableness and appropriateness of the Directors' assessment regarding the Foundation's ability to pay future debts.

Inherent Limitations

The inherent limitations of any compliance procedure and the Foundation's internal control framework mean it is possible fraud, error or non-compliance with the CF Act may occur and not be detected. My procedures have not been performed continuously throughout the period, were not designed to detect all instances of non-compliance, and have not covered all requirements of the CF Act and CF Regulation.

Any projection of the evaluation of compliance with the CF Act to future periods is subject to the risk that the procedures may become inadequate because of changes in conditions, or that the degree of compliance with them may deteriorate.

Whilst evidence is available to support the Foundation's ability to pay future debts, such evidence is future orientated and speculative in nature. As a consequence, actual results are likely to be different from the information on which the opinion is based, since anticipated events frequently do not occur as expected or assumed and the variations between the prospective opinion and the actual outcome may be significant.

Use of Report

The 'Report on compliance with other aspects of the *Charitable Fundraising Act 1991*' section of my report was prepared for the purpose of fulfilling Foundation's reporting obligations under the CF Act. I disclaim any assumption of responsibility for any reliance on this section of the report for any other purpose other than for which it was prepared.



Ian Goodwin
Acting Auditor-General of NSW

31 August 2018
SYDNEY

STATEMENT BY THE DIRECTORS OF THE FOUNDATION FOR THE HISTORIC HOUSES TRUST OF NEW SOUTH WALES LIMITED

FOR THE YEAR ENDED 30 JUNE 2018

The Directors of the Foundation for the Historic Houses Trust of New South Wales Limited, being the Trustee of the Foundation for the Historic Houses Trust of New South Wales (The Foundation), declare that:

- a) The accompanying financial statements and notes thereto comply with applicable Australian Accounting Standards (which include Australian Accounting Interpretations), the *Public Finance and Audit Act 1983*, the Public Finance and Audit Regulation 2015 and the *Australian Charities and Not-for-profits Commission Act 2012* and Regulation 2013;
- b) The attached financial statements and notes thereto give a true and fair view of the financial position and performance of the Foundation;
- c) In the Directors' opinion, the attached financial statements and notes thereto are in accordance with the Trust Deed;
- d) In the Directors' opinion, there are reasonable grounds to believe that the Foundation will be able to pay its debts as and when they become due and payable;
- e) The Directors are not aware of any circumstances which would render any particulars included in the financial statements to be misleading or inaccurate;
- f) The financial statements have been properly drawn up and the associated records have been properly kept for the year from 1 July 2017 to 30 June 2018, in accordance with the *Charitable Fundraising Act 1991* (NSW) and the Charitable Fundraising Regulation 2015; and
- g) The internal controls exercised by the Foundation are appropriate and effective in accounting for all income received and applied by the Foundation from any of its fundraising appeals.

Signed in accordance with a resolution of the Directors.

On behalf of the Directors



Edward Simpson
Chair



Mark Goggin
Executive Director

Dated 29 August 2018

RESPONSIBLE PERSONS' DECLARATION

PER SECTION 60.15 OF THE AUSTRALIAN CHARITIES AND NOT-FOR-PROFITS COMMISSION REGULATION 2013

The Directors declare that in their opinion:

- (a) there are reasonable grounds to believe that the registered entity is able to pay all of its debts, as and when they become due and payable; and
- (b) the financial statements and notes satisfy the requirements of the *Australian Charities and Not-for-profits Commission Act 2012*.

Signed in accordance with subsection 60.15(2) of the *Australian Charities and Not-for-profit Commission Regulation 2013*.



Edward Simpson
Chair



Mark Goggin
Executive Director

Dated 29 August 2018

STATEMENT OF COMPREHENSIVE INCOME

FOR THE YEAR ENDED 30 JUNE 2018

BEGINNING OF AUDITED FINANCIAL STATEMENTS

	NOTES	ACTUAL 2018 \$	ACTUAL 2017 \$
EXPENSES EXCLUDING LOSSES			
Operating expenses			
Other operating expenses	2	59,393	467,002
TOTAL EXPENSES EXCLUDING LOSSES		59,393	467,002
REVENUE			
Investment revenue	3(a)	51,017	60,908
Grants and contributions	3(b)	208,162	95,620
Other revenue	3(c)	60	–
TOTAL REVENUE		259,239	156,528
NET RESULT		199,846	(310,474)
TOTAL COMPREHENSIVE INCOME		199,846	(310,474)

STATEMENT OF FINANCIAL POSITION

AS AT 30 JUNE 2018

	NOTES	ACTUAL 2018 \$	ACTUAL 2017 \$
ASSETS			
Current assets			
Cash and cash equivalents	5	1,343,589	140,087
Receivables	6	10,774	17,840
Other financial assets	7	1,000,000	2,000,000
Total current assets		2,354,363	2,157,927
TOTAL ASSETS		2,354,363	2,157,927
LIABILITIES			
Current liabilities			
Payables	9	5,940	9,350
Total current liabilities		5,940	9,350
TOTAL LIABILITIES		5,940	9,350
NET ASSETS		2,348,423	2,148,577
EQUITY			
Accumulated funds		2,348,423	2,148,577
TOTAL EQUITY		2,348,423	2,148,577

The presentation of term deposits with maturities greater than three months was amended in the current financial year. It is now reclassified from 'cash and cash equivalents' to 'other financial assets' in accordance with AASB 7. The term deposits balance was \$2m in the prior year.

The accompanying notes form part of these financial statements.

