



SYDNEY
LIVING
MUSEUMS

ANNUAL REPORT

2018–2019



Historic Houses Trust
of New South Wales

The Hon Don Harwin MLC

Special Minister of State,
Minister for the Public Service
and Employee Relations,
Aboriginal Affairs, and the Arts, and
Vice-President of the Executive Council
Level 15, 52 Martin Place
SYDNEY NSW 2000

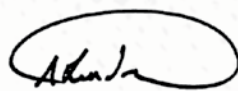
Dear Minister

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 2019.

Yours sincerely



Naseema Sparks AM
Chair



Adam Lindsay
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 is 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 CHAIR

Naseema Sparks AM

Museums are exploring new ways to tell the often complex and conflicting stories of our past and the foundations of our contemporary society. Significant changes to the cultural and media landscape also encourage us to think boldly about how we reach new audiences and unlock our stories and secrets.

At Sydney Living Museums (SLM), we recognise that storytelling and emotional engagement are vital to attracting audiences, creating meaningful experiences and facilitating learning. The stories we tell are unique, framed around people and events connected to our buildings and places. They are stories both great and small, of leadership, change and everyday life. This is a key element of the DNA of Sydney. We bring authenticity, boldness and passion to the delivery of our exhibitions and programs, and to our engagement with audiences.

This Annual Report provides evidence of these values in action. It also captures our commitment to remaining contemporary and relevant for future generations while bringing history to life.

I am attracted to the dimension of storytelling highlighted in the approach taken to the renewal project underway at the UNESCO World Heritage-listed Hyde Park Barracks. The renewal has been a focus of our activities over the past year, and is discussed comprehensively in this Report.

This Report also provides the opportunity to record some significant acknowledgments.

In December we farewelled Chairman Michael Rose AM and Trustee Paddy Carney. Each made important contributions to SLM's strategic focus. Michael Rose had held the position of Chairman since 2011. His leadership was distinguished by a commitment to learning, and in particular Indigenous learning, with a focus on history. His term saw the implementation of a major 11-year maintenance program to ensure the conservation of our properties to the highest standard, and laid the foundations for the renewal of the Hyde Park Barracks Museum. Paddy Carney provided outstanding leadership to the Audit and Risk Committee as its Chair since 2013.

Professor Michael McDaniel tendered his resignation as a Trustee and the Chair of the Aboriginal Advisory Committee in March. Highlights of his term as Chair of the Committee were the introduction of SLM's Aboriginal Action Plan in 2015–16 and the establishment of a partnership with the Muru Mittigar Aboriginal Cultural & Education Centre in 2016.

I would like to thank each of them personally for their guidance, and for the passion they had for SLM.

We also welcomed two new Trustees to the Board. Lachlan Edwards and Ruth Medd have brought fresh perspectives and energy to our deliberations in 2019.

I record my appreciation for the advocacy and support provided 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 congratulate him on his reappointment as Minister for the Arts following the March 2019 state government election, and look forward to sustaining our productive partnership.

From 1 July 2019 as part of the Machinery of Government changes, SLM and the State Archives and Records Authority of New South Wales (SARA) are being jointly led by Adam Lindsay, the former Executive Director of SARA. The Boards of both organisations will continue to function separately. Also as a result of the Machinery of Government changes we farewelled Executive Director Mark Goggin in June 2019.

Along with my fellow Trustees I record my appreciation for Mark's passionate leadership since his appointment in August 2013. He leaves an important legacy for SLM, and he remains a friend of the organisation.

A handwritten signature in black ink, appearing to read 'Naseema Sparks'.

Naseema Sparks AM, Chair



FROM THE EXECUTIVE DIRECTOR

Adam Lindsay

At the close of this year, Sydney Living Museums (SLM) underwent significant Machinery of Government changes to better align us with the re-elected government's vision for services, arts and culture, and heritage. From 1 July 2019, SLM, along with Create NSW and the other State Cultural Institutions, was transferred from the Department of Planning and Environment into the Department of Premier and Cabinet.

A partnership between SLM and the State Archives and Records Authority of New South Wales (SARA) was also announced. From 1 July 2019, I was appointed as the joint Executive Director of both organisations, a role that I am enormously proud to assume.

This partnership brings great potential and benefit for both institutions. The documented history cared for by SARA coupled with the built heritage and collections under the custodianship of SLM will provide boundless opportunities for us to work closely in telling the important stories of our past, and, of equal importance, how they connect with our present and future. The institutions will remain separate, with the Boards of each organisation continuing to function independently of one another.

I would like to acknowledge the leadership of Mark Goggin throughout his six years as the Executive Director of SLM. I thank Mark for his passion and commitment to bringing the history of NSW to life during his time with the organisation.

In December 2018, Michael Rose AM completed his final term as Chairman of the Board of Trustees. We sincerely thank Michael for his direction and advocacy during his time in the role. I would also like to acknowledge the significant contributions of former Trustees Paddy Carney and Michael McDaniel, whose time on the Board concluded this year.

From January 2019, we welcomed Naseema Sparks AM as the new Chair of the Board of Trustees. Naseema displayed her unwavering support and passion for the organisation as a Trustee for four years prior to her appointment as Chair. Lachlan Edwards and Ruth Medd were also appointed to the Board in 2019. I look forward to working with Naseema and her fellow Trustees to continue to produce successful outcomes for the organisation.

SLM continued to work towards achieving the ambitious performance targets set out in the Strategic Plan 2017–2022.

Commercial growth flourished, with a record 570 venue hire bookings made across all properties. The Commercial Services Team rolled out the food and beverage masterplan and are well on the way to achieving the commercial revenue targets set out in the Plan.

In January 2019, the UNESCO World Heritage-listed Hyde Park Barracks was closed to the public to begin practical works for the renewal of the visitor experience at the site. The Hyde Park Barracks renewal is an ambitious and forward-thinking project that will truly transform experiential storytelling in place-based museums. The renewal will encourage a deeper and richer understanding of Australian history – the convict story, the impact on Aboriginal communities, and the barracks' contributions to institutional care and immigrant beginnings. The Hyde Park Barracks will reopen to the public in February 2020.

The Museum of Sydney hosted a number of exciting original exhibitions, including *Street Photography* and *How Cities Work*. SLM's touring exhibitions had another record-breaking year with over 300,000 visitors.

2018–19 was the fourth year of SLM's ten-year Capitalised Maintenance Plan. Approximately \$5.1 million in capital works projects were completed to improve accessibility, replace ageing infrastructure and care for the significant heritage fabric of our properties. Highlights from the program included the installation of a passenger lift at the Hyde Park Barracks, ongoing stonework and metalwork remediation at Vaucluse House and an updated security and access control system across the portfolio.

I look forward to continuing the marked successes of this year into the next.

Finally, I would like to acknowledge the continued support received from the Hon Don Harwin MLC over the past year. Thank you, Minister, for your ongoing commitment to the importance and value of arts, history and culture in NSW.

Adam Lindsay, Executive Director

HIGHLIGHTS

2018–19

JUL



NAIDOC Week at Rouse Hill House & Farm

AUG



Family Fair at Rouse Hill House & Farm

SEPT



Spring Harvest Festival at Elizabeth Farm

JAN



The Water Picnic program at Meroogal

FEB



Nightlight tour at Elizabeth Bay House

MAR



Eel Festival at Elizabeth Farm

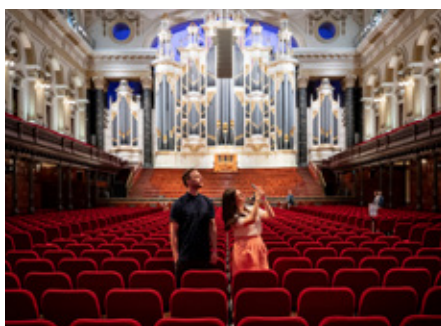
📍 **Top, left to right** NAIDOC Week, Rouse Hill House & Farm; Family Fair, Rouse Hill House & Farm; Spring Harvest Festival, Elizabeth Farm. Photos © James Horan for Sydney Living Museums; **Above, left to right** The Water Picnic, Meroogal. Photo © Nicholas Watt for Sydney Living Museums; Nightlight tour, Elizabeth Bay House; Eel Festival, Elizabeth Farm. Photos © James Horan for Sydney Living Museums

OCT



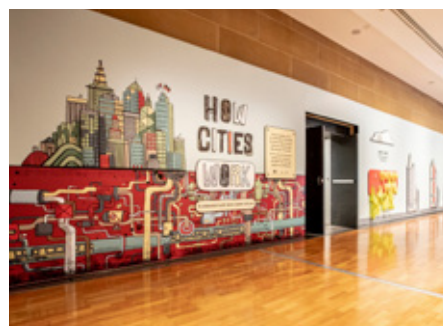
Whale Festival
at Vacluse House

NOV



Sydney Open 2018

DEC



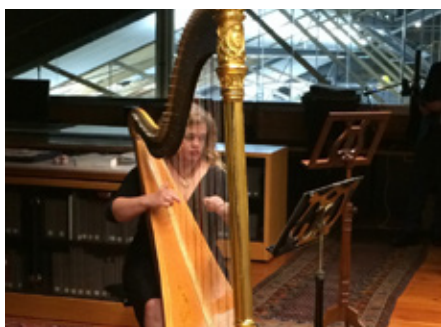
How Cities Work exhibition
opens

APR



Acquisition of mid-20th-
century Australian furniture

MAY



Harp of Gold recital at
The Mint

JUN



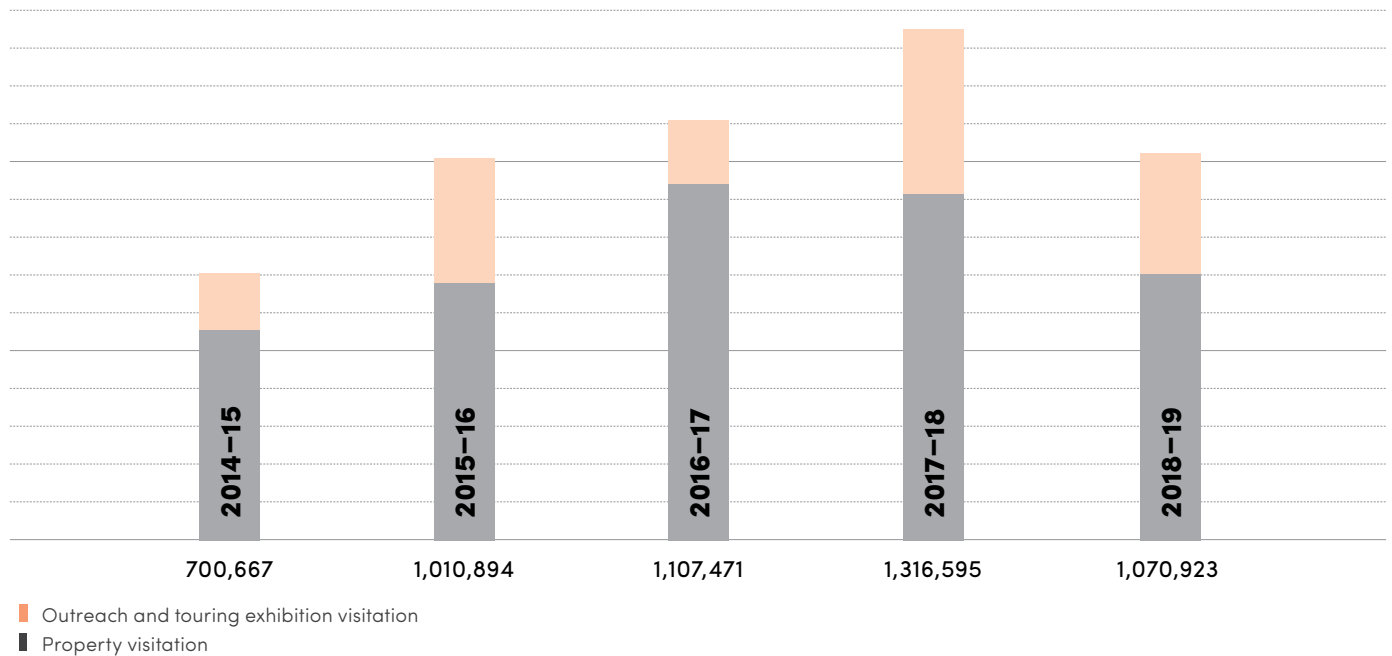
200th anniversary of
the Hyde Park Barracks

📍 **Top, left to right** *Whale Festival*, Vacluse House. Photo © James Horan for Sydney Living Museums; Sydney Town Hall. Photo © Tim Pascoe / James Horan Photography Pty Ltd for Sydney Living Museums; *How Cities Work*, Museum of Sydney. Photo © James Horan for Sydney Living Museums; **Above, left to right** Easychair, designed by Steven Kalmar, c1948. Caroline Simpson Library & Research Collection, Sydney Living Museums. Photo © Jamie North; *Harp of Gold*, The Mint. Photo Kate Sheaffe © Sydney Living Museums; SLM Chair Naseema Sparks AM (seated at left) and NSW Governor Margaret Beazley AO QC (seated at centre) at the 200th anniversary of the Hyde Park Barracks. Photo © Andrew James / James Horan Photography Pty Ltd for Sydney Living Museums

PERFORMANCE OVERVIEW

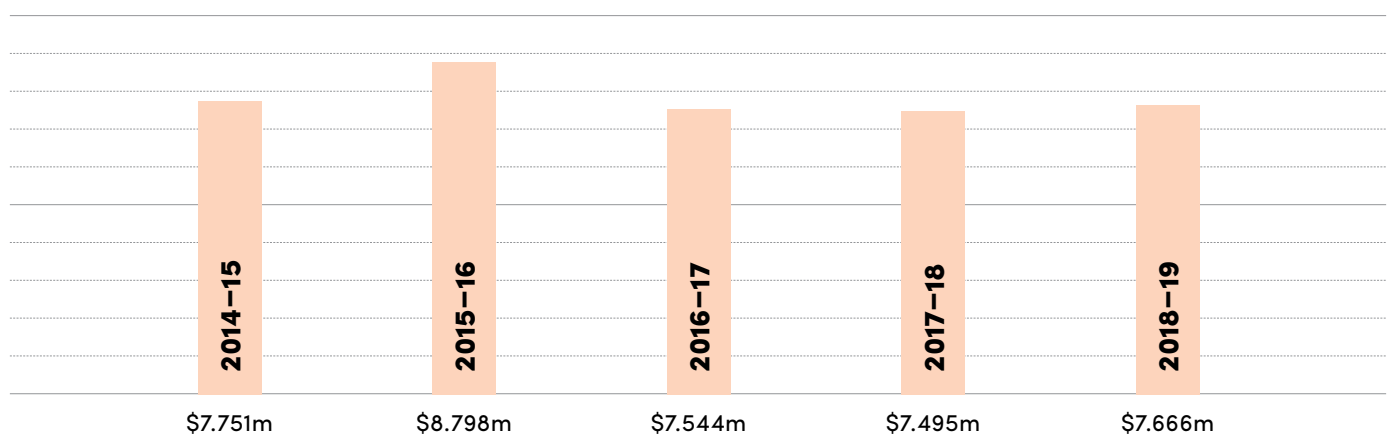
VISITATION

July 2014 – June 2019



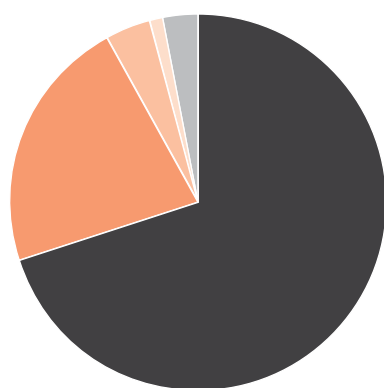
SELF-GENERATED REVENUE

July 2014 – June 2019



EXPENDITURE 2018–19

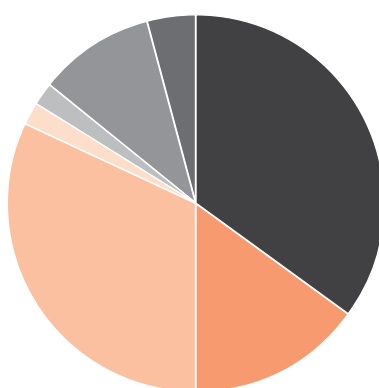
\$28.251 million



- **70%** Personnel services
- **22%** Other operating costs
- **4%** Depreciation
- **1%** Insurance
- **3%** Maintenance

SELF-GENERATED REVENUE 2018–19

\$7.666 million



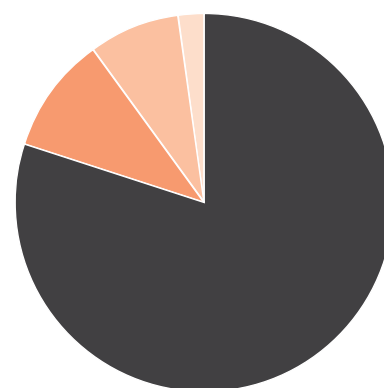
- **35%** Admissions
- **15%** Programs and exhibitions*
- **32%** Commercial services†
- **2%** Investments
- **2%** Other income
- **10%** Donations, sponsorships and other grants
- **4%** Retail

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

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

TOTAL ASSETS AS AT 30 JUNE 2019*

\$319.733 million



- **80%** Land and buildings
- **10%** Collection assets
- **8%** Cash and term deposits
- **2%** Other assets†

* Total assets include \$30.241m 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 (\$1.333m), trade and other receivables (\$1.458m), inventories (\$154,000), and plant and equipment (\$3.875m).

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 (SLM).

Part of the Department of Planning and Environment during the reporting period, 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 13–20.)

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 \$293 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.

The collections held are valued at over \$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 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 2019 SLM employed 123.25 full-time equivalent ongoing staff, 47.61 full-time equivalent temporary staff, 11.20 full-time equivalent casual staff and 3 Executive. It was supported by 503 volunteers in 2018–19.

SLM's direction in 2018–19 was guided by the priorities of the Strategic Plan 2017–2022. 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

‘I think of SLM much more broadly than as a collection of properties. These are places that restore the stories of our past.’

Naseema Sparks AM, Chair, SLM Board of Trustees

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 the building 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.



Hyde Park Barracks Museum. Photo © Anna Kucera / James Horan Photography Pty Ltd for Sydney Living Museums



CITY MUSEUMS PORTFOLIO CONT.

JUSTICE & POLICE MUSEUM

The Justice & Police Museum occupies three of Sydney's most important mid-19th-century public buildings. 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 Barnett 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 land they had occupied.

Opened to the public in 1995, the museum was designed by architect Richard Johnson AM, and incorporates many references to the first Government House – 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, 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 the HHT 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.



The Mint. Photo © Douglas Riley for Sydney Living Museums

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 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 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 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 50s 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, CASTLECRAG

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 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 nine times in 2018–19 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.

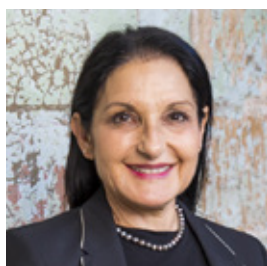
Trustees are required to complete a Declaration of Pecuniary Interest at the commencement of each financial year.

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 to Dec 2018)	5	5	–	
Naseema Sparks ^{AM} (Chair from Jan 2019)	9	6	3	
Paddy Carney (to Mar 2019)	5	2	3	
Lachlan Edwards	4	3	1	
Michael McDaniel (to Mar 2019)	6	1	5	
Chris McDiven ^{AM}	9	5	4	
Louise McElvogue	9	8	1	
Ruth Medd	4	4	–	
Penelope Seidler ^{AM}	9	5	4	
Roderick Simpson	9	9	–	
Sharon Veale	9	8	1	

TRUSTEES



**Naseema Sparks, Chair
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 and as Chair in January 2019.



**Lachlan Edwards
BEc, Grad Dip Applied Finance &
Investment**

Lachlan is an investment banker and company director who is one of the founding partners of a new corporate advisory firm, Faraday. He has advised governments, companies and funds on some of the most complex corporate situations in Europe and Australia. His current non-executive roles include chairman of the Turnaround Management Association and chairman of the Advisory Finance Committee of the Sisters of Charity Australia; he is also a director of Hotel Property Investments, and a director of Bell Shakespeare. He has previously co-headed Lazard Australia, and was a managing director of Goldman Sachs and Rothschild (based in London and Sydney). Lachlan was appointed as a trustee in March 2019.



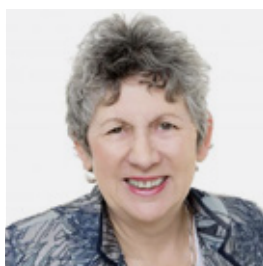
**Chris McDiven
AM**

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.