STATEMENT OF CHANGES IN EQUITY

FOR THE YEAR ENDED 30 JUNE 2018

	NOTES	ACTUAL Accumulated funds \$	ACTUAL Total equity \$
BALANCE AT 1 JULY 2017		2,148,577	2,148,577
Net result		199,846	199,846
Other comprehensive income		–	–
Total comprehensive income for the year		199,846	199,846
BALANCE AT 30 JUNE 2018		2,348,423	2,348,423
BALANCE AT 1 JULY 2016		2,459,051	2,459,051
Net result		(310,474)	(310,474)
Other comprehensive income		–	–
Total comprehensive income for the year		(310,474)	(310,474)
BALANCE AT 30 JUNE 2017		2,148,577	2,148,577

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 30 JUNE 2018

	NOTES	ACTUAL 2018 \$	ACTUAL 2017 \$
CASH FLOWS FROM OPERATING ACTIVITIES			
Payments			
Personnel services		–	(3,460)
Grants and subsidies		(50,000)	(455,000)
Other		(12,803)	(20,809)
Total payments		(62,803)	(479,269)
Receipts			
Interest received		58,083	79,474
Grants and contributions		208,162	95,620
Other		60	–
Total receipts		266,305	175,094
NET CASH FLOWS FROM OPERATING ACTIVITIES	10	203,502	(304,175)
CASH FLOWS FROM INVESTING ACTIVITIES			
Proceeds from maturity of term deposits		1,000,000	–
NET CASH FLOWS FROM INVESTING ACTIVITIES		1,000,000	–
CASH FLOWS FROM FINANCING ACTIVITIES			
NET CASH FLOWS FROM FINANCING ACTIVITIES		–	–
NET INCREASE/(DECREASE) IN CASH		1,203,502	(304,175)
Opening cash and cash equivalents		140,087	444,262
CLOSING CASH AND CASH EQUIVALENTS	5	1,343,589	140,087

The presentation of term deposits with maturities greater than three months was amended in the current financial year. It is now reclassified from 'cash and cash equivalents' to 'other financial assets' in accordance with AASB 7. The term deposits balance was \$2m in the prior year and the statement of cash flows has been updated to reflect the new presentation.

The accompanying notes form part of these financial statements.

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2018

1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

A) REPORTING ENTITY

The Foundation for the Historic Houses Trust of New South Wales (Foundation) was formed on 14 November 2001 and commenced operation in October 2002. The Foundation is a non-profit entity (as profit is not its principal objective). The Foundation is a public ancillary fund with deductible gift recipient status (DGR item 2) and charitable tax concessions. The Foundation's role is to encourage private and corporate support for the activities of the Historic Houses Trust of New South Wales (HHT) that are not funded by the NSW Government. The Foundation is administered by a Trustee, the Foundation for the Historic Houses Trust of New South Wales Limited (Trustee). Directors of the Trustee receive and review submissions for project funding from the HHT. Funding decisions are made by the Directors and are consistent with the objectives of the Foundation and the specific requirements of corporate and private donors to the Foundation.

The Foundation is a controlled entity of the HHT and is part of the HHT's consolidated accounts. The financial statements for the year ended 30 June 2018 were authorised for issue by the Board of Directors on 29 August 2018. They are consolidated as part of the NSW Total State Sector Accounts.

B) BASIS OF PREPARATION

These general-purpose financial statements are prepared in accordance with the *Public Finance and Audit Act 1983* and Public Finance and Audit Regulation 2015, the *Charitable Fundraising Act 1991*, the *Australian Charities and Not-for-profits Commission Act 2012* and Regulation 2013 and the Financial Reporting Directions mandated by the Treasurer, and applicable Australian Accounting Standards (which include Australian Accounting Interpretations). The financial statements are for the Foundation as an individual entity. The financial statements have been prepared on an accruals basis, and are based on historical costs. Judgments, key assumptions and estimations management has made are disclosed in the relevant notes to the financial statements. All amounts are rounded to the nearest dollar and are in Australian currency.

C) STATEMENT OF COMPLIANCE

The Foundation's financial statements and notes comply with Australian Accounting Standards, which include Australian Accounting Interpretations.

D) INSURANCE

The Foundation's insurance arrangements are made through the NSW Treasury Managed Fund Scheme of self-insurance for government agencies. The expense (premium) is determined by the fund manager based on past claim experience as well as the value insured.

E) ACCOUNTING FOR THE GOODS AND SERVICES TAX (GST)

Income, expenses and assets are recognised net of GST, except where:

- the amount of GST incurred by the Foundation as a purchaser that is not recoverable from the Australian Taxation Office is recognised as part of the cost of acquisition of an asset or as part of an item of expense; and
- receivables and payables are stated with the amount of GST included.

Cash flows are included in the statement of cash flows on a gross basis. However, the GST component of the cash flows arising from investing and financing activities which is recoverable or payable to the Australian Taxation Office is classified as operating cash flows.

F) COMPARATIVE INFORMATION

Except when an Australian Accounting Standard permits or requires otherwise, comparative information is disclosed in respect of the previous period for all amounts reported in the financial statements.

G) CHANGES IN ACCOUNTING POLICY, INCLUDING NEW OR REVISED AUSTRALIAN ACCOUNTING STANDARDS

i) Effective for the first time in 2017-18

The accounting policies applied in 2017-18 are consistent with those of the previous financial year except as a result of the following new or revised Australian Accounting Standards that have been applied for the first time in 2017-18

- AASB 2016-2: *Amendments to Australian Accounting Standards – Disclosure Initiative: Amendments to AASB 107.*

ii) Issued but not yet effective

NSW public sector entities are not permitted to early adopt new Australian Accounting Standards, unless Treasury determines otherwise.

The following new Australian Accounting Standards have not been applied and are not yet effective:

- AASB 9: *Financial Instruments*
- AASB 15: *Revenue from contracts with customers*
- AASB 1058: *Income of Not-for-profit Entities*
- AASB 1059: *Service Concession Arrangements: Grantors*
- AASB 2016-7: *Amendments to Australian Accounting Standards – Deferral of AASB 15 for Not-for-profit Entities*
- AASB 2016-8: *Amendments to Australian Accounting Standards – Australian Implementation Guidance for Not-for-profit Entities*
- AASB 2017-5: *Amendments to Australian Accounting Standards – Effective Date of Amendments to AASB 10 and AASB 128 and Editorial Corrections.*

There are no significant impact of these standards in the period of initial application.

H) TAXATION STATUS

The activities of the Foundation are exempt from income tax. The Foundation is registered for GST purposes and has deductible gift recipient status.