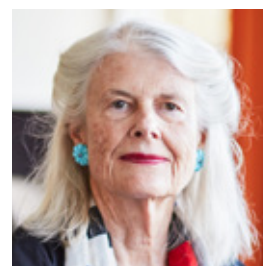
Louise McElvogue
BA, MA, GAICD

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.



Ruth Medd
MAICD, FCPA

Ruth is a Certified Practising Accountant and former IT professional who has been pursuing a career as a non-executive director since 2000. She is the Chair of Women on Boards and a director of the National Foundation for Australian Women. Previously she was chair of Australian Ethical Superannuation Authority, and prior executive roles include executive director of the Australian Association of National Advertisers and senior positions with Telstra, the Australian Broadcasting Tribunal and the federal government. Ruth was appointed as a trustee in March 2019.



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 appointed as a trustee in January 2018.



Roderick Simpson
BSc (Architecture)

Roderick is 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.



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.

TRUSTEES WHO LEFT THE BOARD DURING THE REPORTING PERIOD

Michael Rose AM, Chairman
June 2010 – December 2018

Paddy Carney
March 2013 – March 2019

Professor Michael McDaniel
September 2017 – March 2019

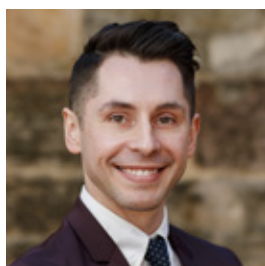
COMMITTEES

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

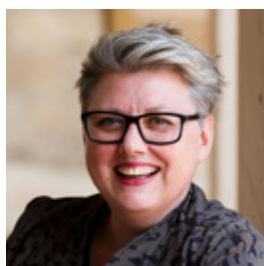


Adam Lindsay, Executive Director
BA/BBus, BA (Hons), MA

Adam joined the State Archives and Records Authority of New South Wales (SARA) in April 2017, becoming Executive Director in August 2018. From 1 July 2019, Adam also began leading SLM as its Executive Director, and he is also a Director of the SLM Foundation.

Adam has over 14 years' experience in senior leadership roles within government and cultural institutions. At SARA, a key focus of his leadership has been to expand public engagement in a broad range of creative programming, exhibitions, activities and initiatives across NSW to increase access to the State Archives Collection.

Prior to joining SARA, Adam was the Assistant Director of Queensland Art Gallery | Gallery of Modern Art (QAGOMA). Previous roles also include Director Indigenous Service Delivery at the Australian Department of Broadband Communications and the Digital Economy, where he successfully implemented digital television across Australia's regional and remote communities.



Rebecca Bushby
BA, Grad Dip Mgt (Arts), Grad Dip AppSc (Cultural Heritage Management)

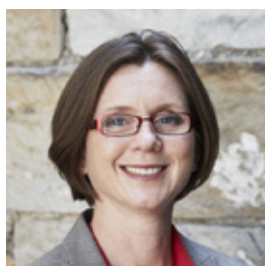
Rebecca is currently acting in the role of Director, Strategy & Engagement. She has over 20 years' experience working in the museum and cultural heritage sectors. She is currently leading the renewal of the UNESCO World Heritage-listed Hyde Park Barracks, due to reopen in early 2020.

Rebecca has led a diverse range of visitor experience projects, such as major museum redevelopment and renewal projects, commercial programs, long-term exhibitions and forward exhibition planning including touring exhibitions. She manages teams to deliver strong narratives and pursues diverse interpretation techniques to engage a wide range of audiences. She leads SLM teams across programming, learning, digital, development and fundraising.



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 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 of 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.

EXECUTIVE MOVEMENTS DURING THE REPORTING PERIOD

Mark Goggin
Executive Director

Left organisation in June 2019

Dr Caroline Butler-Bowdon
Director, Strategy & Engagement

Seconded to Department of Planning and Environment, June–September 2019

Robert Campbell
Director, Curatorial & Museums

Left organisation in June 2019

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 Chair 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 Group (department heads).

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. 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 four teams: City Museums Portfolio, House Museums Portfolio, Curatorial & Exhibitions, and Retail.

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 three teams: Collections & Access, Heritage and Horticulture.

STRATEGY & ENGAGEMENT DIVISION

The Strategy & Engagement Division manages SLM's 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, Indigenous strategy and cultural engagement, development and fundraising, experience and learning, digital, and also the Hyde Park Barracks renewal.

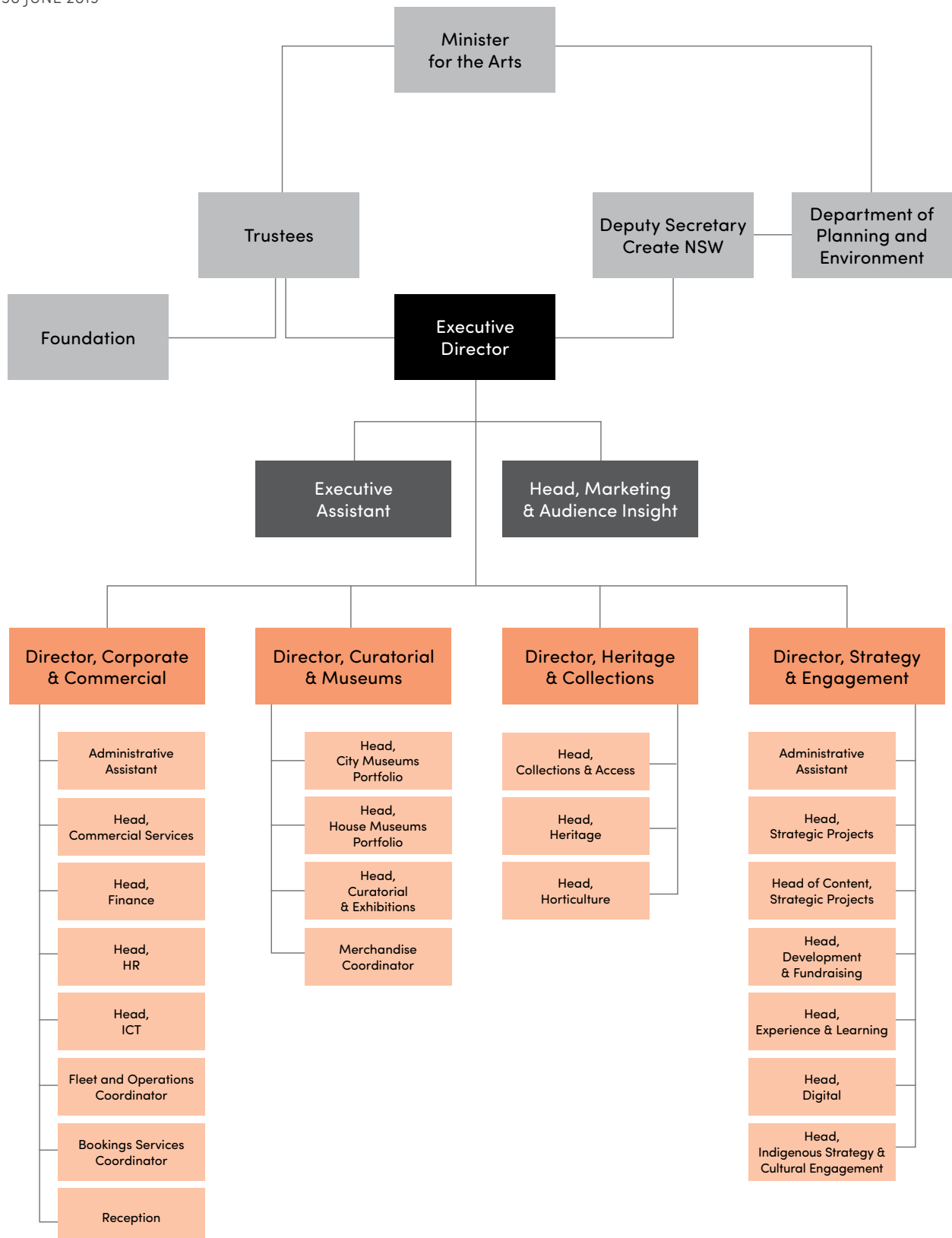
DIRECTORATE TEAM

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 2019



VOLUNTEERS

The volunteer program enables SLM to harness the diverse skills and expertise of individuals seeking to help SLM achieve its mission. Museum volunteers are located at each site, where they work to engage visitors by sharing the properties' rich stories. The volunteer gardener team at Vaucluse House works in all seasons to enhance the presentation of the kitchen garden, and 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, such as the *Spring Harvest Festival* and *Family Fair*, are supported by event volunteers who provide customer service and play a key role in ensuring events operate efficiently. Hundreds of volunteers assist in making *Sydney Open* possible every year, bringing their energy and commitment to provide positive visitor experiences.

Behind the scenes, SLM benefits from the specialised skills of project volunteers who undertake research into the collections and assist with records management.

SLM maintains volunteers' ongoing engagement through knowledge-building outings and talks, and a twice-yearly forum, when volunteers are consulted on a range of topics relating to volunteer management.

FOUNDATION FOR THE HISTORIC HOUSES TRUST OF NSW

A tax concession charity (DGR 2 – deductible gift recipient), 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.

Foundation directors are key to creating opportunities to work with donors to develop greater philanthropic funding. While SLM is supported by the NSW Government, it is the benefaction of donors and other supporters that helps SLM deliver premium exhibitions, develop education programs, and grow public programs and events, as well as ensuring the conservation of its historic houses and museums.

Edward Simpson chaired the Foundation until he resigned in June 2019; Susannah Sweeney is currently acting as Chair. Michael Rose AM stepped down from the Foundation in December 2018 when his tenure as Chair of the Board of Trustees came to a close. We thank Edward and Michael for their commitment and contributions to SLM.

The Board of Trustees appointed three new Foundation directors during 2018–19. Bruce Hambrett, Joshua Black and Chris McDiven AM (also a Trustee) bring with them a wealth of experience, skills and networks, as well as a passion for the work of SLM.

STRATEGIC PLAN

IMPLEMENTATION OF KEY PERFORMANCE INDICATORS

Between July and September, the Executive held a series of focused discussions to review the status of the Key Performance Indicators in the Strategic Plan 2017–2022 and identify the strategies required to achieve them.

The reviews were informed by an analysis of each team's financial performance over the past five years. They considered outcomes from funded initiatives such as increased visitation. At the monthly Executive Governance meetings the Head of Finance presented different teams for review and discussion by the Executive, including the exhibitions, education, marketing, and development and fundraising teams. The focus of the reviews was to increase optimisation and efficiency through an analysis of activities, processes and structures across the whole organisation.

At the March Board of Trustees meeting, Trustees were provided with a comprehensive report on the progress of the Strategic Plan.

A schedule of reports against the Strategic Goals outlined in the Plan has also been instituted. The first report, presented at the May Board meeting, provided a comprehensive summary of programs and strategies towards achieving the Experience and Engagement Goal.

—
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

Sydney Living Museums (SLM) achieved in excess of one million visitors across its portfolio in 2018–19 due to a dynamic suite of exhibitions, public programs, site activations and commercial engagements. This was accomplished even with the closure of the Hyde Park Barracks Museum in January 2019 for an extensive renewal project.

The Museum of Sydney exhibition *Bohemian Harbour: Artists of Lavender Bay* performed well, attracting 30.6% more visitors to the museum compared to the same period last year. Likewise, the museum's family exhibition *How Cities Work* saw remarkable visitation, particularly during the Easter school holiday period, with four sold-out workshops featuring the exhibition's illustrator, James Gulliver Hancock. Following this success, the exhibition is being prepared for a national tour, and its design has been licensed to an agent in China.

Visitation to the *Christmas Fare*, held at the Hyde Park Barracks Museum in December, grew by 64.1%, with a total of 6743 visitors, while the *Meroogal Women's Art Prize* exhibition has seen an increase in total visitation to the property of 66.2% across the financial year.

SLM's visitor research report for 2018–19 noted strong growth in numbers of overseas visitors at SLM's city locations, particularly at the Museum of Sydney. Continuing its audience evaluation work through onsite visitor experience surveys at the Museum of Sydney, SLM recorded excellent feedback from visitors while also gaining insight for future developments and investment for the City Museums Portfolio, and across all properties.

2018–19 VISITATION

In 2018–19, for the fourth consecutive year, more than one million people visited SLM properties. A total of 1,070,923 visitors enjoyed our onsite exhibitions and programs, experienced our museums and houses, participated in our outreach activities, accessed our touring exhibitions and visited our grounds and landscapes. Total visitation declined by 20.6% compared to the previous financial year, due to a range of factors such as the closure of the Hyde Park Barracks Museum in late January for renewal (see pages 75–6); a number of restaurants and cafes closing during the year; and fewer visitors at some international touring venues. Despite these factors, general paid admissions across SLM properties achieved 1.2% growth year-on-year.

More than 429,000 visitors were welcomed to our museums and historic houses, including almost 88,000 general admissions at the Museum of Sydney, an increase of 27.6% compared to 2017–18. These figures were boosted by the temporary exhibitions *Bohemian Harbour: Artists of Lavender Bay*, *Street Photography* and *How Cities Work*. A further 50,500 outreach admissions were achieved, including *Sydney Open* visits and visitation to our partner sites at Muru Mittigar Aboriginal Cultural & Education Centre and the Museums Discovery Centre. An additional 278,780 people visited our grounds at The Mint, Hyde Park Barracks Museum and Vacluse House, and at the award-winning *Edge of the trees* installation on First Government House Place (the Museum of Sydney forecourt).

Our education programs continue to inspire students ranging from preschoolers to lifelong learners. Over the financial year, more than 61,200 students and teachers participated in onsite and outreach curriculum-based education programs and self-guided tours.

SLM festivals and community programs, such as the *Autumn Harvest Festival*, *Spring Harvest Festival*, *Christmas Fare* and *Family Fair*, continue to engage audiences across Sydney, attracting almost 20,000 visitors this year. Participation in our Indigenous programs, including the *Eel Festival*, NAIDOC Week and the *Whale Festival*, has also continued to increase, with 10.7% growth year-on-year, to more than 3000 visitors.

Family programming has remained at the core of our offer, accounting for almost 110,000 visitors. The family-focused exhibition *How Cities Work* contributed to a 50.7% increase in admissions to the Museum of Sydney during the exhibition period, while family audiences represented 79% of visitors to our community programming across our house museums.

SLM's touring exhibitions attracted more than 300,000 visitors for the second consecutive year, with *Towers of Tomorrow with LEGO® Bricks* continuing its international tour in North America. The exhibition welcomed 165,080 visitors across four venues during 2018–19. Domestic tours for *Iconic Australian Houses: An Exhibition by Karen McCartney*, *Marion Hall Best: Interiors*, *Underworld: Mugshots from the Roaring Twenties* and our exhibition concept for *Sand in the City* attracted 147,192 visitors, expanding our total touring exhibition audience reach to more than 312,200 regional, national and international visitors.

SLM continues to attract both local Sydney audiences and tourists. During 2018–19, our intrastate, interstate and overseas tourist audience made up 51% of total general admissions across our museums and historic houses. This represents more than 104,000 visitors, with international tourists comprising almost one-third of total onsite general admissions.

PROPERTY VISITATION

	ELIZABETH BAY HOUSE	ELIZABETH FARM	HYDE PARK BARRACKS MUSEUM	JUSTICE & POLICE MUSEUM	MEROOGAL	THE MINT
2018–19 SUMMARY						
General admissions*	5,431	9,773	39,331	13,915	1,469	1,517
Paid admissions	3,865	6,138	27,784	11,269	1,214	114
Prepaid admissions	1,202	920	2,258	2,367	128	12
Free admissions	364	2,715	9,289	279	127	–
Library non-education visits [†]	–	–	–	–	–	1,391
Education	76	10,831	9,402	6,469	188	912
Education visits	76	10,831	9,402	6,469	188	–
Library education visits [†]	–	–	–	–	–	912
Public programs[‡]	375	3,071	8,433	1,241	348	2,488
Paid public programs [§]	375	658	1,690	1,241	52	2,411
Free public programs	–	2,413	6,743	–	296	77
Hospitality admissions	840	4,095	4,167	1,840	39	54,671
Venue hire	840	124	2,267	1,840	39	18,490
Dining admissions	–	3,971	1,900	–	–	36,181
TOTAL ADMISSIONS	6,722	27,770	61,333	23,465	2,044	59,588
Grounds	–	–	46,820	–	–	156,828
TOTAL AUDIENCE REACH	6,722	27,770	108,153	23,465	2,044	216,416

TOTAL VISITATION

	PROPERTY VISITATION			OUTREACH VISITATION			TOTAL VISITATION		
	2017	2018	2019	2017	2018	2019	2017	2018	2019
General admissions*	217,900	210,902	204,276	26,636	23,259	12,739	244,536	234,161	217,015
Education	66,017	67,430	57,697	505	729	3,591	66,522	68,159	61,288
Public programs including <i>Sydney Open</i> [‡]	24,056	28,618	29,332	43,336	39,275	34,208	67,392	67,893	63,540
Hospitality admissions	200,914	189,436	138,028	–	–	–	200,914	189,436	138,028
TOTAL ADMISSIONS	508,887	496,386	429,333	70,477	63,263	50,538	579,364	559,649	479,871
Grounds	434,957	415,639	278,780	–	–	–	434,957	415,639	278,780
Touring exhibitions	–	–	–	93,150	373,200	312,272	93,150	373,200	312,272
TOTAL AUDIENCE REACH	943,844	912,025	708,113	163,627	436,463	362,810	1,107,471	1,348,488	1,070,923

* General admissions include 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 Hyde Park Barracks Museum, and shop and foyer visits at Museum of Sydney.

† The total number of Caroline Simpson Library & Research Collection visits is 2303. This comprises 1391 general admission visits and 912 tertiary student and teacher visits.

‡ Public programs include paid and free public program admissions.

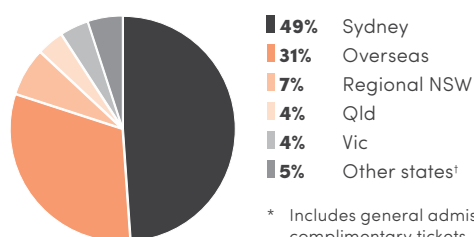
§ *Sydney Open* visits and tours at each participating SLM property are included in paid public programs for each property. *Sydney Open* visits and tours of all participating non-SLM properties are included in Outreach paid public programs. *Sydney Open* visitation is reported as total property and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

|| Grounds visitation includes *Edge of the trees* and forecourt programs 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 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 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†	2019 TOTAL	2018–19 SUMMARY
103,534	2,437	6,692	7,068	13,109	12,739	217,015	General admissions*
77,999	1,792	4,956	4,945	10,538	11,259	161,873	Paid admissions
5,107	556	779	2,033	1,726	871	17,959	Prepaid admissions
20,428	89	957	90	845	609	35,792	Free admissions
–	–	–	–	–	–	1,391	Library non-education visits [‡]
6,390	289	12,236	2,697	8,207	3,591	61,288	Education
6,390	289	12,236	2,697	8,207	3,591	60,376	Education visits
–	–	–	–	–	–	912	Library education visits [‡]
1,533	338	7,520	275	3,710	34,208	63,540	Public programs [‡]
656	338	4,425	275	2,994	33,185	48,300	Paid public programs [§]
877	–	3,095	–	716	1,023	15,240	Free public programs
29,777	129	234	7	42,229	–	138,028	Hospitality admissions
9,474	129	234	7	4,132	–	37,576	Venue hire
20,303	–	–	–	38,097	–	100,452	Dining admissions
141,234	3,193	26,682	10,047	67,255	50,538	479,871	TOTAL ADMISSIONS
6,085	–	–	–	69,047	–	278,780	Grounds
147,319	3,193	26,682	10,047	136,302	50,538	758,651	TOTAL AUDIENCE REACH

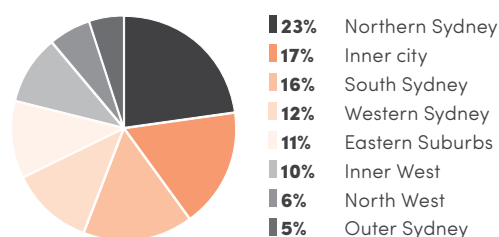
WHERE VISITORS CAME FROM*



* Includes general admissions and complimentary tickets.

† ACT, NT, SA, Tas and WA.

WHERE SYDNEY VISITORS CAME FROM*



EDUCATION	2017	2018	2019
Primary total	48,811	50,992	43,883
Secondary total	8,489	7,182	5,829
Outreach (Connected Classrooms)	492	727	3,591
Tertiary	2,264	2,230	2,133
Adult	278	579	312
Teachers	6,188	6,449	5,540
TOTAL	66,522	68,159	61,288

EXHIBITIONS 2018–19

SLM's 2018–19 temporary exhibition program celebrated little-known aspects of Sydney, sharing stories of people and places, from the ordinary to the iconic. The rich visual content of the three exhibitions was well received by visitors, and the varied program has been crucial to helping SLM increase visitation at the Museum of Sydney, with general visitation 27.6% higher than in 2017–18.

Bohemian Harbour: Artists of Lavender Bay and *How Cities Work* have been instrumental in SLM's working towards achieving a number of strategic priorities including increasing visitation and growing the number, scale and diversity of partnerships. *Street Photography* increased public engagement through a targeted social media call-out and promotional campaign. More information about these exhibitions can be found on pages 52–5 and 68–9 of this report.

EXHIBITION STATISTICS BY SLM VENUE 2018–19

TITLE	LOCATION	EXHIBITION DATES	VISITATION TO 30 JUN*
Alphabetical Sydney: Creative Lab	Museum of Sydney, Gallery 1	25 Nov 2017 – 12 Aug 2018	2,564
Underworld: Mugshots from the Roaring Twenties	Museum of Sydney, Gallery 2	9 Dec 2017 – 12 Aug 2018	7,254
Bohemian Harbour: Artists of Lavender Bay	Museum of Sydney, galleries 1 and 2	1 Sept – 25 Nov 2018	16,085
Street Photography	Museum of Sydney, Gallery 1	8 Dec 2018 – 21 Jul 2019	44,618
How Cities Work	Museum of Sydney, Gallery 2	15 Dec 2018 – 21 Jul 2019	32,577
Vaucluse House orientation room	Vaucluse House	7 Apr 2017 – ongoing	13,109
Rouse Hill House & Farm in LEGO® Bricks	Rouse Hill House & Farm Visitor Centre	24 Jun 2017 – ongoing	2,565
Convict Sydney / Female Immigration Depot 1848–1886	Hyde Park Barracks Museum	28 Jun 2014 – 28 Jan 2019	32,068
Notorious Criminals: A Snapshot of Sinister Sydney	Justice & Police Museum	18 Oct 2014 – ongoing	13,915
Breakers: The Dying Art of Safebreaking	Justice & Police Museum	18 Oct 2014 – ongoing	16,431
City of Shadows Revisited	Justice & Police Museum	29 Jun 2013 – ongoing	13,915

*Visitation is for the period 1 July 2018 to 30 June 2019.



TOURING EXHIBITION PROGRAM

SLM's touring exhibition program continued to perform strongly, delivering significant revenue while reaching many regional communities across NSW, interstate and overseas. It is a key contributor to SLM's achieving the targets outlined in the Strategic Plan to double outreach visitation and increase self-generated revenue by 2022.

In 2018–19, SLM toured four exhibitions to 12 venues, several of which are new touring partners. In addition, SLM licensed one exhibition concept, *Sand in the City*, to the National Wool Museum in Geelong, Victoria.

Iconic Australian Houses: An Exhibition by Karen McCartney closed its four-year national tour at Ipswich Art Gallery, Queensland, in November. Over the life of the tour, which was supported by a Visions of Australia grant, the exhibition travelled to 11 venues across four states and one territory, and was seen by a total of 132,497 visitors.

In September the national tour of *Underworld: Mugshots from the Roaring Twenties* launched at The Workshops Rail Museum, Ipswich, a new touring partner for SLM. Drawn from the NSW Police Forensic Photography Archive held at the Justice & Police Museum, the exhibition highlights the collection and SLM's curatorial expertise in Sydney's crime history.

Marion Hall Best: Interiors continued its successful national tour, including a run at Canberra Museum and Gallery in the ACT, another new touring partner for SLM. The exhibition has been refreshed with 11 object changeovers, enabling more of SLM's collection and research to be shared regionally.

Towers of Tomorrow with LEGO® Bricks continues to perform strongly in North America. The exhibition launched at its first Canadian venue, Discovery Centre in Halifax, in September before returning to science centres in the United States. The exhibition has been confirmed to tour to another two venues in North America through to September 2020. In 2018–19, the exhibition was seen by 165,080 people, significantly increasing SLM's international audience and profile and creating professional development and networking opportunities for SLM staff.

The touring program is an important aspect of SLM's outreach strategy, supporting regional museums, galleries and libraries by delivering high-quality exhibitions across a range of media, and sharing skills and expertise. It also helps to raise SLM's profile with audiences and industry peers, and stimulates public interest in history, architecture and design.

‘[SLM is] a well-oiled machine that goes above and beyond and far exceeds other, bigger, cultural institutions.’

National Wool Museum, Geelong

TOURING EXHIBITION STATISTICS BY VENUE 2018–19

TITLE	VENUE	EXHIBITION DATES	VISITATION TO 30 JUN*
NATIONAL			
Iconic Australian Houses: An Exhibition by Karen McCartney	Grafton Regional Gallery, NSW	30 May – 21 Jul 2018	756
	Ipswich Art Gallery, Queensland	1 Sept – 4 Nov 2018	16,483
Marion Hall Best: Interiors	Hazelhurst Regional Gallery & Arts Centre, NSW	23 Jun – 19 Aug 2018	11,089
	National Wool Museum, Vic	13 Sept – 25 Nov 2018	7,738
	Tweed Regional Gallery & Margaret Olley Art Centre, NSW	14 Dec 2018 – 17 Feb 2019	16,538
	Canberra Museum and Gallery, ACT	23 Mar – 15 Jun 2019	35,243
Underworld: Mugshots from the Roaring Twenties	The Workshops Rail Museum, Queensland	15 Sept 2018 – 24 Feb 2019	31,878
	Newcastle Museum, NSW	9 Mar – 9 Jun 2019	2,522
INTERNATIONAL			
Towers of Tomorrow with LEGO® Bricks – North American tour	Science Museum of Minnesota, USA	16 Mar 2018 – 3 Sept 2019	107,894
	Discovery Centre, Halifax, Canada	21 Sept 2018 – 2 Jan 2019	30,001
	Discovery Park of America, Union City, USA	18 Jan – 4 May 2019	9,079
	Discovery Place, Charlotte, USA	1 Jun – 3 Sept 2019	18,106
LICENSED			
Sand in the City	National Wool Museum, Vic	14 Dec 2018 – 19 May 2019	24,945

*Visitation is for the period 1 July 2018 to 30 June 2019.

NEW VISITOR RESOURCES

A range of resources have been developed to assist visitors to SLM's city museums.

New Museum of Sydney foreign language visitor guides were developed for speakers of Chinese (Mandarin), Japanese, French, Korean and Spanish. Since their introduction in November, they have supported the SLM Bookings Team in retaining and developing relationships with tour operators working with international markets, particularly Japan, with an increase of 70% in bookings from Japanese travel agency JTA Oceania. Including JTA Oceania, there are now seven tour operators whose tourist groups use the language guides, available in printed or digital formats, to translate the information presented within the museum.

A map of the Sydney CBD showing the locations of all SLM city museums, other cultural institutions and key visitor attractions was introduced. The map is used in conjunction with the Sydney Museums Pass to encourage visitation to multiple SLM sites.

A new 'police cadet' activity booklet was developed for children aged 6–9 visiting the Justice & Police Museum. This resource helps children learn about police activities such as forensics and fingerprinting, and past crimes like safebreaking. Booklets will be developed for other SLM sites in 2019–20.

NEW STUDENT WORKSHOPS

A trial program was developed for senior secondary school students in response to teacher requests for a workshop focusing on how museums present history. Delivered by SLM curators, a visitor services coordinator and an exhibition designer, two workshops, held on 13 March and 13 May, were provided for senior History students, who spend two terms working on a major history assignment that involves curating a display or writing text panels about an individual or an event from history. A total of 131 students attended the sessions. Due to the success of the program, it will be offered on more days in 2019–20.

WALKING TOURS

Two new monthly walking tours were created, building on the success of the sold-out *Sin City: Sydney Crime Stories* tour. *Digging Up the Neighbourhood* explores Susannah Place Museum as well as archaeological remains in The Rocks. *Convict Sydney* takes visitors from the site of the first Government House, where the Museum of Sydney is located, to the former south wing of the Rum Hospital (now The Mint), and the Hyde Park Barracks, which housed convicts from 1819 to 1848. Both tours regularly sell out.

Two new tours for the inbound tourism market were developed to support NSW First, a Destination NSW program, and were presented to tourism operators at the Destination NSW New Product Workshop in March. *Sydney: Convict Colony to Global City* at the Museum of Sydney is available for 1–40 people. The Susannah Place Museum Gold Key tour offers a more exclusive and personalised experience and is limited to six people. It visits Susannah Place Museum, where museum objects are viewed and handled, as well as Parbury Ruins in The Rocks. A Hyde Park Barracks Museum Gold Key tour is planned for late 2020.

**‘Meroogal is my dream house.
That domestic sense of sitting in the
garden, having a cup of tea and
seeing the play of light on a door ...’**

Tamara Dean, first prize winner, Meroogal Women’s Art Prize

MEROOGAL WOMEN’S ART PRIZE

The Meroogal Women’s Art Prize (MWAP), held every two years, opened at Meroogal in September, with 200 guests attending the launch. Now in its 17th year, MWAP attracted a record 194 entries from across NSW, with 37 works short-listed and installed at the property for the six-month exhibition period. Invited to respond to the property, its past inhabitants and their stories, artists created works in a wide range of media, including photography, textiles, painting, video, ceramics and even soap. The winner of the first prize of \$7000 and a Bundanon Trust artist-in-residence scholarship was Tamara Dean for her photographic work *Transience*.

SLM partnered with the Shoalhaven Regional Gallery, Nowra to deliver two associated programs: a felt-making workshop led by MWAP finalist Anita Larkin; and a youth education day, which attracted almost 90 secondary school students to Meroogal and the Shoalhaven Regional Gallery, Nowra for a tour and a range of activities. The success of MWAP saw an increase in general admissions to the property of 115.3% during the exhibition period.

SHOALHAVEN INTERNATIONAL WOMEN’S DAY AWARDS

On 9 March, Meroogal hosted the International Women’s Day Awards in collaboration with the Shoalhaven International Women’s Day Committee. Now in its 21st year at Meroogal, the awards celebrate the efforts of volunteers throughout the Shoalhaven region. This year, 17 women were recognised across seven categories, including Arts and Culture, Community and Social Services, Multicultural Communities, and Community Sporting Groups. Almost 100 visitors attended the ceremony. Lisa Walters, SLM’s Director of Corporate & Commercial, represented the SLM Executive, and Amanda Findley, Mayor of Shoalhaven City Council, presented the awards. The event strengthens SLM’s connection to the local community, and showcases Meroogal’s leadership in telling the significant role of women in the region’s history.

NIGHTLIGHT TOURS

In 2018–19, SLM presented nine Nightlight tours across Vacluse House, Elizabeth Bay House and Elizabeth Farm. This annual series offers visitors a different experience of these properties, with barriers removed and guests invited to explore the houses by candlelight. Many of the tours are themed to align with SLM exhibitions, or heritage festivals. Being part of a larger offering results in wider marketing exposure and increased visitation for the house museums.

In September, Vacluse House hosted its first Mausoleum Nightlight tour as part of the History Council of NSW’s History Week, which took the theme of ‘Life and Death’. The house museums also ran Nightlight tours during the Australian Heritage Festival New South Wales in May. The tours continue to be popular: this year, for the first time, two sessions of the Christmas Nightlight tour at Vacluse House were offered, and both sold out. Over the year, more than 420 people enjoyed a Nightlight tour, and the program has generated membership sales for SLM.

VAUCLUSE HOUSE MAUSOLEUM TOURS

A recent addition to SLM’s annual calendar of events is a series of tours of the Wentworth Mausoleum (including a Nightlight tour). Built as the final resting place of William Charles Wentworth, the mausoleum is a short walk from the Vacluse House estate. As well as taking visitors inside the mausoleum, the tour covers Wentworth’s funeral, the first state funeral held in NSW, and the construction of the mausoleum. This series has increased public access to this important building, with five of the six tours sold out.



PUBLIC PROGRAMS

Architecture and design program

Sydney Open 2018

Sydney Open returned for its 14th successful year on the weekend of 3–4 November. The 2018 program was supported by over 60 industry partners and enhanced by a strong media partnership with *The Sydney Morning Herald*. Supported by Investa and Arup, the launch event on Friday 2 November was held at Arup's new offices in Barrack Place, and attracted 111 attendees. The *Sydney Open* Breakfast, sponsored by GML Heritage, was held at The Mint on Sunday 4 November.

Sydney Open 2018 assisted in achieving SLM's key audience engagement objectives, including increasing onsite and online visitation, maintaining audience satisfaction and building cultural capital, increasing the number of strategic partnerships, growing memberships, and enhancing profile and brand recognition.

The program brought significant architectural assets together into one compelling public offer to tell the story of Sydney's heritage. It delivered rich cultural experiences for visitors, including both locals and tourists, and continued to attract new audiences, with 49% of this year's visitors being first-time attendees. Notably, 97% of visitors would recommend *Sydney Open* to others, and nine out of ten indicated that they would be likely to attend the program in 2019.

Sydney Open 2018 achieved 37.5% of SLM's annual onsite public program ticket sales. The total number of visitors, including complimentary and stakeholder tickets, was 6644, a 1% decrease compared to the previous year. Ticketholders generated 37,846 unique visits to participating properties across the city.

Total ticket sales this year were 5698, down 3.8% on the previous year. This comprised 4256 City Pass tickets and 1442 Focus Tour tickets. Many Focus Tours sold out on the first day, and due to

an additional 24 tours, the Focus Tour program saw an increase in sales of 22.4% compared to the previous year.

The program enjoys a strong reputation, with many visitors and volunteers returning year-on-year. This is reflected in this year's high retention rate of almost 70% of volunteers.

Sydney Open continues to be an effective driver of engagement with SLM members, with 507 member tickets sold, consistent with the previous year.

Food programs

Spring Harvest Festival

The *Spring Harvest Festival* took place at Elizabeth Farm on 23 September, attracting 1184 people. This year, to increase revenue and offset costs, a gold coin admission fee was introduced. Now in its fourth year, the festival is a carefully curated program of talks, workshops, food demonstrations and kids' activities inspired by the site's culinary history.

Autumn Harvest Festival

Returning to Rouse Hill House & Farm for its fifth year on 24 March, the *Autumn Harvest Festival* attracted 2025 people. This year, SLM introduced a gold coin admission fee to ensure the sustainability and viability of this program, which is attended by predominantly Western Sydney audiences.

In addition to talks, food demonstrations, workshops and house viewings, this year's program featured an enhanced offer for children, with activities such as butter making, gardening workshops, and hands-on craft activities inspired by images from the Caroline Simpson Library & Research Collection.

Christmas Fare

Now in its sixth year, the *Christmas Fare* took place at the Hyde Park Barracks Museum on 13 December. The event attracted unprecedented numbers in 2018–19, with 6743 people attending, a 64.1% increase compared to the previous year. This was despite a severe thunderstorm that forced the event to close an hour earlier than scheduled. The event featured 43 stallholders, including Makers Lane in partnership with the Australian Design Centre, who returned for a second year with a carefully curated selection of stalls selling food-related products. Positive feedback was recorded from both audiences and stallholders, with more than 90% intending to return.

Family and school holiday programs

Family Fair

The *Family Fair* was held on 12 August at Rouse Hill House & Farm. This year the program was reduced from a two-day to a one-day event, and attracted unprecedented visitation, with 4000 participants, an increase of 22% compared to 2017–18.

Program highlights included sheep shearing, whip cracking, a mobile petting farm, pony rides, lessons in the schoolhouse and maypole dancing. Also on offer were readings from classic Australian storybooks with actor Michelle Law, collage making with the Sydney Collage Society, and craft activities, vintage lawn sports, kite flying and roving entertainers. More than 1200 visitors enjoyed house viewings.

Easter Trails

The sold-out *Egg-cellent Easter Trails* on 21 April attracted 811 visitors to Elizabeth Farm and Vaucluse House, a 19% increase compared to last year. The program featured a number of Easter-themed activity stations, along with a craft activity derived from SLM's collections and an Easter-themed animal petting farm.

How Cities Work – forecourt activation

The *How Cities Work* exhibition launch was held at the Museum of Sydney on 16 December, with 832 people attending the four-hour program.

Activities reflected the concepts and themes explored in the exhibition (see pages 54–5). Visitors helped to create a large-scale cardboard city and huge chalk drawings, listened to DJs from ABC KIDS Listen, watched parkour performances, and participated in drop-in activities with the exhibition illustrator, James Gulliver Hancock.

Australian Shakespeare Company – The Jungle Book

SLM partnered with the Australian Shakespeare Company to host a season of *The Jungle Book* at Vaucluse House during January. The season consisted of 20 shows across 16 days and attracted 1838 visitors. As a direct result of the program, the Vaucluse House Tearooms saw an increase in revenue of \$15,000 compared to the same period in 2017–18.

The Jungle Book was a new production adapted from the children's classic written by Rudyard Kipling. It was an interactive musical production with 14 songs performed by four performers and minimal staging. The production took place in the southern paddock, with the landscape providing a suitable backdrop and with minimal impact on general visitors to Vaucluse House.

Crime programs

BAD: Sydney Crime Writers Festival

From 31 August to 2 September, SLM hosted the second iteration of the *Sydney Crime Writers Festival* in partnership with BAD at the Justice & Police Museum. The program attracted 705 ticketholders, an increase of 6% compared to the previous year.

LEARNING PROGRAMS

Learning Advisory Panels

In 2019, SLM established two Learning Advisory Panels comprising highly experienced educators from across Sydney and the Illawarra region. The panel members work in the government, independent and Catholic school systems and their expertise ranges across primary, secondary, tertiary and special education. They are all volunteers, appointed for one year with the possibility of extension for a further year.

The panels met quarterly with SLM Learning Team staff to share their insights and advice on matters such as new primary and senior secondary programming at the Hyde Park Barracks Museum, a new program with links to Aboriginal and Torres Strait Islander cross-curriculum priorities to be launched at the Museum of Sydney, outreach and the challenges of getting secondary students out of the classroom and into museums. In the months and years ahead, the contributions of these educators will bring enormous value and benefit to SLM's Experience & Learning Team and visitors.

The 2019 Learning Advisors were Sarah Beer, Rachel Berry, Donna Core, Dave Earl, Simon Graham, Sally Johnstone, John McKelleher, Cameron Paterson, Janelle Simpson-Goodwin, Catherine Thomson, Angela Varvaressos, Luisa Vasile and Rochelle Wilkinson.

Exploring Indigenous perspectives

In 2018–19, SLM focused on deepening engagement with the Aboriginal histories and cultures of its places. In February, curriculum program deliverers came together on Gadigal Country at the Museum of Sydney to participate in an enrichment day to build capability and confidence in delivering programs with Aboriginal perspectives. The day's activities were grounded in Aboriginal ways of learning: language is not separate from culture, land, relationships or place, as is often the way in western models of learning. Time was spent 'yarning' together, learning local language, learning

experientially, and reflecting on and strengthening understanding of Aboriginal histories and cultures.

SLM also developed a new Museum of Sydney program called *Garuwanga Gurad* (Stories that belong to [Gadigal] Country). This program, developed in collaboration with Dharawal storyteller and educator Shannon Foster, explores the shared and contested Aboriginal and European histories linked to the site of the first Government House (where the Museum of Sydney stands), using Sydney Aboriginal language and lore, storytelling, cultural plant knowledge and objects. The development of staff capability and the new program are just two examples of how SLM is working to reach broader audiences and grow learning visitation to 100,000 per annum by 2022.

Butter Your Bread virtual excursion program

In July, SLM held its inaugural live event videoconference outreach to schools, from Vaucluse House. The response to the program was enormous, with over 3000 students connecting from 93 schools across NSW.

This unique virtual excursion took students through the Vaucluse House kitchen garden into the dairy and then the kitchen to discover how these places were used by the Wentworth household in the 1800s. Broadcasting directly from the kitchen, SLM's Colonial Gastronomer, Jacqui Newling, explored the differences in food preparation and cooking between the 19th century and today. Students were also led through an activity identifying kitchen objects from the past and were taught how to make butter using only cream, salt and a glass jar.

Presented in collaboration with DART (Distance and Rural Technologies) Connections from the NSW Department of Education, the virtual excursion was a huge success, significantly contributing to the achievement of SLM's outreach visitation targets. More live outreach events for students across NSW and beyond are planned for 2019–20.