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2018

	NOTES	ACTUAL 2018 \$	ACTUAL 2017 \$
2 EXPENSES EXCLUDING LOSSES			
Other operating expenses			
Auditors' remuneration		8,900	11,400
Donations to the HHT		50,000	455,000
Fees for services rendered		48	47
Other expenses		445	555
		59,393	467,002
Personnel services			
The Office of Environment and Heritage (OEH) provides personnel services to the HHT, which in turn provided administration services free of charge to the Foundation. These services are immaterial and unable to be separately identified.			
Auditor's remuneration includes an immaterial component for the Foundation Ltd.			
3 REVENUE			
a) Investment revenue			
Interest income – term deposit		45,855	57,177
Interest income – other		5,162	3,731
		51,017	60,908
b) Grants and contributions			
From other institutions and individuals			
Donations – cash		208,162	95,620
		208,162	95,620
		208,162	95,620
c) Other revenue			
Other revenue		60	–
		60	–

Income is measured at the fair value of the consideration or contribution received or receivable. Additional comments regarding the accounting policies for the recognition of income are discussed below:

i) Donations and contributions

Donations and contributions from individuals and other bodies (including grants and donations) are recognised as income when the Foundation obtains control over the assets comprising the appropriations/contributions. Control over appropriations and contributions is normally obtained upon the receipt of cash.

ii) Investment revenue

Interest income is recognised using the effective interest method as set out in AASB 139: *Financial Instruments: Recognition and Measurement*.

FOUNDATION FOR THE HISTORIC HOUSES TRUST OF NEW SOUTH WALES

FOR THE YEAR ENDED 30 JUNE 2018

	NOTES	ACTUAL 2018 \$	ACTUAL 2017 \$
4 CONDITIONS ON CONTRIBUTIONS			
Details of restrictions			
Allocated funds*			
Minimum contingency fund		50,000	50,000
Museum of Sydney		395,741	395,741
Endangered Houses Fund and other projects		1,847,848	1,239,346
SLM Education Program		–	210,000
Meroogal Women's Art Prize		–	10,000
Digitisation and cataloguing of The Miriam & Ian Hamilton Collection		–	20,000
Vaucluse House drawing room upgrade		–	175,000
Caroline Simpson Library & Research Collection acquisitions		50,000	40,000
TOTAL ALLOCATED FUNDS		2,343,589	2,140,087
Unallocated funds†		–	–
TOTAL RESTRICTED FUNDS		2,343,589	2,140,087

* These funds have been specifically restricted in accordance with Board resolutions and, where applicable, donor requirements, to be used on the projects identified. This allocation is made after a thorough evaluation of available projects put forward by the HHT. The balance also includes a contingency fund of \$50,000.

† These funds have not at the current date been allocated to a specific project. The value of projects under consideration is in excess of the current balance of cash and investments. Funding for such projects will rely upon use of the unrestricted cash and interest earned on cash and cash equivalents, future bequests and donations.

	NOTES	ACTUAL 2018 \$	ACTUAL 2017 \$
5 CASH AND CASH EQUIVALENTS			
Cash at bank and on hand		1,343,589	140,087
Cash and cash equivalents (per statement of financial position)		1,343,589	140,087
Closing cash and cash equivalents (per statement of cash flows)		1,343,589	140,087

Cash comprises cash on hand and bank balances. Interest is earned on daily bank balances and paid monthly at the RBA cash rate.

For the purpose of the statement of cash flows, cash and cash equivalents include cash at bank, cash on hand and short-term deposits. Cash and cash equivalent assets recognised in the statement of financial position are reconciled at the end of the financial year to the cash flow statement as above.

The presentation of term deposits with maturities greater than three months was amended in the current financial year. It is now reclassified from 'cash and cash equivalents' to 'other financial assets' in accordance with AASB 7. The term deposits balance was \$2m in the prior year.

FOUNDATION FOR THE HISTORIC HOUSES TRUST OF NEW SOUTH WALES

FOR THE YEAR ENDED 30 JUNE 2018

	NOTES	ACTUAL 2018 \$	ACTUAL 2017 \$
6 RECEIVABLES			
Accrued income		10,219	16,970
Other receivables		555	870
		10,774	17,840

Details regarding credit risk, liquidity risk and market risk, including financial assets that are either past due or impaired, are disclosed in Note 11.

Loans and receivables

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. These financial assets are recognised initially at fair value, usually based on the transaction cost or face value.

Subsequent measurement is at amortised cost using the effective interest method, less an allowance for any impairment of receivables.

7 OTHER FINANCIAL ASSETS			
Investments – term deposits		1,000,000	2,000,000
		1,000,000	2,000,000

Investments

Investments are recognised at amortised cost using the effective interest rate, less any impairment. The HHT evaluates for impairment annually and any impairment loss is recognised in the net result for the year.

Details regarding credit risk, liquidity risk and market risk, including financial assets that are either past due or impaired, are disclosed in Note 11.

The presentation of term deposits with maturities greater than three months was amended in the current financial year. It is now reclassified from 'cash and cash equivalents' to 'other financial assets' in accordance with AASB 7. The term deposits balance was \$2m in the prior year.

8 RESTRICTED ASSETS			
Cash and cash equivalents		1,343,589	140,087
Other financial assets		1,000,000	2,000,000
		2,343,589	2,140,087

Cash and fixed assets are restricted assets to the extent that they represent bequests and donations held by the Foundation to be used in accordance with the deed of trust, caveats or other documents governing these funds.

9 PAYABLES			
Creditors		5,940	9,350
		5,940	9,350

These amounts represent liabilities for goods and services provided to the Foundation, and other amounts. Payables are recognised initially at fair value, usually based on the transaction cost or face value. Short-term payables with no stated interest rate are measured at the original invoice amount where the effect of discounting is immaterial.

FOUNDATION FOR THE HISTORIC HOUSES TRUST OF NEW SOUTH WALES

FOR THE YEAR ENDED 30 JUNE 2018

	NOTES	ACTUAL 2018 \$	ACTUAL 2017 \$
10 RECONCILIATION OF CASH FLOWS FROM OPERATING ACTIVITIES TO NET RESULT			
Reconciliation of the net result for the year to net cash flows from operating activities			
Net cash inflows from operating activities		203,502	(304,175)
(Increase)/decrease in trade and other payables		3,410	12,267
Increase/(decrease) in provisions		(7,066)	(18,566)
NET RESULT		199,846	(310,474)

11 FINANCIAL INSTRUMENTS

The Foundation's principal financial instruments are outlined below. These financial instruments arise directly from the Foundation's operations or are required to finance the Foundation's operations.

The Foundation's main risks arising from financial instruments are outlined on the following pages, along with the Foundation's objectives, policies and processes for measuring and managing risk.

The Trustee has overall responsibility for the establishment and oversight of risk management, and reviews and agrees on policies for managing each of these risks. Risk management policies are established to identify and analyse the risks faced by the Foundation, to set risk limits and controls, and to monitor risks. Compliance with policies is reviewed by the Trustee.

	NOTES	CATEGORIES	ACTUAL 2018 \$	ACTUAL 2017 \$
Financial instrument categories				
Financial assets class				
Cash and cash equivalents	5	N/A	1,343,589	140,087
Receivables	6	Loans and receivables (at amortised cost)	10,774	17,840
Other financial assets	7	Investments – term deposits	1,000,000	2,000,000
Financial liabilities class				
Payables	9	Financial liabilities measured at amortised cost	5,940	9,350

FOUNDATION FOR THE HISTORIC HOUSES TRUST OF NEW SOUTH WALES

FOR THE YEAR ENDED 30 JUNE 2018

A) CREDIT RISK

Credit risk arises when there is the possibility of the Foundation's debtors defaulting on their contractual obligations, resulting in a financial loss to the Foundation. The maximum exposure to credit risk is generally represented by the carrying amount of the financial assets (net of any allowance for impairment).

Credit risk arises from the financial assets of the Foundation, including cash, receivables and term deposits. No collateral is held by the Foundation. The Foundation has not granted any financial guarantees.

Credit risk associated with the Foundation's financial assets, other than receivables, is managed through the selection of counterparts limiting exposure to any particular counterpart, and the establishment of minimum credit rating standards.

i) Cash

Cash comprises cash on hand and bank balances. Interest is earned on daily bank balances at the RBA cash rate.

ii) Receivables – trade debtors

All trade debtors are recognised as amounts receivable at balance date. Collectability of trade debtors is reviewed on an ongoing basis. Procedures as established in the Treasurer's Directions are followed to recover outstanding amounts, including letters of demand. Debts that are known to be uncollectable are written off. An allowance for impairment is raised when there is objective evidence that the entity will not be able to collect all amounts due. This evidence includes past experience, and current and expected changes in economic conditions and debtor credit ratings. No interest is earned on trade debtors. Sales are made on 30-day terms.

The Foundation is not materially exposed to concentrations of credit risk from a single trade debtor or group of debtors. Based on past experience, debtors that are not past due are not considered impaired and these represent 100% of the total trade debtors. There are no debtors that are currently past due or impaired whose terms have been renegotiated.

Statutory receivables are excluded, as these are not within the scope of AASB 7: *Financial Instruments: Disclosures*.

iii) Term deposits

The Foundation has funds on deposit with various Australian incorporated banks. These deposits are similar to money market or bank deposits and can be placed 'at call' or for a fixed term. For fixed-term deposits the interest rate payable is negotiated initially and is fixed for the term of the deposit, while the interest rate payable on at-call deposits may vary.

The term deposits at balance date were earning an average interest rate of 2.48% (2017: 2.65%). The weighted average interest rate over the year was 2.46% (2017: 2.54%) on a weighted average balance during the year of \$1m (2017: \$2m).

None of these assets are past due or impaired.

FOUNDATION FOR THE HISTORIC HOUSES TRUST OF NEW SOUTH WALES

FOR THE YEAR ENDED 30 JUNE 2018

B) LIQUIDITY RISK

Liquidity risk is the risk that the Foundation will be unable to meet its payment obligations when they fall due. The Foundation continually manages risk through monitoring future cash flows and maturities planning to ensure adequate holding of high-quality liquid assets.

During the current and prior years, there were no defaults or breaches on amounts payable. No assets have been pledged as collateral. The HHT's exposure to liquidity risk is deemed insignificant based on prior periods' data and current assessment of risk.

The liabilities are recognised for amounts due to be paid in the future for goods or services received, whether or not invoiced. Amounts owing to suppliers (which are unsecured) are settled in accordance with the policy set out in NSWTC 11-12: *Payment of Accounts*.

If trade terms are not specified, payment is made no later than the end of the month following the month in which an invoice or a statement is received. NSWTC 11-12 automatically applies interest if a balance is not settled within 30 days (or time period agreed by the parties). No interest was paid during the financial year 2017-18 (2016-17: nil).

All of the Foundation's liabilities mature in less than 12 months and are non-interest-bearing.

C) MARKET RISK

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. The Foundation has no exposure to foreign currency risk and does not enter into commodity contracts.

D) INTEREST RATE RISK

The Foundation's exposure to interest rate risk is set out in the table below. A reasonably possible change of +/- 1% is used, consistent with current trends in interest rates (based on official RBA interest-rate volatility over the past five years). The basis will be reviewed annually and amended where there is a structural change in the level of interest-rate volatility.

		-1%		1%	
	Carrying amount	Profit	Equity	Profit	Equity
2018					
Financial assets					
Cash and cash equivalents	1,343,589	(13,436)	(13,436)	13,436	13,436
Receivables	10,774	–	–	–	–
Other financial assets	1,000,000	(10,000)	(10,000)	10,000	10,000
Financial liabilities					
Payables	5,940	–	–	–	–
2017					
Financial assets					
Cash and cash equivalents	140,087	(1,401)	(1,401)	1,401	21,401
Receivables	17,840	–	–	–	–
Other financial assets	2,000,000	(20,000)	(20,000)	20,000	20,000
Financial liabilities					
Payables	9,350	–	–	–	–

FOUNDATION FOR THE HISTORIC HOUSES TRUST OF NEW SOUTH WALES

FOR THE YEAR ENDED 30 JUNE 2018

12 RELATED PARTY TRANSACTIONS

Transactions between related parties are on normal commercial terms and conditions no more favourable than those available to other parties unless otherwise stated. The Foundation is a controlled entity of the HHT.

i) Transactions with related entities

Contributions to the HHT

2018	2017
\$	\$
50,000	455,000

ii) Transactions with the Trustee

The directors of the Foundation for the Historic Houses Trust of New South Wales Limited each paid a \$10 membership subscription. No Director of the Trustee receives remuneration for his/her duties as a Director of the Foundation.