KEY EVENTS

TITLE	LOCATION	DATE	VISITATION
Because of Her, We Can! (NAIDOC Week event)	Rouse Hill House & Farm	15 Jul 2018	1,070
Family Fair	Rouse Hill House & Farm	12 Aug 2018	4,000
BAD: Sydney Crime Writers Festival*	Justice & Police Museum	31 Aug – 2 Sept 2018	705
Spring Harvest Festival	Elizabeth Farm	23 Sept 2018	1,184
Whale Festival	Vaucluse House	7 Oct 2018	716
Sydney Open†	Various	2–4 Nov 2018	6,644
Christmas Fare	Hyde Park Barracks Museum	13 Dec 2018	6,743
How Cities Work (exhibition activation)	Museum of Sydney	16 Dec 2018	832
The Jungle Book performances‡	Vaucluse House	10–27 Jan 2019	1,838
Eel Festival	Elizabeth Farm	3 Mar 2019	1,229
Autumn Harvest Festival	Rouse Hill House & Farm	24 Mar 2019	2,025
Egg-cellent Easter Trails	Elizabeth Farm and Vaucluse House	21 Apr 2019	811

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

† 6644 participants includes complimentary guests, with 37,846 visits to Sydney Open 2018 participating properties, including SLM properties, the Sydney Open Breakfast and VIP event.

‡ SLM in partnership with Australian Shakespeare Company.

‘The places and buildings that are part of Sydney Open 2018 provide us with a glimpse into the life of the city and what makes it so wonderful. Individually and collectively, the buildings connect us to perpetual themes about human experience through time and space.’

Sharon Veale, SLM Trustee

UTS VISUAL COMMUNICATION

In 2018–19, SLM worked with the University of Technology Sydney (UTS) to prepare a design brief for the subject 'Design Practice', part of the university's Bachelor of Design in Visual Communication.

The brief asked third-year students to design a digital or physical wayfinding experience to help visitors, particularly those aged 18–35, find their way to or through Elizabeth Bay House. The focus was on storytelling, with the students encouraged to imagine and communicate what it would have been like to live at Elizabeth Bay House through the stories of the people who once lived at the property.

As part of the project, briefings were held at Elizabeth Bay House with SLM Curator Joanna Nicholas and Assistant Curator Harriet Donnelly, who also provided feedback to the students on their projects. On 5 June, a selection of students visited The Mint to present their work to key SLM staff. SLM and UTS have committed to working together again in 2021.

UTS OPEN

SLM Assistant Curator and Colonial Gastronomer Jacqui Newling took part in filming content for the UTS Open public access course 'Making History in the 21st Century'. The course is a collaborative initiative between the Australian Centre for Public History at UTS, State Archives and Records Authority of New South Wales, State Library of New South Wales, and SLM. The course will be available in early 2020.

BOHEMIAN HARBOUR: ARTISTS OF LAVENDER BAY



'It was like Whiteley and others were old friends and we were catching up on their activities. I visited the exhibition twice – brilliant!'

Visitor to Bohemian Harbour exhibition

Bohemian Harbour: Artists of Lavender Bay was on display at the Museum of Sydney from 1 September to 25 November. This exhibition, developed in close collaboration with Wendy Whiteley OAM and artist Peter Kingston, highlighted Lavender Bay as a place of inspiration for some of Australia's most celebrated artists, including Brett Whiteley and Kingston, along with their neighbours and friends Tom Carment, Joel Elenberg, Robert Jacks, Rollin Schlicht, Martin Sharp, Garry Shead and Tim Storrier AM. Drawn from original research and with a focus on social history, it featured rarely seen artworks and new oral histories from those who made Lavender Bay an extraordinary hub of culture and creativity, particularly in the 1970s and early 1980s.

📍 **Opposite, left to right** Photo © Jamie North for Sydney Living Museums; *Seagull over Lavender Bay*, Brett Whiteley, 1979. Courtesy of Sotheby's Australia. © Wendy Whiteley

📍 **Top to bottom** *The north shore line*, Peter Kingston, 2018. Courtesy Peter Kingston & Australian Galleries, Sydney and Melbourne. © Peter Kingston; *Henri's armchair*, Brett Whiteley, 1974–75. Photo: Art Gallery of NSW. Courtesy Elizabeth M A Evatt and Leura Toy & Railway Museum © Wendy Whiteley. Photos © Jamie North for Sydney Living Museums

'A beautiful exhibition – one that taught me, as a young local person, about the rich artistic history that was hidden within this beautiful city.'

Visitor to *Bohemian Harbour* exhibition

Bohemian Harbour was part of SLM's ongoing series of exhibitions about Sydney artists, and was core to the organisation's work in sharing stories of place and the talented people who have influenced our understanding and experience of the city. The exhibition explored Sydney through the lens of Lavender Bay, and illustrated how the bay has been transformed from a natural wilderness to a working industrial harbour to a leisure ground.

Bohemian Harbour was displayed across both temporary galleries at the museum – the first time an exhibition has spanned both rooms since *Bridging Sydney* in 2007 – and this decision led to a boost in visitation. *Bohemian Harbour* welcomed a total of 16,085 visitors, with a 30.6% increase in total general admissions to the Museum of Sydney during the exhibition period compared to 2017–18. Survey data shows that 98% of visitors felt the exhibition met or exceeded their expectations and 97% stated they were likely to recommend the exhibition to others. *Bohemian Harbour* was also acclaimed by critics, historians and artists.



'Fabulous exhibition. It was great to see artworks that I had never seen before. The audiovisual presentation was extremely interesting and highly informative. I felt as if I was made aware of the interesting lives, the camaraderie and friendships of the artists of Lavender Bay.'

Visitor to *Bohemian Harbour* exhibition

HOW CITIES WORK

Developed in collaboration with illustrator James Gulliver Hancock and global travel company and publisher Lonely Planet Kids, *How Cities Work* is an engaging interactive family exhibition that explores the secret workings of busy urban centres. Inspired by the themes and illustrations of the bestselling pop-up book of the same name, the exhibition brings the world of the book to life through a series of innovative and multi-sensory interactive displays that investigate the city inside and out, from sewers to skyscrapers. Extensive audience testing was undertaken during the development phase to ensure that the content met learning outcomes and visitor expectations and the interactive activities were robust.

How Cities Work continues SLM's commitment to family audiences at the Museum of Sydney and across Australia, with a tour scheduled from February 2020. Though primarily aimed at children aged 2–8, the exhibition encourages intergenerational interaction, with families discovering and learning through teamwork, sound, movement, creative play and responsive touch. The exhibition was extremely successful in attracting new audiences, with almost half of the visitors attending the Museum of Sydney for the first time. Overall, *How Cities Work* attracted more than 32,500 visitors, with a 50.7% increase in general admissions at the Museum of Sydney during the exhibition period compared with 2017–18. This increase also reflects high visitation to the

'Just like the book, which is packed with interesting facts and flaps to lift, this family exhibition is vibrant, hands on and immersive.'

Visitor to *How Cities Work* exhibition



All photos © Frederic Courbet for Sydney Living Museums

'Keep up the good work – maintaining history, stimulating creative and informed awareness about our world and positive ways of caring for one another and the environment, for the benefit of ourselves and future generations.'

Visitor to *How Cities Work* exhibition



Street Photography exhibition (see pages 68–9), which was on display at the museum during the same period.

Much of the exhibition content relates to the NSW school curriculum in the areas of geography, environment, diversity and sustainability, and develops social and collaborative skills. To meet SLM's commitment to reach a wide range of audiences through the delivery of lifelong learning, a preschool and Stage 1 program was developed, a first for the museum. The hour-long program, with cross-curricular links to geography, and science and technology, enabled children and their carers or teachers to explore the themes of the exhibition with support from an SLM facilitator. The programs have proved successful, with 23 groups and 618 students in total, and will inform the development of similar programs for future family exhibitions.

The *How Cities Work* illustrator, James Gulliver Hancock, was an essential part of the project team, helping to create the interpretive concept and working closely with the exhibition designers to develop the experience. Lonely Planet Kids enthusiastically supported the project as an exhibition partner, working with SLM to champion and promote the show across their extensive national and global networks. This relationship led to the licensing of the exhibition concept to Jieli Publishing House, Lonely Planet's publishing partner in China, who will develop a version of the exhibition for tour in China in late 2019, broadening SLM's brand reach into a new international market.

—
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

A priority for Sydney Living Museums (SLM) in 2018–19 has been developing and implementing the \$20 million reinterpretation of the UNESCO World Heritage-listed Hyde Park Barracks. Site works are currently underway, and the museum is due to reopen to the public in February 2020. This ambitious project has been funded through the City of Sydney’s Heritage Floor Space Scheme (see page 74).

SLM’s development and delivery of new content is underpinned by scholarly research and analysis. A review of research activity across the organisation, undertaken in 2017, 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. As a result of the review, a Research Strategy was developed in 2018 and endorsed by the Board of Trustees and the Curatorial & Public Engagement Advisory Committee. The strategy continues to be implemented across the organisation and is guiding the development of key research areas aligned to SLM’s Strategic Plan 2017–2022.

HISTORY ROUNDTABLE

On 9 October, the Minister for the Arts, the Hon Don Harwin MLC, hosted a History Roundtable at the State Library of New South Wales (SLNSW), jointly organised by SLM, SLNSW and the State Archives and Records Authority of New South Wales (SARA). The half-day event brought together representatives from SLM, SLNSW, SARA and Create NSW, and other peak history and heritage bodies.

In his opening remarks the Minister spoke of the opportunity to connect collections and scholarship more effectively across public institutions to engage with diverse audiences in telling the story of Sydney and NSW.

Short presentations from the executive directors of SLNSW, SARA and SLM highlighted the strengths of each organisation’s collections, scholarship and programming, and the foundations for a more

integrated and collaborative approach to telling the story of Sydney.

SLM’s Director of Strategy & Engagement, Dr Caroline Butler-Bowdon, provided a summary of key findings from her recent Churchill Fellowship, highlighting examples of effective activation of heritage sites and precincts, and identifying factors for success.

The roundtable recommended a number of measures to strengthen connections between the history and heritage collections held by the State Cultural Institutions.

CHURCHILL FELLOWSHIP BRIEFINGS

Following the award of a Churchill Fellowship in 2017, Dr Caroline Butler-Bowdon, Director of Strategy & Engagement, has been actively disseminating the findings of her extensive research and investigations into new and emerging models of visitor accessibility and experience at heritage sites and museums throughout North America and Europe. Dr Butler-Bowdon has presented these findings in a personal capacity to audiences from various institutions and government departments, including Australia ICOMOS (International Council on Monuments and Sites); the Heritage Council of NSW; the Heritage, Reef and Marine Division of the Department of the Environment and Energy; and at the 2019 Australian Heritage Tourism Conference in Adelaide.

‘We loved it. Lots to learn about ... eels and Aboriginal history. Great to see all of it come together during this festival.’

Visitor to Eel Festival

ABORIGINAL ACTION PLAN AND ENGAGEMENT

Programs

This year, opportunities to involve Aboriginal people continued to be a focus of our programs. Under the guidance of SLM’s Aboriginal Advisory Committee and a dedicated internal team, key areas of programming have continued to grow in scale and reach. As in previous years, this creates employment, procurement, business and partnership opportunities for Aboriginal people, businesses and community groups.

In 2018–19, SLM’s Aboriginal Cultural Events Calendar delivered exceptional public experiences and expanded the involvement of Aboriginal partners and co-creators. At Rouse Hill House & Farm, SLM’s annual NAIDOC Week celebration (held on 15 July) was again co-produced with partner Muru Mittigar Aboriginal Cultural & Education Centre. Celebrating the role of women with the theme ‘Because of her, we can!’, the event offered performances, workshops and other activities, and attracted 1070 visitors, an increase of almost 60% on 2017. Around 20% of visitors identified themselves or someone in their group as Indigenous.

Aboriginal artist Gordon Syron was artist-in-residence at the Museum of Sydney during NAIDOC Week (8–15 July). He shared stories about his life with visitors and refreshed some of his paintings, including the recent work *Invasion III*. The first two paintings in the *Invasion* series are held in the Museum of Sydney collection. All three paintings are currently on display in the museum (see page 75).

The *Whale Festival*, held on 7 October at Vaucluse House, attracted 716 attendees, with 13% identifying themselves or someone in their group as Indigenous. The *Eel Festival* at Elizabeth Farm (3 March) welcomed 1229 visitors. A new partnership with City of Parramatta Council led to increased involvement by members of the local Darug community in this annual event, which celebrates Parramatta’s namesake, the eel, and its importance to the local Burramattagal people.

For Reconciliation Week (27 May – 3 June), SLM worked with Aunty Judy Joyce, Stacy Etal and Cindy Laws from the local Darug community, along with poet and musician Gumaroy Newman, to offer Darug language classes at Elizabeth Farm. This sold-out program expanded on the success of similar workshops offered at SLM’s NAIDOC Week event and the *Eel Festival*.

Meanwhile, SLM continues to increase Aboriginal interpretation inside the Museum of Sydney and on the museum’s forecourt (the site of the first Government House), and in the new exhibition spaces currently under development at the Hyde Park Barracks Museum. Aboriginal staff and external consultants have significantly contributed to the projects at both sites.

‘Very good. Learnt a lot. Eye-opening experience.’

Visitor to NAIDOC Week

Recruitment

SLM further committed to the employment strategy outlined in its Aboriginal Action Plan with the recruitment of one new identified role. The position of Creative Producer – Aboriginal Content & Cultural Engagement was established to develop and deliver a range of curatorial projects and interpretation programs, with a particular focus on the Aboriginal history and cultural heritage of Sydney and SLM sites.

The Creative Producer – Aboriginal Content & Cultural Engagement is working with SLM’s Indigenous Programs Producer, Experience & Learning Team, and an Aboriginal intern from Macquarie University on the SLM Indigenous Public Programs internship project to deliver the Darug language workshops at Elizabeth Farm.

DIGITAL ENGAGEMENT

SLM engages with its audiences across a range of digital channels, developing new content and promoting its activities across its website, and Facebook, Instagram, Twitter and YouTube platforms. With its diversity of content, SLM's website has the broadest organic (or unpromoted) reach, and visitation across the website over the financial year was 19.7% higher (totalling 1,617,751) than in 2017–18, while pageviews increased by 12.6% (totalling 3,830,675).

Our long-form story content has driven much of the growth, with a 44% increase in sessions (totalling 525,445) and a 40.5% increase in pageviews (totalling 1,180,795), and accounting for 31% of all pageviews (up from 26.5% in 2017–18). Education content was responsible for much of this increase, in particular the *Convict Sydney* microsite (a total of 671,436 pageviews, an increase of 37%), *First Fleet Ships* (112,938) and *Chinese on the Goldfields* (58,082).

SLM's marketing of exhibitions, particularly *How Cities Work*, resulted in these promotional pages experiencing a 51% increase in pageviews (lifting to 359,839) compared to 2017–18. This also helped to drive traffic to Museum of Sydney pages, with pageviews up 11.5% to 258,099.

Across social channels, YouTube experienced the largest growth. Total minutes watched were up by 62% to 8.5 million, with views up by 39% to 637,537. YouTube followers increased by 62% to 9895.

Across other channels, Facebook followers increased by 11% to 53,354, Instagram followers by 25% to 10,575 and Twitter followers by 2% to 5057.

Street Photography exhibition

Throughout the marketing campaign for the *Street Photography* exhibition (to 30 June), 99 organic posts across Facebook, Twitter, Instagram, LinkedIn and YouTube delivered 41,387 impressions (views), reached 392,874 people, and achieved 44,976 engagements (clicks, shares, likes or comments) and 13,416 video views. A number of news, arts, cultural and historical social media accounts shared *Street Photography* content in their feeds, including ABC Sydney, Radio National, ArtsHub, Concrete Playground, Lost Sydney, Dictionary of Sydney, History Council of NSW and City of Sydney. Over 160 Twitter and blog posts (excluding SLM posts) were generated as a result of public interest in the exhibition, with a reach of over 1.7 million.

By the end of June, *Street Photography* social media followers across Instagram had grown by 14.3%, Twitter by 6.6% and Facebook by 4.07%. There was a 3.1% increase in our eNews subscriber database. The exhibition page was either the most visited or the second most visited page on our website during the campaign period, with more than 98,697 views, 329% above target. Digital channels (including eNews, website and social media) contributed to 39% of total awareness of the exhibition.

ENGAGEMENT IN THREE PRIORITY STRANDS

SLM's Strategic Plan 2017–2022 includes a commitment to become a leader in research, documentation, conservation, presentation and interpretation in the following key strands:

Modernist Australian domestic architecture

In March, a special issue of the *RMIT Design Archives Journal* titled 'Vienna abroad' was published by RMIT University, Melbourne. The issue focused on the contribution of Viennese émigré architects and designers to the experience of modernism in Australia in the 1940s, and drew heavily on the archives of Emmerich Révész and Paul Kafka, both held in the Caroline Simpson Library & Research Collection (CSL&RC), and also on recent research undertaken within the CSL&RC on these archives. A further expression of this research has been the identification and documentation of an extant building associated with Révész, a garden study built in 1957 in the grounds of Harrington Park at Narellan, the country estate of Sir Warwick Fairfax of the Fairfax newspaper empire.

Australia's convict story

While the Hyde Park Barracks Museum renewal project (see pages 75–6) has been the centre of SLM's focus on Australia's convict story, SLM has also explored convict stories beyond the barracks, including those of convicts assigned to private service, and women convicts. One such story, the poignant tale of Mary Ives, who was transported for 14 years in 1833, was published in the journal *Australiana* in November. Mary was accompanied by her six-year-old daughter, but the pair were separated on their arrival in the colony. Both were dead by 1837, buried in unmarked graves. Mary's only memorial is a love token, now in the collection of SLM, that she gave to her sister before leaving England.

Sydney's crime history

The exhibition *Underworld: Mugshots from the Roaring Twenties* began its national tour in September, with SLM Curator Nerida Campbell supporting regional museums by providing local content and assisting with media requests. In November, Nerida spoke about the complexities of curating crime at the third International Police Museum Conference, hosted by the Queensland Police Museum in Brisbane. With the theme 'Interpretation and risk taking: police museums in a competitively engaging world', the conference explored difficulties associated with preserving the artefacts of law enforcement and challenges of telling accurate stories about criminal justice.

RESEARCH AND SCHOLARSHIP

Music

SLM's development and presentation of new content in exhibitions, public programs and publications are underpinned by scholarly research and analysis across a broad range of subjects related to its properties and collections. Ongoing research relating to the musical instruments associated with SLM's historic places and the large amount of 19th-century sheet music held in its collections has been expressed through a series of four small recitals.

The first of these concerts was *Bel Canto in the Bush: Opera and song in Sydney 1835–50*, performed by soprano Jane Ede and pianist Thomas Johnson in the saloon at Elizabeth Bay House on 28 August. The guest of honour at this event, which offered an opportunity to step into the musical world of colonial Sydney, was Maestro Richard Bonyngne AC CBE. The second recital, *Songs from the Attic*, was held at Elizabeth Bay House on 30 September, with historical pianist Neal Peres Da Costa and tenor Koen van Stade performing works from the Dowling songbook, the earliest known volume of music bound in Australia. The volume is held in the Rouse Hill House collection.

The third recital, *Harp of Gold*, was held at The Mint on 9 May. This event featured Karen Hickmott, a classically trained harpist who studied in Edinburgh, playing a repertoire based on music written by Jean Elouis, father of Charles Elouis, who was the Edinburgh-born Master of the Sydney Mint from 1865 to 1878.

Curious Caledonians, the fourth concert, was held at Elizabeth Bay House on 7 June. This was an evening of late-18th- and 19th-century Scottish music, including items recently discovered during research for the *Songs of Home* exhibition (opening August 2019 at the Museum of Sydney). The concert was part of 'Performing a distant heritage: Scottish music in early Australian collections, its materials and its practices', a collaborative project between SLM, The University of Sydney and the University of Glasgow, and brought together musicians, scholars, students, amateurs and heritage professionals to explore the wealth of music and dance that was brought to Australia from Scotland by immigrants in the 19th century. This Scottish repertoire was also recorded for a forthcoming CD produced by the ABC. Nearly all of the music performed in these concerts has been researched, catalogued, digitised and published online through SLM's page on the non-profit digital library Internet Archive.

Elizabeth Bay House.
Photo © Nicholas
Watt for Sydney Living
Museums



Magic lantern

Another research project undertaken in 2018–19 related to a rare collection item held at Rouse Hill House & Farm, a 19th-century magic lantern and associated lantern slides. Lanterns and slides were advertised for sale in the Australian colonies from the early 19th century. The Rouse Hill lantern is a mid-century example and is believed to be the earliest surviving magic lantern in Australia. It was manufactured by Newton & Company of Fleet Street, London, and introduced into the Rouse Hill household in 1864.

The lantern was lit using sperm whale oil with powdered camphor dissolved in the oil over a gentle heat to produce a white light. Once the lamp was lit and the lantern positioned before a screen, slides were placed in a carrier in front of the lantern, their projection usually accompanied by a spoken narration. The lantern slides surviving at Rouse Hill House & Farm are in different formats: multi-slide story sets, comic slip slides, rack and pinion slides for a circular movement, and individual views. Some slides are broken, others show signs of repair, and the lantern case has lost much of its black japanned finish – evidence of the lantern's use by successive generations of the Rouse and Terry families.

The collection has been fully digitised. Slide sets have been animated and used in public programs at Rouse Hill House & Farm and for a multi-page web story on the SLM website. The research provided the basis for a paper presented by SLM Curator of Digital Assets Holly Schulte at an interdisciplinary conference, 'The Magic Lantern in Australia and the World', held at the Australian National University and the National Film and Sound Archive in Canberra in September 2018, and will underpin another conference presentation in late 2019.

COLLECTION LOANS

From August to November SLM supported an exhibition titled *Dancing in Fetters – The Culture of Convict Dance* at the Redcliffe Museum in south-east Queensland through the loan of two objects from the Hyde Park Barracks Museum Archaeology Collection. Developed by Moreton Bay Regional Council in partnership with dance historian Heather Clarke, the exhibition explored the idea that dance was an integral part of everyday life and one of the most popular forms of recreation in the early colony. The items lent included a convict shoe and a jew's harp: the latter found by archaeologists in the underground deposits of the northern long room on the ground floor of the barracks, originally a sleeping ward for convicts. The jew's harp, used for centuries as part of cultural traditions around the world, is placed between the player's lips, resting against the teeth, and the instrument's 'tongue' is plucked with a finger to produce a ringing tone.

A small, rare copy of *A catalogue of contemporary furniture* by Meadmore Originals, from the Caroline Simpson Library & Research Collection, was lent to the Ian Potter Museum of Art at the University of Melbourne for a survey exhibition titled *Clement Meadmore: The Art of Mid-century Design*. The exhibition ran from November 2018 to March 2019 and received wide media coverage, high visitation and critical acclaim.

A collection object on loan until December 2019 is a reproduction death mask of notorious bushranger Captain Moonlite. The mask, from the Justice & Police Museum collection, is part of a display at the Royal Australian Mint in Canberra titled *The Bold, The Bad and The Ugly: 'Australia's Wild Colonial Bushrangers'*. The exhibition coincides with the release of a bushranger-themed uncirculated coin set.

MEMBERSHIP

A highly valued audience of supporters, SLM members are offered access to exclusive events, workshops, exhibition previews and behind-the-scenes tours with curators, historians, artisans and industry experts. The suite of member benefits also includes SLM's quarterly magazine, *Unlocked*, and priority access and pre-sale tickets to popular and limited-capacity events, such as *Sydney Open* and the Tank Stream tour.

In 2018–19, a number of joint member and donor events were held at the Caroline Simpson Library & Research Collection to strengthen engagement with, and advocacy of, SLM, including a talk by artist Bern Emmerichs and a presentation by Collections & Access staff on the recent research into the magic lantern from the Rouse Hill House & Farm collection (see opposite).

SLM's strong membership offer over summer promoting the family exhibition *How Cities Work* and exciting school holiday programs saw an increase of 875% in Household membership sales revenue across its museums, a significant increase on the same period in the previous year. A membership drive across print and digital media leveraging the *Street Photography* exhibition contributed to 225 memberships being sold at the Museum of Sydney and another 485 memberships sold online.

Reciprocal arrangements and special partnerships were developed with *Art Monthly Australasia*, Opera Australia, Sydney Theatre Company, Palace Cinemas and Dendy Cinemas to provide additional benefits to members and reach new audiences.

On 4 November, more than 850 members attended *Sydney Open 2018*, and 570 of them visited the new special members' area at The Mint. *Sydney Open* continued to drive membership sales, with 91 Household and 162 Individual membership bundles sold for the 2018 event, equating to 344 new members. In addition, 507 *Sydney Open* tickets were sold to existing members, with total member sales (new and existing) accounting for approximately 20% of all ticket revenue.

In 2018–19, membership exceeded its revenue target by 17%, with increases in both front-of-house and online sales. Member visitation to SLM properties also increased by 20% compared to 2017–18, and the number of members who donated to SLM grew by 53% compared to the previous financial year.

MEDIA AND PUBLICITY HIGHLIGHTS

Broadcast, print and digital media play an important role in raising awareness of SLM and showcasing the initiatives, events and exhibitions that bring its properties to life. In 2018–19, there were 506 media stories, interviews and listings, and social media tracking recorded a total of 4340 posts relating to SLM on Twitter and Instagram.

Media coverage of our exhibitions included feature stories on *Bohemian Harbour: Artists of Lavender Bay*, *Street Photography* and *How Cities Work* across national, NSW metropolitan and suburban newspapers, and online publications. *Bohemian Harbour* and *Street Photography* also received substantial and favourable critical reviews in *The Australian* newspaper. *Street Photography* was featured across the national TV networks, with prime-time news reports on Channel Nine and ABC TV. All three exhibitions also received considerable radio coverage, with curators interviewed on ABC Radio National, ABC Radio Sydney, 2UE, 2GB, 2SER and Eastside FM.

Sydney Open 2018 attracted national publicity with coverage on Channel Nine and ABC TV News of the program launch and the weekend event. It also achieved three picture feature stories in *The Sydney Morning Herald* and picture listings across 19 suburban publications, interviews on ABC Radio Sydney syndicated across NSW, and what's on mentions on 2CC, 2GB, 2UE, 2ST and Macquarie Network. *Sydney Open* was also covered across a broad range of online channels related to the arts, lifestyle, architecture and design, and event listings. The overall publicity campaign achieved a total audience reach of more than 36 million (excluding social media), with an independently assessed unpaid media value of \$1.8 million.

SLM's public programs – including *Christmas Fare*, *Family Fair*, *Autumn Harvest Festival*, *Spring Harvest Festival*, *Kids in the Kitchen*, Nightlight tours and school holiday activities – were covered consistently throughout 2018–19 across metropolitan and local suburban publications, AM radio and a range of

online listings and independent subscribers of Facebook, Instagram and Twitter.

The announcement of the closure of the Hyde Park Barracks Museum for the renewal project was covered across metropolitan, NSW suburban and regional publications, radio, and what's on, tourist and travel websites. The announcement of Heritage Floor Space funding for the renewal project achieved the front page of *The Sydney Morning Herald*, and SLM's then Executive Director Mark Goggin was interviewed for news stories on ABC TV and ABC Radio Sydney. An event on 4 June marking the 200th anniversary of the date the first convicts moved into the Hyde Park Barracks was attended by Her Excellency the Honourable Margaret Beazley AO QC, Governor of NSW, and SLM Chair Naseema Sparks AM, and received press and prime-time TV news coverage.

SLM's Aboriginal Cultural Events Calendar continues to be embraced by mainstream, suburban and Indigenous media. The NAIDOC Week and *Stargazing* events at Rouse Hill House & Farm, *Eel Festival* at Elizabeth Farm and *Whale Festival* at Vacluse House achieved picture articles in *The Sydney Morning Herald*, *The Daily Telegraph* and select local suburban publications, along with radio coverage on ABC Radio Sydney, Koori Radio, SBS and 2SER FM.

The announcement of the winners of the Meroogal Women's Art Prize 2018 (see page 45) during the opening event on 22 September was published on the front page of the *Shoalhaven and Nowra News* and featured in the *South Coast Register*, with a total reach of 17,000. ABC Illawarra reported live from the announcement event on its Facebook page, interviewing Tania Maria Mastroianni, one of the artists whose work was on display, and the *South Coast Register* interviewed first prize winner Tamara Dean and SLM Director of Strategy & Engagement Dr Caroline Butler-Bowdon via Facebook Live. The event generated 60 social media posts (excluding SLM postings).

AWARDS

SLM's work was acknowledged with numerous awards in 2018–19.

At the Interpretation Australia Awards in September, SLM was Runner-up in the category Projects between \$50,000 and \$150,000 for the exhibition *Alphabetical Sydney: Creative Lab*, produced in collaboration with illustrator Antonia Pesenti and author Hilary Bell, creators of the bestselling book *Alphabetical Sydney*.

In November at the IMAGinE Awards for museums and galleries across NSW, the exhibition *The Moderns: European Designers in Sydney* was Highly Commended in the category Exhibitions Projects – Museums: Large Organisations with More than 11 Staff.

At the Museums and Galleries National Awards in May, in the Temporary or Travelling Exhibition – Level 2 category, SLM was Highly Commended for *How Cities Work*, which was produced in collaboration with illustrator James Gulliver Hancock and adapted from the bestselling book of the same name, published by Lonely Planet Kids (see pages 54–5).

SLM was Highly Commended at the National Trust Heritage Awards in May for its Convict Love Token Creative Arts Outreach Project in the Education & Interpretation Category. The project encouraged students to respond to the Hyde Park Barracks Museum collection in a meaningful and creative way.

'Sydney Living Museums is a cultural treasure house of our history and an essential part of our collective identity.'

Mark Tedeschi AM QC, SLM donor and supporter

STREET PHOTOGRAPHY



Street Photography opened on 8 December in Gallery 1 at the Museum of Sydney. The exhibition explores the heyday of this once popular but now forgotten genre of photography, when pedestrians were photographed, often unaware, as they walked the city streets. Following a hugely successful public call-out, 1500 images were contributed by people across Australia, with 250 of these digitised and enlarged for inclusion in the exhibition. The images offer an extraordinary, largely unseen record of Sydney from the 1930s to the late 1950s, capturing in the background the fashions, architecture and popular landmarks of the day.

In response to these images, photo-media artist Anne Zahalka restaged a number of the photographs with the original subjects or their descendants in similar locations. SLM also commissioned two contemporary photographers to record people out and about in the city today. Two street activations, made possible with support from the City of Sydney, engaged with over 1100 people across five locations, and the images formed a contemporary component of the exhibition. Video and gallery posts about the activations across Facebook, Instagram and Twitter resulted in a reach of over 58,000 with 3304 engagements (clicks, shares, likes or comments)

Photo © Frederic Courbet for Sydney Living Museums

‘One of the most joyful exhibitions I’ve experienced, it was magical. The atmosphere was amazing – the way the visitors were reminiscing and sharing photos they’ve brought in all around me.’

Visitor to *Street Photography* exhibition

‘Great exhibition. It appears that the “selfie” is not such a new concept. Congratulations!’

Visitor to *Street Photography* exhibition



and 1138 video views, contributing to 2265 views of the event page on our website. The public response to *Street Photography* has been overwhelmingly positive, with almost 45,000 people visiting the exhibition.

Audience participation and interaction have been key to the success of the project since its inception, and the exhibition has contributed to achieving a number of the success measures outlined in the Strategic Plan, in particular increasing both visitation to SLM’s website and engagement with SLM’s social media platforms. Undertaken via Facebook and Instagram, the call-out attracted new audiences to SLM, with engagement ongoing as the project continues to be widely shared. Related digital content has been very successful, with the exhibition webpage receiving high visitation across the summer.

An ongoing legacy of the project is the remarkable and rare collection of 127 rolls of 35mm negatives, taken by Ikon Studio photographers in 1950, which were unearthed through the public call-out (see page 82).

Street Photography will be on display until 21 July before embarking on a national tour in 2020, supporting SLM’s goal to double outreach visitation and increase self-generated revenue. The exhibition will travel to a minimum of eight venues over two years with content localised at each venue.



🕒 **Clockwise from top left** Photo © Frederic Courbet for Sydney Living Museums; Unidentified pedestrian, Martin Place, Sydney, 1950, Ikon Studio. Caroline Simpson Library & Research Collection, Sydney Living Museums; Vivian Chan Shaw (right), her daughter Claudia and granddaughter, Madison Shaw, outside the Queen Victoria Building, Sydney, 2018. Photo © Anne Zahalka; Photo © Frederic Courbet for Sydney Living Museums

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

‘Sydney Living Museums serves all people of NSW by preserving, repairing and engaging with both our tangible and intangible cultural heritage.’

Susannah Sweeney, SLM Foundation Director

STRATEGIC PRIORITY OVERVIEW

In 2013, Sydney Living Museums (SLM) developed a ten-year Capitalised Maintenance Plan to provide a structured approach to caring for its significant portfolio of heritage assets, which include buildings, archaeology and landscapes. In 2018–19, the focus was on the conservation of building fabric, cyclical upgrades of fixed plant and equipment, property security and internal fit-outs.

Decisions about the conservation of SLM’s heritage places are always based on a careful assessment of their cultural significance and physical condition. A fundamental principle guiding SLM’s conservation approach is the desire to maintain the authenticity and integrity of its places, including the buildings and the significant collections they house. To this end, SLM undertakes careful analysis and diagnosis of fabric when preparing object and building condition surveys to guide maintenance, repairs, cleaning or restoration. SLM’s preference is always stabilisation and preservation over restoration or replacement of fabric.

CAPITALISED MAINTENANCE PLAN, PROGRAM DELIVERY

In 2018–19, SLM completed capital works projects valued at \$5.1 million, representing the fourth 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 SLM places; ensuring ongoing statutory compliance, such as with fire safety codes and electrical and mechanical requirements; replacing ageing infrastructure and obsolete or unsupported fixed plant and equipment; and undertaking works to protect revenue, including improvements to venue facilities and equipment.

Also included in the program are the ongoing condition assessment and physical conservation of historic building fabric. Each year's program of works is broadly based on the original project proposals included in the Capitalised Maintenance Plan. However, annual adjustments to the exact scope are necessary to take into account changed priorities or emergency works. In the previous financial year, major structural issues were identified in the sandstone courtyard archway at Vaucluse House, and an allocation was made in the current year's budget to address workplace health and safety issues.

The overall program and indicative project budgets are endorsed each year by SLM and the Audit & Risk Committee. The program for 2018–19 saw 24 new projects initiated and 24 projects completed, including conservation and remediation works, and upgrading and repairing infrastructure, services and site facilities. Each project requires the coordination of diverse trades, conservation and material specialists, and consultancy services for works. The projects included:

- Elizabeth Bay House – preparing documentation to provide a new commercial kitchen to support catering and venue hire, and new toilets, including a compliant accessible toilet;
- Elizabeth Farm – restoring and painting the toilet facilities; documentation and tender selection for new exterior lighting to provide for evening events and safe access after dark;
- Hyde Park Barracks Museum – installing a passenger lift, now near completion, in the southern hall of the main barracks building (see page 76); conservation treatment of significant colonial brickwork in the Deputy Superintendent's office;
- Meroogal – a major renovation of the garden, including restoring the asphalt paths and the lawns;
- The Mint – replacing office and reception lighting in The Mint coining factory to address poor light levels and inefficient light fittings;
- Museum of Sydney – scoping the replacement of two air-handling units to resolve legacy air-conditioning issues at the museum, where most of the plant equipment is past its usable life cycle;
- Rouse Hill House & Farm – conservation works to the woolshed, including pest management, and protecting the collection while undertaking the repairs; reconstruction of the rose arbour (see page 90);
- Vaucluse House – ongoing stonework and metalwork remediation (see pages 88–9).
- Cross-portfolio security upgrade – implementing an innovative access control system to manage security across all SLM sites, with minimal visual and physical intrusion on heritage values and fabric (see page 91);

‘Thank you for maintaining this resource in such an informative and respectful way for the community to access.’

Visitor to the Hyde Park Barracks Museum

HERITAGE FLOOR SPACE

In 2017, SLM was awarded 12,743.75 square metres of Heritage Floor Space (HFS) for the Hyde Park Barracks under the City of Sydney’s HFS scheme.

The HFS scheme, a planning policy under the City of Sydney’s Local Environmental Plan (LEP), provides an incentive for the conservation and ongoing maintenance of heritage-listed properties in central Sydney. HFS is awarded to property owners for the unused Floor Space Ratio (FSR) of their property in return for conservation works carried out to the heritage item. The scheme recognises the development limitations of heritage-listed properties and provides an avenue through which their often costly maintenance and conservation can be funded.

Once awarded, HFS can be sold or transferred to other sites in the city where additional FSR is required by the City of Sydney Council as a consent condition of a development application. There is no sale or disposal of real property involved in the transfer of HFS rights.

SLM underwent an extensive process over a two-year period to obtain the award of HFS for the Hyde Park Barracks and, subsequently, to negotiate its sale and transfer through an open tender process. It is the first government-owned property to have successfully negotiated an outcome since the LEP was modified in 2016 to enable government-owned sites to become eligible for inclusion in the scheme.

On 26 April, SLM settled on three contracts, resulting in the sale and transfer of SLM’s total award of 12,743.75 square metres for a total sale price of \$19,698,275 (ex GST). Revenue from the sale of HFS is being reinvested in the continued care and management of the Hyde Park Barracks Museum, including the renewal project (see opposite).

JUSTICE & POLICE MUSEUM CONSERVATION MANAGEMENT PLAN

A Conservation Management Plan (CMP) was prepared by Urbis Pty Ltd for SLM to manage the heritage significance of the Justice & Police Museum, which has not had any substantial upgrade to its facilities for over 25 years. The purpose of the CMP is to guide the conservation and management of the heritage item in perpetuity and to assist SLM to manage maintenance of and new works on the site. The CMP provides a careful analysis of why the site is important, policies on how to retain its heritage significance and conservation strategies to ensure its long-term viability.

The buildings comprising the museum stand on the former grounds of the first Government House and were constructed in stages: Water Police Court (1856), Water Police Station (1858) and Police Court (1886). While the architecture is modest in overall scale and detail, the buildings provide a rare grouping designed by NSW colonial architects Edmund Blacket, Alexander Dawson and James Barnet. Later alterations to the complex were made by government architect Walter Liberty Vernon. Although the complex was constructed over more than 30 years, it presents a notable architectural cohesiveness rarely seen in Sydney.

STRATEGIC PROJECTS

Site of the first Government House

A Protecting National Historic Sites (PNHS) grant of \$240,000 awarded to the site of the first Government House is supporting the upgrade of the learning facility in the Museum of Sydney, the creation of a new Indigenous garden and the development of a Stage 3 primary school education program, *Garuwanga Gurad* (see page 49).

Federal government support for the Museum of Sydney through the PNHS program has been extensive, with previous grants funding the installation of new external signage and an Indigenous gallery, completed in late 2018. The Yura Nura: People & Country Gallery has space for hanging artworks and a small theatre, where a documentary is shown. Currently featured in the gallery is the Invasion series of three paintings by contemporary Aboriginal artist Gordon Syron, a Worimi/Biripi man from the Mid North Coast of NSW. The artworks, films and outdoor signage provide Indigenous perspectives on the site of the first Government House, first contact and the impact of colonisation. Visitor feedback has been very positive.

Hyde Park Barracks Museum renewal

The museum experience

The significant renewal currently underway at the UNESCO World Heritage-listed Hyde Park Barracks will position the site as an exemplary case study for experiential storytelling within a place-based museum. The new visitor experience and site improvements will deliver greater accessibility, attract diverse audiences, increase visitation and provide a sustainable business model.

The renewal includes the integration of a passenger lift (see page 76), new museum experiences and interpretation, new public and education programs, a new cafe and shop, and an upgrade of learning facilities and onsite amenities. The ambitious approach to the renewal will create a whole-of-site visitor offer that aligns with, and promotes,

the significant heritage values of the Hyde Park Barracks, which are core to its UNESCO World Heritage listing. The renewal will:

- extend the interpretive foundation that established the Hyde Park Barracks Museum as a 'museum of itself', presenting its own story and history;
- continue best practice in interpretation and museum experience;
- significantly expand the number and diversity of personal stories told in active ways that allow connections to past occupants;
- introduce the global context and contemporary international significance of the site and build its international profile;
- increase the number of accessible and engaging experiences for multiple audiences;
- significantly increase visitation to and interactions with the museum and site as a whole, building its public profile;
- enable a connected site – specifically to The Mint, the surrounding landscape and the urban context of Macquarie Street.

Through formal requests for tender, SLM has partnered with a range of consultants and creative agencies to develop and deliver the project. Consultants have provided advice regarding lighting design and electrical services, mechanical services, structural engineering, architectural and interior design, the Building Code of Australia, the Disability Discrimination Act, service design, and accessibility.

Multi-award-winning exhibit and media design specialists Local Projects are collaborating with SLM to lead the creative direction of the new visitor experience. Visitors will connect to the lived experience of convicts, immigrants and asylum inmates at this important historic site through a cohesive narrative, with the personal stories of

the men and women who passed through the barracks told through contemporary interpretive techniques, immersive installations and interactive displays accommodating a range of audience needs.

This visionary \$18 million project will be completed in February 2020.

Accessibility

A PNHS grant of \$250,000 awarded to the Hyde Park Barracks Museum is enabling the design and development of interpretive tools that will deliver a greatly enhanced multi-sensory experience for visitors, ensuring inclusivity onsite and online and removing barriers to participation that are so common at heritage sites.