13 CONTINGENT ASSETS OR LIABILITIES

There are no contingent assets or liabilities existing at the close of this report (2017: nil).

14 EVENTS AFTER THE REPORTING PERIOD

No other matter or circumstance has arisen since the end of the financial year to the date of this report that has or may significantly affect the activities of the Foundation, the results of those activities, or its state of affairs in the ensuing or any subsequent financial year.

FOUNDATION LIMITED FINANCIAL STATEMENTS



REPORT BY THE DIRECTORS OF THE FOUNDATION FOR THE HISTORIC HOUSES TRUST OF NEW SOUTH WALES LIMITED

FOR THE YEAR ENDED 30 JUNE 2018

REPORT BY THE DIRECTORS OF THE FOUNDATION FOR THE HISTORIC HOUSES TRUST OF NEW SOUTH WALES LIMITED, BEING TRUSTEE FOR THE FOUNDATION FOR THE HISTORIC HOUSES TRUST OF NEW SOUTH WALES.

FOUNDATION FOR THE HISTORIC HOUSES TRUST OF NEW SOUTH WALES LIMITED COMPANY DIRECTORS:

Edward Simpson (Chair)	Company Director
Mark Goggin	Executive Director, Historic Houses Trust of New South Wales
Sian Nagle (resigned 3 November 2017)	Director, Bank of America Merrill Lynch, Sydney
Michael Rose AM	Special Adviser, KPMG
Susannah Sweeney	Principal of Fourfold Design
Lisa Walters (Secretary, appointed 15 May 2018)	Director, Historic Houses Trust of NSW
Simon White (resigned 6 November 2017)	Barrister and Senior Counsel

The above-named directors held office during and since the end of the financial year unless otherwise stated.

PRINCIPAL ACTIVITIES

The principal activity of the Foundation for the Historic Houses Trust of New South Wales Limited (Trustee) during the financial year was to act as the Trustee of the Foundation and to do all things such as are necessary, incidental and conducive to acting as the Trustee of the Foundation.

There was no change in the principal activity of the Trustee during the financial year.

REVIEW OF OPERATIONS

The Trustee does not trade and the results below are for the Foundation.

The net surplus of the Foundation for the financial year ended 30 June 2018 was \$199,846.

The Foundation is a non-profit organisation and is exempt from the payment of income tax under subdivision 50-5 of the *Income Tax Assessment Act 1997*.

CHANGES IN STATE OF AFFAIRS

During the financial year there was no significant change in the state of affairs of the Trustee other than that referred to in the financial statements or notes thereto.

SUBSEQUENT EVENTS

No other matter or circumstance has arisen since the end of the financial year that has significantly affected, or may significantly affect, the activities of the Trustee or its state of affairs in the ensuing or any subsequent financial year.

FUTURE DEVELOPMENTS

There are no disclosures for likely developments in the operations of the Trustee in future financial years.

DISTRIBUTIONS

A distribution was made to the Historic Houses Trust of New South Wales (HHT) during the financial year 2017–18 of \$50,000.

REPORT BY THE DIRECTORS OF THE FOUNDATION FOR THE HISTORIC HOUSES TRUST OF NEW SOUTH WALES LIMITED

FOR THE YEAR ENDED 30 JUNE 2018

INDEMNIFICATION OF OFFICERS

The HHT (the controlling entity) has included the Trustee within its Treasury Managed Fund indemnity coverage. The Treasury Managed Fund is a self-insurance scheme owned and underwritten by the NSW Government. Such inclusion of the Trustee confers upon it 'protected entity' status within the Treasury Managed Fund. The contract of coverage is an indemnification for any and all actions leading to a claim against the covered entity subject to the contract of coverage. Each board member, Trustee, officer and employee of the 'protected entity' is covered by the contract of coverage for any 'legal liability', alleged or actual, as long as the action is not based on an illegal and/or criminal act or outside the scope of their duties.

DIRECTORS' MEETINGS

The table below sets out the number of Directors' meetings held (including meetings of committees of Directors) during the financial year and the number of meetings attended by each Director (while they were a Director or a committee member). During the financial year, three board meetings were held.

BOARD OF DIRECTORS

DIRECTORS	HELD	ATTENDED
Edward Simpson (Chair)	3	3
Mark Goggin	3	3
Sian Nagle	1	1
Michael Rose AM	3	3
Susannah Sweeney	3	3
Lisa Walters	3	3
Simon White	1	1



INDEPENDENT AUDITOR'S REPORT

Foundation for the Historic Houses Trust of New South Wales Limited

To Members of the New South Wales Parliament and Members of the Foundation for the Historic Houses Trust of New South Wales Limited

Opinion

I have audited the accompanying financial report of the Foundation for the Historic Houses Trust of New South Wales Limited (the Company), which comprises, the Statement of Comprehensive Income for the year ended 30 June 2018, the Statement of Financial Position as at 30 June 2018, Statement of Changes in Equity and Statement of Cash Flows for the year then ended, notes comprising a Summary of Significant Accounting Policies and other explanatory information and the Statement by the Directors.

In my opinion, the financial report:

- is in accordance with the *Corporations Act 2001*, including:
 - giving a true and fair view of the Company's financial position as at 30 June 2018 and its performance for the year ended on that date
 - complying with Australian Accounting Standards and the Corporations Regulations 2001
- is in accordance with section 41B of the *Public Finance and Audit Act 1983* (PF&A Act) and the Public Finance and Audit Regulation 2015.

My opinion should be read in conjunction with the rest of this report.

Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Financial Report' section of my report.

I am independent of the Company in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants' (APES 110).

I have fulfilled my other ethical responsibilities in accordance with APES 110.

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as auditor of public sector agencies
- precluding the Auditor-General from providing non-audit services.

I confirm the independence declaration, required by the *Corporations Act 2001*, provided to the directors of the Company on 27 August 2018, would be in the same terms if provided to the directors as at the time of this Independent Auditor's Report.

I believe the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Other Information

The directors of the Company are responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprise the signed Statement by the Directors in accordance with section 41C of the PF&A Act.

My opinion on the financial report does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information.

In connection with my audit of the financial report, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement of the other information, I must report that fact.

I have nothing to report in this regard.