A significant part of the renewal is the development of an Accessibility Framework by Accessible Arts, the peak arts and disability organisation in NSW. The framework provides an assessment of the proposed experience and a series of recommendations and opportunities for ensuring an accessible onsite and online experience for visitors with varying degrees of mobility, vision and hearing impairment, and sensory sensitivity. The Hyde Park Barracks Museum website is currently also being reviewed in relation to the overall visitor experience. The review will ultimately deliver the museum's Digital Inclusivity Plan, ensuring best practice for inclusive design in digital environments.

All outcomes from the accessibility work undertaken for the renewal project provide opportunities for other SLM sites and activities. This extends across all platforms, including exhibitions, interpretation projects, communication, digital, programming and activations. Our objective is to present accessible and inclusive experiences, to enable independent visits.

New passenger lift

A crucial aspect of the renewal of the Hyde Park Barracks Museum is ensuring equitable access to the experience. Until now, the upper floors of the museum have only been accessible by stairs. The museum attracts many older and less ambulant visitors who often have difficulty with the stairs. To address building access requirements and support the renewal project, a consultant team was established by SLM to design a lift that stands independently of the colonial structure in the void space that was the 'ghost stair' in the southern hall. As well as providing equitable access to all floors for the first time, the lift's placement opposite the main stairway allows all visitors to have a similar experience, without affecting the significance of the site.

Site-enabling works for the installation of the lift commenced in January. The formwork was installed for the underpinning of the internal wall defining the lift well. The concrete was poured by hand, shovelled into position and vibrated to remove air. Once the underpinning was complete, the subfloor could be excavated and the lift pit formed and concrete poured. Once the pit had cured, the steel frame that supports the lift was brought to the site and assembled, and an elegant crystalline lift car was inserted.

Stakeholder engagement

In March, SLM and Local Projects, the New York-based experiential designers who are working with SLM on the development of the renewal, presented draft designs and creative concepts for the project to a group of key stakeholders across government and the precinct, as well as corporate partners and individual donors.

On 4 June, SLM marked the 200th anniversary of the date the first convicts moved into the newly built Hyde Park Barracks. To recognise this significant milestone, 12 students from Fort Street Public School in Millers Point, wearing replica convict shirts, joined Her Excellency the Honourable Margaret Beazley AO QC, Governor of NSW, and SLM Chair Naseema Sparks AM to share a simple meal inspired by the dinner hosted by Governor Lachlan Macquarie for the first intake of 589 male convicts on the same day 200 years earlier.

‘[The Hyde Park Barracks Museum] ... should be the first of our reinventions that bring together our archives and our scholarship to tell the stories of the lives that have shaped the texture and diversity of contemporary Australia.’

Naseema Sparks AM, Chair, SLM Board of Trustees

CONSERVATION

Upholstered furniture at Rouse Hill House & Farm

This year two chairs in the sitting room at Rouse Hill House, purchased by Edwin and Bessie Rouse in 1855 from prominent Sydney cabinet-maker Andrew Lenahan, were repaired and conserved. The chairs were in a well-worn state, with at least five layers of fabric indicating they had been re-covered numerous times, and had deteriorated to the point where intervention was required. In particular, the springs had torn the webbing and dustcovers, and the seats had sunk and become misshapen.

The springs were clamped back into position, and new, narrower webbing was introduced to support the springs, with the original webbing hand sewn into position over it. Fabric patches were sewn onto the torn areas of the dustcovers, which were then secured back into place. This conservation approach, devised in collaboration with conservators from International Conservation Services, can now be applied to other upholstery in the collection.

During the investigation process a previously unseen layer of green-and-cream floral jacquard-weave fabric was uncovered, providing new insights into an earlier decorative scheme of the house.

Musical instruments at Rouse Hill House & Farm

The collection at Rouse Hill House & Farm includes a number of musical instruments typical of a 19th-century domestic setting, including a harmonium, an Aeolian piano player and a music box. Over the past year SLM has investigated and examined these instruments to assess their condition, identify their makers and dates of manufacture, and better understand their role within the house.

SLM engaged specialists to assist with the investigation, including a musical instrument conservator, organ and pianola experts and a clockmaker. The outer casing of each instrument was carefully removed, enabling the team to look inside and clean surfaces that are not usually accessible. The specialists were impressed by the original condition of the instruments, which showed very few interventions over the years.

These investigations have led to some interesting insights into the instruments. The harmonium (a type of reed organ) has now been dated to 1867. The maker's stamp on the reeds had been ground out, but enough was left to confirm it was made by Philip Trayser of Stuttgart, Germany.

The Aeolian piano player is a device that enables non-pianists to play the piano. It is wheeled up to the piano and its mechanical 'fingers' positioned over the piano's keys. The operator uses foot pedals to run a paper roll through the device, activating the mechanical fingers that then 'play' the piano, in a manner similar to a pianola. The piano player at Rouse Hill House dates to before 1909, when a pianola convention in Buffalo, USA, regulated that pianolas must have 88 keys; the Rouse player piano has 65 keys. The piano player contains over 80 tiny bellows, covered in rubberised canvas, and metres of rubber tubing, all of which are original. Sadly, with heat and the passage of time, the bellows and tubing have deteriorated to the point where the instrument is no longer playable.

Operated by a clockwork mechanism, the music box consists of a brass cylinder with many tiny pins protruding from it that create music as they pass under a fine metal comb. The Rouse Hill music box plays eight tunes, mostly operatic pieces. A receipt in the collection confirms that the box dates to 1860. A hole on the side of the instrument is all that is left of the original winding mechanism, which was replaced in the early 20th century. During the assessment of the box it was established that it was playing several tunes on top of each other due to some components being misaligned or bent. As it had not been oiled in some time there was a risk of damage if anyone attempted to wind it. Clockmaker Andrew Markerink rectified the issues and the tunes have now been recorded. One tune will be featured, along with the music box, in the *Songs of Home* exhibition, opening at the Museum of Sydney in August. It has been determined that the box will require operation once a month to ensure its longevity.

This project has led to a greater understanding of each instrument, which will guide SLM in their future care.

'The conservation of our musical heritage has been severely under-resourced and sadly overlooked for so long. It takes an organisation with the vision of Sydney Living Museums to undertake such a terrific and important task ...'

Edward Simpson, former Chair, SLM Foundation

KEY ACQUISITIONS

This year items were acquired through cultural gifts, philanthropic funding, donations and purchases for the Caroline Simpson Library & Research Collection (CSL&RC) and the Hyde Park Barracks Museum.



Double-barrelled flintlock pistol made by Joseph Danks, Sydney, c1830. Hyde Park Barracks Museum collection. Purchased with funds provided by the Copland Foundation. Photo © Jamie North for Sydney Living Museums

Joseph Danks pocket pistol

In November, a tap action flintlock pocket pistol was acquired for the Hyde Park Barracks Museum collection with support from the Copland Foundation. It was made in Sydney by emancipated convict gunsmith Joseph Danks (c1781–1836) and may be the ‘very ingeniously manufactured double barrelled pistol’ made by Danks and reported in the *Sydney Gazette* in March 1830 as being of ‘an entirely new construction’. It is, in any case, one of the earliest known examples of a colonial-made firearm.

Danks was convicted of horse stealing in March 1819, aged 38, and sentenced to 14 years’ transportation, arriving in Sydney in January 1820. He received a ticket of leave in September 1827 and by 1828 had set up business as a gunsmith in Market Street, Sydney, employing two other emancipated convicts, one a locksmith and the other a pistol maker. Danks and his employees are representative of the significant number of skilled artisans transported to NSW as convicts.



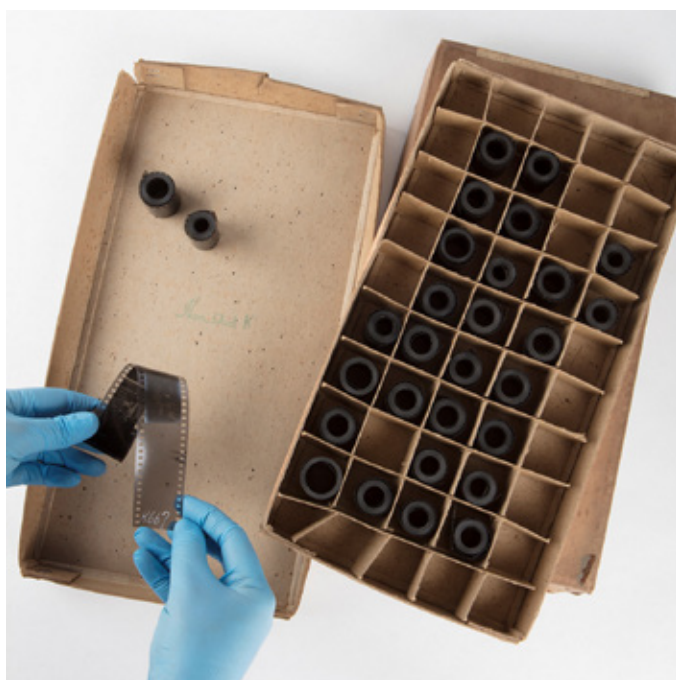
Watercolours from the 1907 First Australian Women's Work Exhibition

Two large original watercolour designs submitted as entries to the 1907 *First Australian Women's Work Exhibition* were acquired for the CSL&RC in December. The designs are the work of Ethel Atkinson (1887–1991) and were submitted as examples of applied arts: one a design for a wallcovering and the other a design for a frieze. The exhibition was held at the Melbourne Exhibition Building from 23 October to 30 November 1907. Atkinson's designs were also shown in a display of the NSW exhibits destined for Melbourne held at the Royal Agricultural Society Show Ground, Moore Park, Sydney, in September 1907.

The *First Australian Women's Work Exhibition* had a significant impact on the emergence in Australia of professional women artists and craft workers, a significance celebrated in 2007 in a touring exhibition organised by the Castlemaine Art Gallery & Historical Museum, which included original exhibits from 1907. The survival of the Atkinson designs was not known at that time and is an important new discovery.

Design for wall covering, Ethel Atkinson, 1907. Caroline Simpson Library & Research Collection, Sydney Living Museums. Photo © Jamie North

☛ **Below, left to right** Original storage box containing rolls of 35mm film from the Ikon Studio archive; Coachwood carver chair, designed by George Korody for Artes Studios, c1950. Caroline Simpson Library & Research Collection, Sydney Living Museums. Photos © Jamie North



Ikon Studio archive

Perhaps the most unexpected of our 2018–19 acquisitions is a collection of 127 rolls of processed 35mm film (nearly 5000 images) of street photography, all shot in Martin Place between May and December 1950 for Ikon Studio. The views are either looking up Martin Place towards Macquarie Street or down towards George Street, and were taken from a licensed street photography position outside the Prudential Building between Castlereagh and Elizabeth streets. Martin Place was a busy street in the 1940s and 50s (it was not fully pedestrianised until the early 1970s), and part of the significance of this archive is that it provides rare documentation of the life of Martin Place in the mid-20th century.

The Ikon Studio negatives, a very rare survival, surfaced through the public call-out for the *Street Photography* exhibition at the Museum of Sydney (see pages 68–9). All 127 rolls of negatives have now been removed from their original acidic cardboard storage boxes, digitised as continuous rolls of 35mm film, sleeved and rehoused in archival enclosures.



Mid-20th-century modern furniture

In September, the CSL&RC acquired three items of mid-20th-century Australian furniture through the Australian Government's Cultural Gifts Program: a coachwood carver chair with cane backing and seat, designed by Hungarian-born émigré George Korody for Artes Studios, the business he established in Sydney around 1945; an easychair with bentwood frame in tulip oak and drop-in seat, designed by Stephen Kalmar; and a tripod standing lamp, also designed by Stephen Kalmar. All three items were exhibited in *The Moderns* exhibition at the Museum of Sydney in 2017.

Both Korody and Kalmar played leading roles in introducing Australians to modernist ideas about furniture. They designed light, compact, functional and, generally, low-cost furniture, using Australian timbers. From 1949 to 1955 Kalmar Interiors operated from a shop in Sydney's Rowe Street, a bustling centre of local art and design. Kalmar later published a book on contemporary design titled *You and your home* (1964). Artes Studios also opened a retail outlet in Sydney in the late 1940s, focused on supplying sophisticated design that suited the Australian lifestyle and climate.

Below, left to right Handstamp manufactured for the office of the Principal Superintendent of Convicts in NSW, c1830. Hyde Park Barracks Museum collection. Purchased with funds provided by the Copland Foundation. Photo © Jamie North for Sydney Living Museums; Architectural drawing for a large apartment block, Harold Crone, 1927. Caroline Simpson Library & Research Collection, Sydney Living Museums



Principal Superintendent of Convicts handstamp

A rare timber and brass handstamp used in the office of the Principal Superintendent of Convicts was acquired at auction in July with support from the Copland Foundation. The Principal Superintendent's office occupied rooms on the ground floor of the Hyde Park Barracks from 1830 until 1848, when the remaining convicts were removed from the barracks to serve out their sentences on Cockatoo Island. From this office at the barracks, the Principal Superintendent and his clerks controlled the administration of every convict under sentence in the colony of NSW. The office accommodated shelves of large ledger books containing the details of each convict's identity, arrival, work, behaviour and punishment. The office also held printed copies of the convict indents from the transport ships, which the staff annotated in the margins with details and updates relating to the activities of individual convicts. One such printed convict indent, surviving from 1831 and held by the State Archives and Records Authority of New South Wales, is stamped on the title page in black ink with the Principal Superintendent of Convicts' office stamp.



Other acquisitions

Other acquisitions include: for the Hyde Park Barracks Museum, a free pardon granted to convict Joseph Taylor in December 1846; for the CSL&RC, two chairs, a stool and a sofa provenanced to Marion Best Pty Ltd, and a 1927 architectural design for an apartment block by Harold Crone, a little-known architect who worked in Sydney in the first half of the 20th century.



GARDENS

The Horticulture Team plays an important part in ensuring SLM's landscapes and gardens are restored and maintained to a high standard, to enhance visitors' enjoyment, interpretation and understanding of the heritage and horticultural significance of SLM sites. This includes managing vegetation such as veteran trees, ornamental trees, shrubs, climbers, herbaceous perennials, annuals, turf and meadows.

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.

Vaucluse House

In 2018–19, SLM undertook a number of works at Vaucluse House. The kitchen garden fencing was renewed, requiring the removal of the citrus hedge on the west boundary and major pruning of the prickly pear on the north boundary. The glasshouse was renovated, with the installation of new support wire and a shade cloth.

The rustic arbour in the pleasure garden was reconstructed, using branches of Chinese elm (*Ulmus parvifolia*) harvested onsite. The old China rose was removed from the arbour, as its thorns hindered pedestrian access. It was replaced with a yellow Banksia rose (*Rosa banksiae Lutea*), to mirror the old Banksia rose from the other side of the arbour, from stock held at the Rouse Hill House & Farm nursery.

Meroogal

This year SLM undertook a major restoration of the garden at Meroogal. The lawn was renovated, including coring and fertilising, and the salt-glazed terracotta garden tile edging was reinstalled on the resurfaced asphalt path from the West Street entrance.

Sharing skills

In 2018–19, SLM initiated a skills-sharing project with other heritage sites. In October, the SLM Horticulture Team visited the historic house and gardens of Camden Park at Menangle, built in 1835 for wool pioneers John and Elizabeth Macarthur. SLM was welcomed by John and Edwina Macarthur-Stanham and their dedicated volunteers, known as the Camden Park Nursery Group. This visit was reciprocated in May when the Camden Park Nursery Group and the Macarthur-Stanhams attended a morning tea at Vaucluse House followed by a tour of the house and grounds. The SLM Horticulture Team was presented with a gift of a Chilean wine palm (*Jubaea chilensis*) from the Camden Park Nursery.

**'Fascinating! What a delightful visit!
Beautifully maintained.'**

Vaucluse House visitor

INFORMATION AND COMMUNICATIONS TECHNOLOGY

Stability

SLM continued to focus on stability in 2018–19. The Hardware Refresh program continued with a refresh of the core switches that serve The Mint and allow remote museums access to internal systems. This has ensured that the hardware continues to be fully supported and has improved performance through use of newer technology.

An offsite backup facility for design and multimedia archives was implemented. These archives are currently 30 terabytes and growing, making them too large to back up or restore using disk or tape. As a result, they have not been adequately protected until now. The new service maintains a copy of the data onsite with additions or changes being transmitted to the cloud service overnight. In the event of data loss, a copy of the archives will be couriered to SLM on hard disk.

A new schedule of quarterly patching of all onsite systems has assisted with stability and compliance with the NSW Government's Cyber Security Policy.

SLM's ICT Team commissioned a new monitoring system, which has enabled a faster response to system issues. This has played a large part in the reduction of unplanned disruption, which was under 100 hours in 2018–19 compared to 219 hours in the previous year.

SLM is in the process of moving data carriage and internet services due to the shutdown of our existing carrier. The new services will allow for use of NBN services as appropriate and enable larger connections for our major sites. This will improve speed for staff working at those sites and enable mobility.

Business process improvements

The Rostering project was completed with the rollout of the new system to front-of-house staff, and the Experience & Learning, Horticulture and Reception teams. Staff are now able to access their roster via a smartphone app or the internet, removing the need for regularly emailing a large spreadsheet. This has simplified staff scheduling and reduced the time spent handling timesheets. Preparations are in motion to extend this system to SLM's new cleaning team.

Other work in ICT

ICT supported other activities across SLM throughout the year:

- pop-up ticketing sales at the *Family Fair*;
- staff relocation in preparation for the renewal of the Hyde Park Barracks Museum;
- contractual and installation support for new digitisation technology at the Justice & Police Museum;
- security upgrade across SLM sites (see page 91);
- planning, and equipment decommissioning for the renewal of the Hyde Park Barracks Museum;
- mobile internet solution for the *Connected Classrooms* program.

Tessitura project

The Hyde Park Barracks Museum renewal project introduced an additional requirement for ongoing, timed ticketing. This prompted a review of SLM's existing ticketing systems in 2018–19. As a result, SLM has accepted an invitation to join the Sydney Opera House Trust's consortium using the Tessitura platform for customer relationship management (CRM) and ticketing. This platform, owned by the Metropolitan Opera in New York, is made available to cultural institutions around the world through the Tessitura Network.

This system will replace SLM's existing CRM system, which manages memberships and supports SLM's development and fundraising work, and two ticketing systems. It will integrate with the SLM website to offer online sales of all tickets, and with SLM's finance system to allow clearer tracking and reporting of revenue. It will simplify visitation reporting and enable deeper analysis of audiences. The system will allow SLM to offer its local, interstate and international visitors, donors and supporters an integrated experience across all of its museums, as well as enable SLM to engage more meaningfully with these stakeholders.

The project will be piloted at Susannah Place Museum in October 2019, and will be ready for the reopening of the Hyde Park Barracks Museum in February 2020. Rollout to all other museums will happen in the first half of 2020.

KEY CAPITAL WORKS PROJECTS



VAUCLUSE HOUSE

In 2018–19, SLM undertook a comprehensive program of works at Vacluse House to identify and address vulnerable stonework and metalwork.

Stables stonework conservation

Built around 1830, the stables at Vacluse House feature some of the most significant stonework on the estate, using sandstone of an exceptional quality. The gable end of the stables is oriented to the north, and exposure to the elements has degraded the stonework over time. Works included the conservation of the S-shaped stone finial, top capping and stone surfaces, as well as the repair of and incorporation of new lead flashings on the turrets and roof to prevent leaks. The works were scoped by experienced materials conservators and are being executed by lead specialists, traditional stonemasons and stone conservators, using local materials and traditional methods.

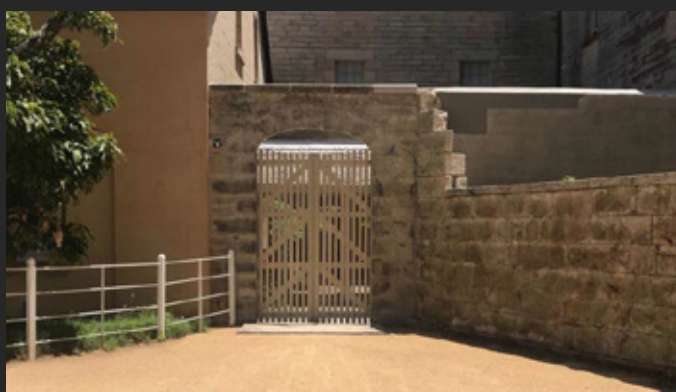




Courtyard archway stonework and metalwork conservation

Reconstruction of the 1830s elliptical stone archway and adjacent wall became necessary when it was discovered that both had been structurally compromised by the deeply embedded root system of a creeping fig (*Ficus pumila*) that had displaced some stone blocks. After consulting with a team of specialists, SLM determined that the only effective treatment of the fig was its complete removal. The elliptical archway and the stone wall were dismantled and the climbing fig removed from the surface of the wall. The timber gates were then detached from the four iron pintiles (hinges) to enable a full assessment of the damage. Stonemasons constructed a temporary timber framework to take the load of the archway's stone blocks (called voussoirs).

Before dismantling, each block was tagged with a unique number that was recorded on a measured drawing to ensure the block would be reinstated in the correct position. Where significant fabric shows signs of wear or degradation, SLM's preference is to retain and conserve to extend the life of the original surface. Following this approach, only one stone had to be replaced in the rebuilding of the archway.



Little tearoom

SLM undertook internal conservation works on the highly significant east wall of the little tearoom, where the render had been damaged by rising damp. First, collection items were removed, and significant finishes such as the 1850s Italian floor tiles protected. An expert joiner removed the affected timber skirting, and a conservator carefully removed a section of the wallpaper (a high-quality reproduction of an 1840s wallpaper applied in around 1980). The affected lime render was then removed and the wall treated to extract salts. Finally, the render was replaced by a master stonemason using traditional materials and methods. A multidisciplinary team of professionals – including SLM staff, conservators and conservation architects – collaborated to scope and deliver the works.



KEY CAPITAL WORKS PROJECTS

ROUSE HILL HOUSE & FARM

The rose arbour

Located between the main house and the bathhouse, the timber rose arbour at Rouse Hill House & Farm is a significant garden element. The simple structure had been propped and conserved a number of times over many years – all posts refooted, timbers wired into place, new batons installed – with a full reconstruction in the 1970s. However, most of these ‘repairs’ were now degraded beyond recovery. There was a risk the structure would collapse, and the decision was made to replace it.

After some careful pruning of adjacent plantings to allow the carpenter access to all areas, the replacement timber structure was inserted into the same location. The new structure, roughly mimicking the form of the old one, was

primed offsite. Once it was erected, all surfaces were painted with enamel paint in brilliant white. The choice of paint colour reflects the finish previously applied to this element of the garden, which had been carefully maintained until 1978. Finally, the yellow Banksia rose and the native *Pandorea vine* were skilfully reinstated.





ROSE SEIDLER HOUSE

External electrical upgrade

Rose Seidler House was constructed in the late 1940s and has undergone only one major refurbishment since its architect, the late Harry Seidler, gifted the property to the state of NSW. This year SLM discovered that old electrical wiring with Vulcanised Indian rubber (VIR) coating inside the house is no longer code compliant and presents a safety risk. Also, the existing fluorescent light fittings needed replacement or repair because of leaking ballast containing the toxic compound PCB (polychlorinated biphenyl).

The first stage of remediation included replacing or repairing the fluorescent light fittings, and upgrading the external power supply to improve functionality for external venue hire activities.

The second stage of work, including replacing the VIR wiring to light fittings and light switches, will commence in 2019–20. SLM has been assisted by architects from Harry Seidler & Associates, who have provided advice on how to execute the work with minimal change to the building fabric.



CROSS-PORTFOLIO

Security upgrade

As part of its risk management strategy, SLM has installed a new centralised security management head-end system, operating at all SLM sites. The centralised management provides functions to manage access control, and monitor intruder and duress alarms at SLM sites, including setting access privileges across all sites either at the central head-end system or via a mobile device.

New door hardware to suit access control requirements with minimal impact on heritage fabric was trialled and has now been installed at most properties. Key cabinets and cash safes that are connected to the access control system have been installed. All redundant security panels, associated cables and field equipment have been removed.



—
FIVE
PILLARS

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

Sydney Living Museums (SLM) is pursuing a range of strategies to grow and diversify its revenue streams, including active management of its cost base. Funds are aligned to the Strategic Plan 2017–2022 to enable the organisation to meet its strategic goals.

The Finance Team provides monthly data to other teams across SLM to enable better informed and more strategic decision-making. The team also provides historical trend analysis as well as project cost reviews to facilitate cost-benefit analysis of SLM activities. Collaborative partnerships support the delivery of major projects and include cost-benefit analysis studies to support decision-making and setting priorities.

FINANCIAL OVERVIEW

The 30 June result was a surplus of \$22.709 million, an increase of 411% on the revised budget of \$4.447 million due to recognition of the Heritage Floor Space (HFS) asset (see page 74). This year the NSW Government provided a recurrent grant of \$16.385 million, an increase of \$90,000 (0.6%) from the previous year, and a capital grant of \$6.119 million, an increase of \$872,000 (17%) from the previous year. SLM's self-generated revenue was \$7.666 million, excluding the HFS asset, and expenditure was up by \$1.7 million compared to 2017–18.

COMMERCIAL SERVICES

Completion of food and beverage masterplan

SLM successfully rolled out a food and beverage masterplan that will significantly contribute to the organisation's target of increasing its net commercial revenue to \$2 million annually by 2022.

The masterplan was developed to identify ways to enhance the food and beverage offer at The Mint, Hyde Park Barracks Museum, Museum of Sydney and Vaucluse House. It focused on new ways to enhance SLM's storytelling opportunities at these sites and enrich the guest experience. The masterplan considered:

- **Sustainability** – the number of outlets required to meet SLM's visitation patterns and visitor profiles;
- **Concepts** – the type of offer that responds best to our visitor needs;
- **Design** – improving the amenities at each outlet to drive higher sales;
- **Commercial terms** – improving rental, capital investment and contractual terms;
- **Strategic projects** – building stronger opportunities to meet the success measures outlined in SLM's Strategic Plan 2017–2022.

In 2018–19, following multiple tendering programs, SLM appointed Pomelo + Co to open a new restaurant at the Museum of Sydney in 2021 and Pearl Catering to launch a new dining experience at Vaucluse House Tearooms in July 2019 and The Mint in October 2019.

SLM concluded its successful commercial hospitality partnership with Fresh Catering, which started in 2009 at the Vaucluse House Tearooms, followed by the opening of The Governors Table restaurant at the Museum of Sydney in 2014, No.10 Bistro and No.10 Store at The Mint in 2016, and the Bakehouse at the Hyde Park Barracks Museum in 2016.

Nawi Room at the Museum of Sydney

In September, the former restaurant at the Museum of Sydney was renovated into the Nawi Room, a new venue hire space. The Nawi Room can be booked for all-day workshops and team strategy days and, in the evenings, combined with the Governor Phillip Hall in the museum to create SLM's largest event space for cocktail and dinner parties, wedding receptions and bespoke events. The Nawi Room will be available to hire until 2021, when the space will be transitioned back to a restaurant run by SLM hospitality partner Pomelo + Co.

Executive Assistant Network Expo

The Venues Team participated in the annual Executive Assistant Network Expo, held at Luna Park on 20–21 March. The team promoted SLM's unique properties available for venue hire to executive assistants from Commonwealth Bank of Australia, Ernst & Young, Unilever, Nespresso and many other large corporations.

SLM's attendance at the expo is part of its ongoing strategy to increase awareness of and revenue from venue hire across its properties, in particular The Mint, Museum of Sydney, Hyde Park Barracks Museum and Justice & Police Museum. Attendance at the expo resulted in 100 strong sales leads.

Venue hire

SLM's venue hire and filming and photography business delivered record revenue this year with over 570 bookings across all properties. The Mint increased its revenue by 8% compared to last year, the Museum of Sydney by 26% and Elizabeth Bay House by 63%. Business was primarily drawn from business events and government sectors for workshops, conferences, annual general meetings, cocktail parties, dinners and special events. Following its successful activation of Elizabeth Bay House last year, Gucci returned for another week-long hire of the house museum for a product launch, broadening exposure of the property to key media and clients.

PHILANTHROPY

In 2018–19, SLM continued to strengthen its acquisition, retention and stewardship of donors. This year it introduced new donation opportunities through an events booking system that enables visitors to donate when they purchase tickets to events such as *Sydney Open*, or when they buy or renew a membership. SLM has acquired over 300 new donors this year, assisting the organisation to achieve its target of increasing self-generated income to 38% by 2022.

SLM manages culturally significant collections as well as built heritage. In 2018–19, a generous gift from a private donor enabled SLM curators to digitise an album of photographs documenting the building of the Sydney Harbour Bridge. The album is part of the Museum of Sydney collection.

Sydney Living Museums Foundation

Edward Simpson resigned from the SLM Foundation in May after serving 12 years on the Foundation Board, the last three as Chair. The Board of Trustees appointed three new Foundation directors in 2018–19: Bruce Hambrett, Joshua Black and Chris McDiven AM bring new energy, enthusiasm and skills to the SLM Foundation. These appointments will strengthen the Foundation Board and enable it to continue to achieve SLM's philanthropic ambitions, in particular meeting the annual development revenue target of \$2 million by 2022.

This year, the Foundation provided \$50,000 to support a travel subsidy that enables students from disadvantaged NSW Government schools to attend curriculum-based programs at SLM houses and museums.

The Foundation also continues to work on its primary fundraising project, raising funds for the delivery of the Hyde Park Barracks Museum renewal. This is in line with the Strategic Plan 2017–2022, which sets a clear goal for the Foundation to substantially increase development and fundraising revenue.

Donor events

Conservation in Action, a new program of behind-the-scenes events with heritage experts, was launched during the year to demonstrate to donors the impact of funding heritage conservation.

Other Foundation events included *Bel Canto in the Bush*, a concert held at Elizabeth Bay House in August connecting donors with SLM's 18th- and 19th-century sheet music collection, with Jane Ede (soprano, Opera Australia) and Thomas Johnson (pianist) performing songs from the collection on an 1842 square piano on permanent loan from harpsichord maker Carey Beebe; a talk on the Rouse Hill House magic lantern in the Caroline Simpson Library & Research Collection (see page 64); and an evening with artist Bern Emmerichs, viewing a selection of her ceramic artworks on display in the library.

SLM held its annual event to recognise the importance of philanthropic support at the Museum of Sydney in December. Guest speaker Anne Zahalka spoke about her collaboration with SLM on the *Street Photography* exhibition (see pages 68–9).

‘Over the years musical tastes have constantly changed. Today, one must remind the public of the glories of bel canto, of so much wonderful music which is too rarely performed. And so worthwhile.’

Richard Bonyngre AC CBE

CORPORATE PARTNERSHIPS

AMP Capital / Quay Quarter Sydney

AMP Capital continued its long association with SLM in 2018–19, with Quay Quarter Sydney, the company’s development at Circular Quay, named Education Partner for SLM’s family exhibition *How Cities Work* at the Museum of Sydney (see pages 54–5). This partnership focused on engaging the local community, and brought a number of high school student groups, AMP Capital staff and clients to the museum to meet SLM staff, who shared their expert historical knowledge of the precinct.

Grosvenor Place

A long-time supporting partner of the Museum of Sydney, Grosvenor Place continues to utilise the highly valued SLM partnership to engage with its tenants, employees and clients. Grosvenor Place joined SLM at a number of exhibition launches and other events, participated in *Sydney Open 2018* and integrated the partnership through offers and promotions to its tenants and staff. Grosvenor Place views the partnership as an invaluable way to reinforce its core philosophy of ‘Culture at Work’.

The Sydney Morning Herald

The Sydney Morning Herald is SLM’s principal partner on *Sydney Open*, one of the most significant events on Sydney’s cultural calendar. This highly visible partnership, now in its second year, drives growing awareness of SLM and the work of the organisation, while bringing exclusive benefits to subscribers of the newspaper.

Investa and Arup

Arup’s brand-new office space in Investa’s newly opened Barrack Place played host to the *Sydney Open 2018* VIP evening. Showcasing cutting-edge design and sustainability in a corporate setting, the venue was the perfect place to begin *Sydney Open*.

Jacob’s Creek Wines

SLM established a valuable new partnership in 2018–19, with Jacob’s Creek coming on board as beverage partner across a range of events, including the *Bohemian Harbour* exhibition launch, *Sydney Open 2018* VIP evening and *Sydney Open* volunteer thankyou event.

Architecture Media

Architecture Media continued as media partner for *Sydney Open*, providing support for the event through its *Houses* magazine. The partnership gives SLM direct access to professionals in the architecture and design industries, and numerous opportunities to grow SLM’s audiences and raise its profile.

GML Heritage

GML Heritage sponsored the *Sydney Open* breakfast, held at The Mint, for the third consecutive year. SLM is pleased to continue partnering with this leading heritage consultancy on what is always a warmly received event.

Olympus Australia

Olympus Australia, a new SLM partner, supported the *Sydney Open* Share & Win Competition by providing the first prize, a camera, to the competition winner.

—
FIVE
PILLARS

INVESTING IN PEOPLE AND CULTURE

SUCCESS MEASURES

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

Achieve workplace diversity consistent with
NSW public sector targets

Promote a culture of continuous
workplace improvement

Achieve zero workplace injuries





INVESTING IN PEOPLE AND CULTURE

STRATEGIC PRIORITY OVERVIEW

Sydney Living Museums (SLM) continued to invest in its people and culture to fulfil the ambitions of its Strategic Plan 2017–2022 and uphold and promote the principal objectives of the *Historic Houses Act 1980*. It is through our staff that we will achieve our ambitions. This has led to the development of the People and Culture Strategy.

An organisational priority is strengthening staff communication, noting the challenges presented with staff located across 12 sites, a number of which are geographically distant from The Mint, where the majority of staff are based. 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.

A key area of focus for the People and Culture Strategy has been on improving communication and collaboration within divisions and across the institution to enable innovation. A major piece of work, initiated in 2017–18, was a drive to link customer service and staff engagement. Based on the Service NSW model, the following actions have been taken:

- Creation of a Customer Service Charter that provides guidelines to SLM employees for delivering the visitor experience;
- Development of a formal, non-monetary recognition scheme, driven by recommendations from visitors and SLM staff, to acknowledge commitment to excellent customer service.

PEOPLE MATTER EMPLOYEE SURVEY

In 2018 at SLM, 190 out of 244 total respondents completed the survey – a response rate of 78%.

Employee Engagement Index: Measures employees' overall feelings about the organisation. SLM score: **70%** (+5 compared to NSW public sector)

Engagement with Work: Measures employees' sense of professional accomplishment, a key driver of the Employee Engagement Index. SLM score: **78%** (+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. SLM score: **73%** (+5 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: **59%** (–5 compared to NSW public sector)

Public Sector Values: The four Public Sector Values are Integrity, Trust, Service and Accountability. SLM score: **57%** (–5 compared to NSW public sector)

Communication: Encompasses both downward and upward communication. SLM score: **57%** (–5 compared to NSW public sector)

Senior Managers: Measures employee perceptions of senior managers, and their communication, leadership, change management and support for employee innovation. SLM score: **35%** (–14 compared to NSW public sector)

CHANGE MANAGEMENT PLAN

On 28 January 2019, the Hyde Park Barracks Museum (HPBM) closed for a significant site renewal (see page 75). The museum will reopen in February 2020.

A change management plan was developed to redeploy affected staff in the City Museums Portfolio. Of the six visitor and interpretation officers (VIOs) employed at HPBM, four were ongoing staff and were directly appointed to equivalent temporary VIO roles at other SLM sites, as required under the *Government Sector Employment Act 2013*. As part of the change management plan the Executive made a commitment that all affected staff would be considered for suitable jobs and provided with Expression of Interest opportunities. The increase in job advertisements being first offered internally resulted in a number of staff at the guide grade finding work in different SLM areas, such as retail and curatorial. Of the two non-ongoing HPBM VIOs and the VIOs displaced by the direct appointments, the majority found new roles within SLM.

The nine volunteers based at HPBM were given the opportunity to accept a museum volunteer role at The Mint or the Museum of Sydney for the duration of the closure.

There were no changes to the functions or responsibilities of any other member of the City Museums Portfolio Team.

INTERNAL COMMUNICATION STRATEGIES

In 2018–19, SLM developed and implemented a range of activities to improve communication, engagement and connection for employees across the organisation. These activities support the workplace culture initiatives that were established in late 2018 in response to the People Matter Employee Survey 2018 results and the ensuing action plan devised by the Executive Team.

Communication has been enhanced with a monthly e-news bulletin, regular staff forums, and improved information distribution via the SLM intranet and noticeboards located at each property.

Improving employee engagement with their roles and the organisation's vision has been the focus of regular internal 'Lunch and Learn' sessions, at which staff present on new or interesting projects. A series of orientation tours and working bees at SLM properties has enabled staff to engage with the collections and histories of each site.

The Sociable Host's Monthly Social, an informal after-hours event, provides an opportunity for SLM employees to interact regularly in a social setting. Fundraising activities, such as the RSPCA Cupcake Day and the International Day Against Homophobia, Transphobia and Biphobia (IDAHOBIT), offer additional opportunities for staff to strengthen relationships. In August, ten staff members represented the organisation in the annual City2Surf fun run.

SLM reviewed and improved processes that support the recruitment, onboarding and induction of new employees, and these will be implemented in 2019–20.

ACCESSIBILITY AND INCLUSIVITY

SLM continued to participate 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). For information related to the AES, see page 59.

The DIAP demonstrates the NSW public sector's commitment to ensuring that people with disability, and their families and carers, are given the same opportunities as the rest of the community. This means 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 providing equitable employment opportunities for all current and prospective employees from all cultural backgrounds.

SLM Diversity Working Group

SLM aims to ensure that all staff can feel safe, encouraged and supported in their work, and recognises the need to address a wide range of diversity and inclusion factors to achieve this goal. SLM understands that diversity creates more tolerance, respect and understanding of differences, and reduces fear and ignorance within the workplace and the community. This is directly underpinned by the NSW public sector values of Integrity, Trust, Service and Accountability, and SLM's values: to be Authentic, Bold, Collaborative, Passionate and A Sociable Host.

In its vision for a whole-of-government approach to diversity and inclusion, the NSW Public Service Commission (PSC) states that a diverse workforce that is free of discrimination and reflective of the NSW community is more innovative and productive, and better able to deliver high-quality services.

In the NSW Government sector, workforce diversity encompasses initiatives to:

- build positive workplaces and provide support for all employees;
- strengthen workforce planning capability to integrate workforce diversity strategies;
- build a workforce which reflects the diversity of the wider community;
- achieve the government's broader social responsibility objectives.

To support the goals of both SLM and the PSC, the SLM Diversity Working Group was established in May as a forum to set up actions and make recommendations to the Executive Team. The group is a key enabler for achieving SLM's People and Culture Strategy (see page 100).

The work of the group will enable SLM to improve its diversity and inclusion outcomes, ensuring that each employee feels valued and recognising individual differences such as ethnicity, cultural values or beliefs, Aboriginality, gender and gender identity, sexual orientation, age, physical abilities, family status, religious beliefs, perspective and experience.

DEVELOPING SKILLS, AND TRAINING AND SUPPORTING STAFF

In 2018–19, a total of 1258 hours of training was provided to SLM staff in the areas of compliance (798 hours) and professional development (460 hours).

This year, 63% of training related to compliance, with a focus on improving the safety of young visitors at SLM sites. Staff undertook 277.5 hours of training in how to identify and respond to children and young people at risk. Other areas of compliance training included first-aid and disability inclusion, and SLM managers participated in a seminar on managing mental health in the workplace.

Professional development training was offered in business writing skills, copyright and collections management. Several staff attended conferences, such as the International Police Museums Conference and the annual conference of the Australasian Society for Historical Archaeology.

Leadership Group

The Leadership Group consists of all 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 ongoing 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 SLM teams;
- to influence and encourage the development of a culture that supports SLM values and behaviours.

The group meets monthly to learn about cross-organisational activities and share knowledge and experiences. 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

Six secondments were supported in 2018–19. Three temporary roles were filled through secondment, bringing expertise into the organisation from other government agencies. Three SLM staff members were seconded to other NSW Government agencies to further develop their skills. In response to employee feedback from the People Matter Employee Survey, SLM has committed to increasing opportunities for staff to build new skills within the organisation. This year, 52 staff were provided with temporary above- and at-level assignments to different roles within our organisation.

CAMD Mentoring

For the fourth successive year, SLM has participated in the Council of Australasian Museum Directors (CAMD) Executive Mentoring Program, managed by McCarthy Mentoring. The year-long structured program offers women in the cultural sector a professional development opportunity to work with an experienced executive mentor. This year, Bob Whight, Head of Curatorial & Exhibitions, was paired with Katrina Sedgwick, Director and CEO of the Australian Centre for the Moving Image (ACMI) in Melbourne. Through monthly meetings and guided online resource material, the program enhances the development of strategic leadership skills.

NSW Leadership Academy

Damian Poole, Head of Commercial Services, participated in the Leading Managers program through the NSW Leadership Academy, graduating in June.

Leading Managers is a six-month program supporting the development of managers to enhance their existing leadership capabilities, develop new strengths and work towards the next step in their career. The program explores leadership characteristics required to succeed at the next level of leadership and includes face-to-face workshops, group work and coaching.