Directors' Responsibilities for the Financial Report

The directors of the Company are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards, the PF&A Act, *Corporations Act 2001* and for such internal control as the directors determine is necessary to enable the preparation and fair presentation of the financial report that is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the directors are responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Company or to cease operations, or have no realistic alternative but to do so.

Auditor's Responsibilities for the Audit of the Financial Report

My objectives are to:

- obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.


Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements.

Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the financial report.

A description of my responsibilities for the audit of the financial report is located at the Auditing and Assurance Standards Board website at: www.auasb.gov.au/auditors_responsibilities/ar4.pdf. The description forms part of my auditor's report.

My opinion does not provide assurance:

- that the Company carried out its activities effectively, efficiently and economically
- about the security and controls over the electronic publication of the audited financial report on any website where it may be presented
- about any other information which may have been hyperlinked to/from the financial report.



Reiky Jiang
Director, Financial Audit Services

31 August 2018
SYDNEY

STATEMENT BY THE DIRECTORS OF THE FOUNDATION FOR THE HISTORIC HOUSES TRUST OF NEW SOUTH WALES LIMITED

FOR THE YEAR ENDED 30 JUNE 2018

Pursuant to section 41C(1B) and (1C) of the *Public Finance and Audit Act 1983* and the *Corporations Act 2001*, the Directors of the Foundation for the Historic Houses Trust of New South Wales Limited state that:

- a) The accompanying financial statements and notes present a true and fair view of the financial position and performance of the Trustee at 30 June 2018, and the results of its operations and transactions for the year on that date ended;
- b) The financial statements and notes have been prepared in accordance with the provisions of the *Public Finance and Audit Act 1983* and the Public Finance and Audit Regulation 2015, and the *Corporations Act 2001* and Regulations 2001;
- c) The financial statements and notes have been prepared in accordance with Australian Accounting Standards (which include Australian Accounting Interpretations);
- d) We are not aware of any circumstances which would render any particulars included in the financial reports to be misleading or inaccurate; and
- e) There are reasonable grounds to believe that the Trustee will be able to pay its debts as and when they fall due.

Signed in accordance with a resolution of the Directors made pursuant to section 295(5) of the *Corporations Act 2001*.

On behalf of the Directors,



Edward Simpson
Chair



Mark Goggin
Executive Director

Dated 29 August 2018

STATEMENT OF COMPREHENSIVE INCOME

FOR THE YEAR ENDED 30 JUNE 2018

	NOTES	ACTUAL	ACTUAL
		2018	2017
		\$	\$
EXPENSES		-	-
TOTAL EXPENSES		-	-
REVENUE		-	-
TOTAL REVENUE		-	-
NET RESULT		-	-
OTHER COMPREHENSIVE INCOME		-	-
Total other comprehensive income		-	-
TOTAL COMPREHENSIVE INCOME		-	-

STATEMENT OF FINANCIAL POSITION

AS AT 30 JUNE 2018

	NOTES	ACTUAL	ACTUAL
		2018	2017
		\$	\$
ASSETS			
Current assets		-	-
Total current assets		-	-
Non-current assets		-	-
Total non-current assets		-	-
TOTAL ASSETS		-	-
LIABILITIES			
Current liabilities		-	-
Total current liabilities		-	-
Non-current liabilities		-	-
Total non-current liabilities		-	-
TOTAL LIABILITIES		-	-
NET ASSETS		-	-
EQUITY			
Accumulated funds		-	-
TOTAL EQUITY		-	-

The accompanying notes form part of these financial statements.

STATEMENT OF CHANGES IN EQUITY

FOR THE YEAR ENDED 30 JUNE 2018

	NOTES	ACTUAL	ACTUAL
		Accumulated funds	Total
		\$	\$
BALANCE AT 1 JULY 2017		–	–
Net result for the year		–	–
BALANCE AT 30 JUNE 2018		–	–
BALANCE AT 1 JULY 2016		–	–
Net result for the year		–	–
BALANCE AT 30 JUNE 2017		–	–

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 30 JUNE 2018

	NOTES	ACTUAL	ACTUAL
		2018	2017
		\$	\$
CASH FLOWS FROM OPERATING ACTIVITIES		–	–
NET CASH FLOWS FROM OPERATING ACTIVITIES		–	–
CASH FLOWS FROM INVESTING ACTIVITIES		–	–
NET CASH FLOWS FROM INVESTING ACTIVITIES		–	–
CASH FLOWS FROM FINANCING ACTIVITIES		–	–
NET CASH FLOWS FROM FINANCING ACTIVITIES		–	–
NET INCREASE/(DECREASE) IN CASH		–	–
Opening cash and cash equivalents		–	–
CLOSING CASH AND CASH EQUIVALENTS		–	–

The accompanying notes form part of these financial statements.

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2018

1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

A) REPORTING ENTITY

The Foundation for the Historic Houses Trust of New South Wales Limited is a foundation limited by guarantee, incorporated and domiciled in Australia. The Trustee was incorporated on 13 September 2001. The Trustee is a non-profit entity (as profit is not its principal objective).

The Trustee's registered office (and principal place of business) is: The Mint, 10 Macquarie Street, Sydney, NSW. The Trustee is a controlled entity of the Historic Houses Trust of New South Wales (HHT) and is consolidated with the HHT as part of the NSW Total State Sector Accounts.

The financial statements were authorised for issue by the Directors on 29 August 2018.

B) BASIS OF PREPARATION

The financial statements are general-purpose financial statements that have been prepared in accordance with:

- the *Corporations Act 2001*;
- applicable Australian Accounting Standards (which include Australian Accounting Interpretations);
- the requirements of the *Public Finance and Audit Act 1983* and the Public Finance and Audit Regulation 2015; and
- Treasurer's Directions.

The financial statements are for the Foundation for the Historic Houses Trust of New South Wales Limited as an individual entity.

The financial statements have been prepared on an accruals basis and are based on historical costs.

Judgments, key assumptions and estimations made by management are disclosed in the relevant notes to the financial statements.

All amounts are rounded to the nearest dollar and are in Australian currency.

C) CHANGES IN ACCOUNTING POLICY, INCLUDING NEW OR REVISED AUSTRALIAN ACCOUNTING STANDARDS

i) Effective for the first time in 2017-18

The accounting policies applied in 2017-18 are consistent with those of the previous financial year except as a result of the following new or revised Australian Accounting Standards that have been applied for the first time in 2017-18

- AASB 2016-2: *Amendments to Australian Accounting Standards – Disclosure Initiative: Amendments to AASB 107*.

ii) Issued but not yet effective

NSW public sector entities are not permitted to early adopt new Australian Accounting Standards, unless Treasury determines otherwise.

The following new Australian Accounting Standards have not been applied and are not yet effective:

- AASB 1058: *Income of Not-for-profit Entities*
- AASB 1059: *Service Concession Arrangements: Grantors*
- AASB 2016-7: *Amendments to Australian Accounting Standards – Deferral of AASB 15 for Not-for-profit Entities*
- AASB 2016-8: *Amendments to Australian Accounting Standards – Australian Implementation Guidance for Not-for-profit Entities*
- AASB 2017-5: *Amendments to Australian Accounting Standards – Effective Date of Amendments to AASB 10 and AASB 128 and Editorial Corrections*.

There are no significant impacts of the standards in the period of initial application.

D) STATEMENT OF COMPLIANCE

The financial statements and notes comply with Australian Accounting Standards, which include Australian Accounting Interpretations.

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2018

2 TRUSTEE

The Trustee acts as Trustee of the Foundation for the Historic Houses Trust of New South Wales (the Foundation). Income and property under the control of the Trustee must be applied to the promotion and achievement of the objectives of the Foundation. No portion shall be paid or transferred, directly or indirectly, to members or directors of the Foundation. The financial statements of the Trustee are prepared from books of accounts kept by the HHT. The financial statements of the Trustee are presented with the Foundation's financial statements.

3 COMPANY AND TRUST EXPENSES

Operating costs of the Trustee have been met by the Foundation. All expenses incurred by the Trustee were in its capacity as Trustee. These expenses are immaterial and not separately identifiable.

4 RIGHT OF INDEMNITY OUT OF TRUST ASSETS

The assets of the Foundation at 30 June 2018 are sufficient to meet the Trustee's rights of indemnity as and when they fall due.

5 AUDIT FEES

Audit fees for the company accounts are to be paid by the Foundation and are immaterial in value.

6 MEMBERS' LIABILITY

The company is limited by guarantee. Every member of the company and every ex-member within one year of ceasing to be a member is liable in the event of winding up for an amount not exceeding \$10. There were five members at the end of the financial year.

7 CONTROLLING ENTITY

The HHT is the controlling entity of the Trustee.

8 ASSETS AND LIABILITIES FOR WHICH THE COMPANY IS TRUSTEE

The Trustee does not trade; however, the details of the underlying assets and liabilities for the Foundation at 30 June 2018 are as follows:

	ACTUAL 2018 \$	ACTUAL 2017 \$
Current assets		
Cash	1,343,589	140,087
Receivables	10,774	17,840
Other financial assets	1,000,000	2,000,000
TOTAL ASSETS	2,354,363	2,157,927
Current liabilities		
Payables	5,940	9,350
TOTAL LIABILITIES	5,940	9,350
NET ASSETS	2,348,423	2,148,577

The presentation of term deposits with maturities greater than three months was amended in the current financial year. It is now reclassified from 'cash and cash equivalents' to 'other financial assets' in accordance with AASB 7. The term deposits balance was \$2m in the prior year.

9 REMUNERATION OF DIRECTORS

No directors of the Trustee during the financial year received income from the Trustee in connection with the management of the affairs of the Trustee whether as executive officer or otherwise.

10 CONTINGENT ASSETS OR LIABILITIES

There are no contingent assets or liabilities existing at the close of this report (2017: nil).

11 RELATED PARTY DISCLOSURES

There are no transactions between Key Management Personnel and their close family members with the Trustee.

12 SUBSEQUENT EVENTS

No significant matter or circumstance has arisen since the end of the financial year to the date of this report that has or may significantly affect the activities of the Trustee, the results of those activities, or its state of affairs in the ensuing or any subsequent financial year.



THANK YOU TO OUR PROGRAM SUPPORTERS & PARTNERS

SLM thanks the many people and groups who have assisted us this year for their generosity, support and expertise, including:

- SLM Volunteers
- SLM Foundation Board
- Governors' Circle members
- Supporters

EDUCATION & PUBLIC PROGRAM SUPPORTERS

1st Riverstone Cub Scouts

ABC Education

Angove Family Winemakers

Australian Design Centre

BAD: Sydney Crime Writers Festival

Country Women's Association – Castle Hill and Sydney City branches

Food & Words

History Council of NSW

History Teachers' Association of NSW

Muru Mittigar Aboriginal Cultural & Education Centre

Museum of Applied Arts and Sciences

National Trust of Australia (NSW)

NSW Department of Education and Communities

NSW Education Standards Authority

NSW National Parks and Wildlife Service

NSW Police Prosecutions Command

Parramatta City Council

State Library of New South Wales

St John NSW – First Aid

Sydney Water

The House that Dan Built

INTERPRETATION & EXHIBITIONS SUPPORTERS

Architecture Foundation Australia

Derwent

Modern House

NSW Architects Registration Board

Seidler Architectural Foundation

smow Australia

Stormtech

University of Newcastle

Visions of Australia

MEDIA SUPPORTERS

Architecture Media

Australian House & Garden

Habitus

New Land Magazine

The Sydney Morning Herald

MUSEUM SUPPORTERS

Elizabeth Bay House

Sound Heritage
Sydney Conservatorium of Music
University of Sydney, Macleay Museum

Elizabeth Farm

National Trust of Australia (NSW) (Old Government House & Experiment Farm)
Parramatta City Council
Parramatta & District Historical Society (Hambledon Cottage)
Parramatta Heritage Partners, which includes:
 Parramatta Heritage Centre
 Parramatta Park Trust
 Whitlam Institute

Hyde Park Barracks Museum

Australian Convict Sites World Heritage Steering Committee
The Great Irish Famine Commemoration Committee
Ludlows Legal Regalia & Tailors
National Institute of Dramatic Art (NIDA)
University of Sydney, Department of Archaeology
Urban Sketchers Australia

Justice & Police Museum

NSW Police Force

Meroogal

Bundanon Trust
Carriageworks
Shoalhaven City Arts Centre
Shoalhaven City Council
Shoalhaven International Women's Day Committee

Museum of Sydney

AMP Capital
Friends of the First Government House Site
Grosvenor Place
Modern House
Vivid Sydney

Rose Seidler House

Harry Seidler & Associates

Rouse Hill House & Farm

Blacktown Arts Centre (Blacktown City Council)
Darug elders and descendants
Hills, Hawkesbury and Riverlands Tourism – HHART
Muru Mittigar Aboriginal Cultural & Education Centre
NSW National Parks and Wildlife Service

Susannah Place Museum

Place Management NSW (Property NSW)
Sydney Harbour YHA

The Mint

Australian & New Zealand Society of the History of Medicine
City of Sydney Council
GML Heritage

Vaucluse House

La Perouse Aboriginal Community
Woollahra Council

ADMISSION FEES & CONTACTS

ADMISSION FEES

General entry \$12

Child/concession \$8

Family \$30

Entry is free to The Mint and to the Vaucluse House garden, parklands and beach paddock.

No fee is charged for access to a number of significant urban spaces, including the Hyde Park Barracks Museum courtyard and First Government House Place (the forecourt of the Museum of Sydney).

LEARNING PROGRAMS

Prices for learning programs vary according to group and site, starting from \$190 for up to 20 students. Supervising teachers and supporting parents visit free of charge when within agreed supervision ratios. Additional adults are charged a discounted rate of \$5 per person.

SLM also offers videoconference-based learning programs at a cost of \$120 per class group.

Prices for tertiary students and other adult learners start at \$11 per student.

CONTACTS

All properties are closed on Good Friday and Christmas Day. Visit sydneylivingmuseums.com.au for opening hours during NSW school holidays and NSW public holidays.

Sydney Living Museums

Head Office
The Mint
10 Macquarie Street, Sydney NSW 2000
T 02 8239 2288, F 02 8239 2299
E info@sydneylivingmuseums.com.au

Open Mon–Fri, 9.30am–5pm
Infoline 02 8239 2442
TTY 02 8239 2377
www.sydneylivingmuseums.com.au

For all bookings across SLM:

T 02 8239 2211

E bookings@slm.com.au

No.10 Bistro & Store
Bistro open Mon–Fri, 11.30am–3pm
Store open Mon–Fri, 7.30am–3pm
T 02 9232 2293

Caroline Simpson Library & Research Collection

The Mint
10 Macquarie Street, Sydney NSW 2000
T 02 8239 2233
E library@sydneylivingmuseums.com.au

Open Tues–Fri, 10am–4.30pm

Elizabeth Bay House

7 Onslow Avenue, Elizabeth Bay NSW 2011
T 02 9356 3022

Open Fri–Sun, 10am–4pm
Schools and booked groups by arrangement

Elizabeth Farm

70 Alice Street, Rosehill NSW 2142
T 02 9635 9488

Open Wed–Sun, 10am–4pm
Schools and booked groups by arrangement

Elizabeth Farm Tearoom
Open Sat & Sun, 10am–4pm
T 02 9635 9488

Hyde Park Barracks Museum

Queens Square, Macquarie Street,
Sydney NSW 2000
T 02 8239 2311

Open daily, 10am–5pm
Schools and booked groups by arrangement

Justice & Police Museum

Corner Albert and Phillip streets,
Circular Quay NSW 2000
T 02 9252 1144

Open Sat & Sun, 10am–5pm
Schools and booked groups by arrangement

Meroogal

Corner West and Worrigeer streets,
Nowra NSW 2541
T 02 4421 8150

Open Sat, 10am–4pm
Access by guided tour only, on the hour
Schools and booked groups by arrangement

Museum of Sydney**on the site of first Government House**

Corner Phillip and Bridge streets, Sydney NSW 2000
T 02 9251 5988

Open daily, 10am–5pm
Schools and booked groups by arrangement

Rose Seidler House

71 Clissold Road, Wahroonga NSW 2076
T 02 9989 8020

Open Sun, 10am–4pm
Schools and booked groups by arrangement

Rouse Hill House & Farm

356 Annangrove Road (PO Box 3123)
Rouse Hill NSW 2155
T 02 9627 6777

Open Wed–Sun, 10am–4pm
Access by guided tour only, bookings recommended
Schools and booked groups by arrangement

Susannah Place Museum

58–64 Gloucester Street, The Rocks NSW 2000
T 02 9241 1893

Open daily, 2–5pm
Access by guided tour only, bookings recommended
Schools and booked groups by arrangement

Vaucluse House

Wentworth Road, Vaucluse NSW 2030
T 02 9388 7922

Open Wed–Sun, 10am–4pm
Schools and booked groups by arrangement

Vaucluse House Tearooms
Open Wed–Fri, 10am–4pm
Open Sat & Sun, 8am–4pm
T 02 9388 8188

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SLM would like to thank the following partners for their support:

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Facing contents page Floor map detail adapted from *Plan of the town and suburbs of Sydney, August 1822*. Mitchell Library, State Library of New South Wales, M2811.17/1822/7. Photo © Haley Richardson and Stuart Miller for Sydney Living Museums

Page 131 Entrance hall, Vacluse House. Photo © Jamie North for Sydney Living Museums

Page 168 Ottoman (detail), drawing room, Vacluse House. Photo © Nicholas Watt for Sydney Living Museums

Page 185 Quill and writing paper on a table at Elizabeth Farm. Photo © Haley Richardson and Stuart Miller for Sydney Living Museums

Editorial overview: Peter Morton
Production: Rhian Hull and Clara Finlay
Design: Ayumi Moritoki and Pamela Amores

Page 195 Assistant Curator Mel Flyte in the Vacluse House kitchen by candlelight. Photo © James Horan for Sydney Living Museums

This page Vacluse House courtyard. Photo © Kai Leishman / James Horan Pty Ltd for Sydney Living Museums



The Historic Houses Trust of NSW,
incorporating Sydney Living Museums,
cares for significant historic places,
buildings, landscapes and collections.
It is a statutory authority of, and
principally funded by, the New South
Wales Government.