Portfolio forums

The heads of the City Museums and House Museums portfolios each hold forums several times a year as a way of bringing together their large and dispersed teams. With many portfolio staff working part-time or casually at remote sites, the forums enable staff to stay in touch, hear more about organisation-wide priorities, share ideas and workshop various projects. Highlights of the 2018–19 forums include place-based acknowledgment of Country workshops led by the then Head of Indigenous Strategy and Cultural Engagement, Peter White, and the implementation of initiatives to promote exceptional customer service that embodies SLM values.

Ruth Pope Bequest Travelling Scholarship

In October, Lee Tougher, Merchandise Coordinator, Retail Team, travelled to London and Bath in the UK to review the retail offer and meet with key staff at several notable high-visitation cultural institutions, including the Museum of London, Shakespeare's Globe, Tate Modern, Victoria and Albert Museum, Roman Baths, Fashion and Textile Museum, and Sir John Soane's Museum. The aim of the visit was to research and experience firsthand their approaches to merchandise selection, product development and visual merchandising techniques. Lee's research will help to inform the new shop at the renewed Hyde Park Barracks Museum, opening in February 2020.

CUSTOMER SERVICE

SLM introduced a range of measures related to customer service at its properties. Based on the highly successful Service NSW model and building on the excellent practices already in place, the measures seek to improve visitor service and engagement as well as staff empowerment and recognition.

The Gold Key Awards celebrate and recognise exceptional customer service provided by SLM's part-time and casual visitor and interpretation officers and curriculum program deliverers. Unlocking Service, another initiative, seeks ideas from front-of-house staff on how to improve the experience at SLM sites for both visitors and staff. Over 50 submissions have been received across both portfolios in the six months since the program began, with 14 ideas implemented and another 28 underway or being investigated.

SLM's commitment to visitors is detailed in a new Customer Service Charter displayed at properties and available to view online. A Customer Service Handbook will soon be completed, setting out the standards visitor and interpretation officers are expected to meet in key areas of visitor interactions.

WORK HEALTH AND SAFETY

In 2018–19, SLM continued to embed a risk-based culture, with risk assessments a key component of the planning process for events, projects and other activities across the organisation.

Risk assessments were undertaken for:

- *Autumn Harvest Festival* (Rouse Hill House & Farm);
- *Eel Festival* (Elizabeth Farm);
- Meroogal Women's Art Prize;
- exhibitions including *Bohemian Harbour: Artists of Lavender Bay*, *Street Photography*, and *How Cities Work*;
- programs including *Sydney Open*, the exhibition launch for *How Cities Work*, and the *Seidler Screening* film night at Rose Seidler House;
- education programs across various SLM properties;
- the procedure for winding the historic Hyde Park Barracks clock;
- use of front-end loaders and earth-shifting equipment by the Horticulture Team.

WHS consultation

The Work Health and Safety (WHS) Committee was refreshed in 2018–19 with several new members. The committee continued to meet every two months, with each meeting followed by a property inspection. Its Health and Safety Representatives were actively involved in risk management activities at property and team levels.

Property inspections

In 2018–19, the WHS Committee inspections were augmented by separate inspections by management coordinated by the Director, Curatorial & Museums, and the heads of portfolios. This meant follow-up inspections were achieved for all properties within the year.

WHS self-assessment

In April, SLM submitted its WHS self-assessment for the NSW Government Work Health and Safety Sector Plan. This will form the basis of WHS action plans in future years.

Contractor management

Staff training in contractor management continued to ensure the procedure is consistent for all contractors engaged by the organisation.

Incident reporting and injury management

While the number of incidents decreased compared to last year, the number of claims lodged increased, as did the cost of individual claims.

Key WHS statistics for 2018–19:

- 86 incidents were reported;
- 44% of reported incidents were visitor-related (compared to 48% in the previous year);
- Seven claims were lodged;
- Three lost-time payments were made;
- Total net incurred cost for the seven claims was \$107,562.

WHS training

SLM staff undertook 732 hours of WHS training in 2018–19, with a total of 184 places filled. First-aid training was offered to all front-of-house staff and confined-space training was provided to the Heritage Team, who manage capital minor works projects, and the Building & Facilities Team. In response to staff consultation, a snake awareness training session was organised for casual curriculum program deliverers based at Rouse Hill House & Farm.

WORKPLACE INFLUENZA VACCINATION PROGRAM

Since 2012, SLM has offered staff access to a free workplace influenza vaccination program that reduces the chance of individuals getting the flu and spreading the illness in the workplace or at home. This year 80 staff members received vaccinations.

VOLUNTEERS

The volunteer program provides essential support across the organisation, enabling SLM to extend its work in increasing public knowledge and enjoyment of its places and stories.

Volunteers assist in the delivery of high-quality visitor experiences across our 12 sites and various programs. SLM maintained a core group of 155 volunteers in 2018–19. This was complemented by 348 volunteers recruited to deliver the *Sydney Open 2018* program.

This year saw the development of SLM's first volunteer strategy. This important piece of work aligns the volunteer program with the goals in SLM's Strategic Plan relating to deepening access and engagement, increasing visitation and promoting a culture of continuous workplace improvement.

The strategy will enable SLM to expand and diversify the program to increase volunteer participation, invest in volunteers to deepen the impact of their work at SLM, and increase the community profile and reputation of volunteering for SLM. Central to the strategy will be working to meet the best practice goals outlined in Volunteering Australia's National Standards for Volunteer Involvement 2015 to ensure a high-quality experience and wellbeing are maintained for all volunteers.

A volunteer wellbeing survey undertaken in 2018 recorded strong engagement, with 97% of respondents very likely or likely to recommend SLM as a great place to volunteer, and 98% very likely or likely to continue volunteering for SLM for the foreseeable future.

During National Volunteer Week in May, SLM hosted its sixth Annual Volunteers' Morning Tea at The Mint. Volunteers were joined by SLM Executive and key staff members to recognise their significant contribution across the organisation. Volunteers who reached length-of-service milestones of five, ten and 25 years were presented with awards to acknowledge their outstanding commitment. This year's award recipients had collectively contributed 160 years of volunteer service to SLM.

EXTERNAL ACTIVITIES AND ENGAGEMENT

Publications

Dr Caroline Butler-Bowdon, contribution to the Celebration of Dickens' Work for 112th International Dickens Fellowship Conference in Sydney, 25–30 October 2018

Dr Caroline Butler-Bowdon, 'A moment in time' (on the painting *Barrack Street, Sydney, 1942* by Roland Wakelin), *10 works in focus: paintings from the collection vol 1*, State Library of New South Wales, Sydney, 2018, p24

Michael Lech, 'Marion Hall Best Interiors: an adventure in colour', *Tweed Artifacts*, Friends of Tweed Regional Gallery, vol 19, no 4, November 2018, p1

Megan Martin, 'Mary Ives: transported for 14 years', *Australiana*, vol 40, no 4, November 2018, pp21–3

Jacqui Newling, 'The "eeeuw" factor: the viscerally sensorial realities of being the colonial gastronome', *Locale: The Pacific Journal of Regional Food Studies*, no 7, 2018, pp45–81

Jacqui Newling, 'Phillip's table: food in the early Sydney settlement', *Dictionary of Sydney*, December 2018

Presentations

Dr Caroline Butler-Bowdon, 'Designing museums and public spaces for the 21st century', Committee for Sydney panel talk with international award-winning architect Amanda Levete CBE, The Mint, 30 August 2018

Dr Caroline Butler-Bowdon, 'SMH Live: Sydney's architectural icons', panel discussion with Helen Pitt, Penelope Seidler AM and Adam Haddow, The Mint, 16 October 2018

Dr Caroline Butler-Bowdon, 'Conflict, collective memory and the creation of history', panel discussion with Professor Christina Twomey, Dr Paul Irish and Associate Professor Sean Scalmer, Sydney Writers' Festival 2019, State Library of New South Wales, 30 April 2019

Dr Caroline Butler-Bowdon, 'The experience economy: heritage tourism's evolution', Churchill Fellowship Public Lecture, hosted by National Institutions for Civics Education, Australian Parliament House, 14 May 2019

Dr Caroline Butler-Bowdon, 'The experience economy: heritage tourism's evolution', Australian Heritage Tourism Conference 'People Places Stories', Adelaide, 29 May 2019

Dr Caroline Butler-Bowdon, 'Sustaining and re-imagining great heritage tourism destinations', panel discussion and Q&A with Nicholas Williams and Martin Green, Australian Heritage Tourism Conference 'People Places Stories', Adelaide, 31 May 2019

Dr Caroline Butler-Bowdon, 'World Heritage sites: an exploration of the visitor experience from Pittsburgh to Parramatta', panel talk, Hayball GL(E)AM Forum, Hayball Studios, Sydney, 20 June 2019

Nerida Campbell, 'Baby in the suitcase: infanticide in Sydney in the 1920s', in conversation with Tanya Bretherton, sociologist and author of *The suitcase baby*, BAD: Sydney Crime Writers Festival, Justice & Police Museum, 1 September 2018

Nerida Campbell, 'Australia's prohibition', with Michael Duffy and Gary Sturgess, BAD: Sydney Crime Writers Festival, Justice & Police Museum, 2 September 2018

Nerida Campbell, 'The Underworld', The Workshops Rail Museum, Ipswich, 14 September 2018

Nerida Campbell, 'The good, the bad and the downright ugly: curating crime', International Police Museum Conference, Brisbane, 24 November 2018

Robert Campbell, 'SLM audience segmentation research and engagement strategies', guest lecture for University of Sydney Museum and Heritage Studies students, Museum of Sydney, 2 October 2018

Robert Campbell, 'Managing collections and heritage sites: Hyde Park Barracks Renewal project', guest lecture for University of Sydney Museum and Heritage Studies students, The University of Sydney, 3 April 2019

Gary Crockett and Jacqui Newling, 'Love and convict life at Hyde Park Barracks', IEEE Nuclear Science Symposium and Medical Imaging Conference, International Convention Centre, Sydney, 10–17 November 2018

Dr Scott Hill, 'Classicism and the landscape of colonial Sydney', presented as part of the 'Classical Heritage and the Story of Sydney' seminar, The University of Sydney, 21 February 2019

Beth Hise, 'The loadstone: first Government House, Sydney and Aboriginal interpretation of colonial history', with Peter White, Australian Museums and Galleries Association National Conference, Alice Springs, 16 May 2019

Michael Lech, *Marion Hall Best: Interiors* exhibition talk to the Friends of Hazelhurst, Hazelhurst Regional Gallery & Art Centre, 5 July 2018

Michael Lech, curator-led tour of *Marion Hall Best: Interiors* exhibition, part of the 60s Fair Fest Day, Hazelhurst Regional Gallery & Art Centre, 12 August 2018

Michael Lech, curator-led tour of *Marion Hall Best: Interiors* exhibition, National Wool Museum, Geelong, 18 October 2018

Michael Lech, curator-led tour of *Marion Hall Best: Interiors* exhibition, Tweed Regional Gallery, 14 December 2018

Michael Lech, curator-led tour of *Marion Hall Best: Interiors* exhibition, Canberra Museum & Art Gallery, 23 May 2019

Jacqui Newling, 'Eat your history', Country Women's Association of NSW, Sydney Branch, School of Mechanics, Sydney, 16 July 2018

Jacqui Newling, 'First Fleet fare', Orange Readers and Writers Festival, Orange, 28 July 2018

Jacqui Newling, 'Creating identity and preserving memories through home cookery', Blayney Library, 30 July 2018

Jacqui Newling, butter-making workshop for *Week of Tastes* food education program, Rozelle Public School, 2 August 2018

Jacqui Newling, 'Gastronomy in the museum', professional development workshop for staff and volunteers of Newstead House, Newstead House, Brisbane, 7 September 2018

Jacqui Newling, 'Gastronomic tour of Newstead House', Newstead House, Brisbane, 8 September 2018

Jacqui Newling, 'The art of dining, colonial style', Newstead House, Brisbane, 9 September 2018

Jacqui Newling, 'Eating your history', roundtable at the Read Me Readcation, The Rocks, Sydney, 14 September 2018

Jacqui Newling, 'Eat your history, our past on a plate', West Fest Forum 'Culture, Diversity and the Future of Heritage', Parramatta, 18 October 2018

Jacqui Newling, 'What shall we have for dinner?', 112th International Dickens Fellowship Conference "'Boz in Oz": Charles Dickens' Colonial Connections', Sydney, 27 October 2018

Jacqui Newling, "'Then and only then could we move on to something sweet": finding your place, knowing your place and keeping your place in familial and social realms, through food', 22nd Symposium of Australian Gastronomy, Female Orphan School, Parramatta, 17–19 November 2018

Jacqui Newling, 'Christmas by the book', Dickens Fellowship of NSW, Christmas luncheon, Sydney, 5 December 2018

Jacqui Newling, 'Power Play', lightning talk, Australian Centre for Public History GLAM SLAM, State Library of New South Wales, 15 March 2019

Jacqui Newling, 'Contest, conflict, contrast and connection: decolonising Australian place-based heritage sites using food as metaphor for connection to Country', International Food Studies Conference 'Food & Indigeneity', Paris, France, 28–30 March 2019

Holly Schulte, '150 years of the magic lantern at Rouse Hill House', Magic Lantern in Australia and the World conference, Australian National University, Canberra, 6 September 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, Executive Committee for the ICOMOS General Assembly 2020

Dr Caroline Butler-Bowdon, Government House Sydney Reserve Trust Advisory Committee

Dr Caroline Butler-Bowdon, mentor, 2019 Women in Senior Leadership Mentoring Program, Department of Planning and Environment, February–November 2019

Dr Caroline Butler-Bowdon, Social Media Ambassador, Sydney Architecture Festival, 28 September 2018

Nerida Campbell, member, Gender Equality Plan Employee Reference Group, Department of Planning and Environment

Nerida Campbell, member, Justice Museums Group

Michael Ellis, member, Australian Convict Sites Steering Committee, Department of Environment and Energy

Dr Scott Hill, member, Parramatta Heritage Partners

Dr Scott Hill, Trust member, Belgenny Farm Trust

Beth Hise, Chair, Exhibitions National Network, Australian Museums and Galleries Association

David Key, member, Parramatta Heritage Partners

Michael Lech, Secretary, Australiana Society

Megan Martin, board member, History Council of New South Wales

Megan Martin, board member, Society of Australian Genealogists

Megan Martin, judge, NSW Premier's History Awards 2019

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

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

Georgina Pearce, member, Aboriginal Employment Strategy, Disability Inclusion Action Plan, and Multicultural Plan steering committees, Department of Planning and Environment

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

Susan Sedgwick, member, Justice Museums Group

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, to March 2019)

Jonathan Jones, Sydney-based artist, member of the Wiradjuri and Kamilaroi nations of south-eastern Australia

Michael Rose AM, SLM Chairman (to December 2018)

Leanne Watson, Managing Director, Darug Custodian Aboriginal Corporation

Staff

Mark Goggin, Executive Director (to June 2019)

Rebecca Bushby, Acting Director, Strategy & Engagement (from June 2019)

Dr Caroline Butler-Bowdon, Director, Strategy & Engagement (to June 2019)

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 2018 the committee met with representatives from the Audit Office of NSW to discuss their review of SLM's financial statements for 2017–18.

In July 2019 the committee reviewed the year-end financial statements and met with representatives from the Audit Office of NSW to discuss the early close report.

Members

Marcus Laithwaite, Partner, PwC (Independent Chair)

Paddy Carney, Trustee (to March 2019)

Louise McElvogue, Trustee

Michael Rose AM, SLM Chairman (to December 2018)

Naseema Sparks AM, SLM Chair (from January 2019)

Staff

Mark Goggin, Executive Director (to June 2019)

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)

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

Michael Rose AM, former SLM Chairman (from March 2019)

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

Naseema Sparks AM, SLM Chair

Siobhan Toohill, former Trustee

Staff

Mark Goggin, Executive Director (to June 2019)

Rebecca Bushby, Acting Director, Strategy & Engagement
(from June 2019)

Dr Caroline Butler-Bowdon, Director,
Strategy & Engagement (to June 2019)

Robert Campbell, Director, Curatorial & Museums
(to June 2019)

Heritage & Collections Advisory Committee

The Heritage & Collections Advisory Committee comprises Trustees, senior staff and external experts. It met in 2018–19 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, Trustee (Chair)

Alastair Baxter, Associate Principal, Populous

Tanya Koeneman, Indigenous community representative

Colleen Morris, heritage consultant

Peter Root, Managing Director, Root Projects

Howard Tanner AM, Tanner Architects, and Tanner Kibble
Denton Architects

Staff

Mark Goggin, Executive Director (to June 2019)

Michael Ellis, Head of Heritage

Ian Innes, Director, Heritage & Collections

Rajkumari Navis, Principal Project Officer
(to December 2018)

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 a range of sites and classifications to ensure effective consultation on health and safety between all work groups. In 2018–19 the committee proactively managed risks identified by members and forged strong collaborations across SLM teams. The program of property inspections continued and was effective in identifying and mitigating hazards. SLM Health and Safety Representatives assisted with incident investigations, risk assessments for events, and the development of safe work procedures.

Nick Corbett, WHS Coordinator (Chair and Secretary)

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

Peter Loxton, Venue Facilities Coordinator, Commercial
Services

David Mindel, Audio Visual Services Coordinator,
Commercial Services

James Murray, Associate Producer, Experience & Learning

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

Susannah Sweeney (Acting Chair, from March 2019)

Joshua Black (from December 2018)

Mark Goggin (to June 2019)

Bruce Hambrett (from May 2019)

Chris McDiven AM (from May 2019)

Michael Rose AM (to December 2018)

Edward Simpson (Chair to June 2019)

Naseema Sparks AM (from January 2019)

Lisa Walters (Company Secretary)

4. SELF-GENERATED REVENUE

Corporate partners

Cash and in-kind

- ABC Classic: media partner, *Songs of Home* exhibition
- AMP Capital / Quay Quarter Sydney: education partner, *How Cities Work* exhibition
- Architecture Foundation of Australia: exhibition partner, *Iconic Australian Houses*, national tour 2018
- Architecture Media: media partner, *Sydney Open 2018*
- Arts and Humanities Research Council (UK): sponsor, *Songs of Home* exhibition
- Arup – principal sponsor, *Sydney Open 2018* VIP event
- Australian Centre for Photography: program partner, *Underworld: Mugshots from the Roaring Twenties* exhibition
- British Airways: sponsor, *Songs of Home* exhibition
- City of Sydney Council: principal partner, *Street Photography* exhibition
- *The Sydney Morning Herald*: principal partner, *Sydney Open 2018*, and SLM media partner
- GML Heritage: principal sponsor, *Sydney Open 2018* breakfast event
- Grosvenor Place: supporting partner, Museum of Sydney *on the site of first Government House*
- Investa – principal sponsor, *Sydney Open 2018* VIP event
- Jacob's Creek – beverage partner, *Sydney Open 2018*
- Lonely Planet Kids: partner, *How Cities Work* exhibition
- Ngarra-burria First Peoples Composers Initiative: partner, *Songs of Home* exhibition
- NSW Architects Registration Board: supporting partner, *Iconic Australian Houses* exhibition, national tour 2018

- Olympus – Share & Win Competition partner, *Sydney Open 2018*
- Royal Australian Navy Band: partner, *Songs of Home* exhibition
- Seidler Architectural Foundation: SLM supporting partner
- St James Institute – partner, Hyde Park Barracks Museum programs
- Stormtech: principal partner, *Iconic Australian Houses* exhibition, national tour 2018
- Sydney Conservatorium of Music, The University of Sydney: partner, *Songs of Home* exhibition
- University of Glasgow: partner, *Songs of Home* exhibition
- The University of Newcastle: supporting partner, *Iconic Australian Houses* exhibition, national tour 2018
- University of Southampton: partner, *Songs of Home* exhibition
- Visions of Australia: funding grant, *Iconic Australian Houses* exhibition, national tour 2018

Several private foundations who wish to remain anonymous also generously supported SLM in this financial year.

5. GRANTS

Grants of \$16.385 million for recurrent allocation and \$6.119 million for capital grant allocation, including a capital maintenance program grant, were received from the NSW Government. An additional grant of \$147,000 was received from the Australian Government's Protecting National Historic Sites program. This included \$72,000 for the site of the first Government House (Museum of Sydney forecourt) to support the creation of learning and experiential facilities for schools and families and an education program; and \$75,000 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. Further to this, \$9935 was received from the Copland Foundation for the purchase of three highly significant objects for the Hyde Park Barracks Museum collection: a pocket pistol made by a convict gunsmith, a convict pardon and a brass hand stamp made for the Principal Superintendent of Convicts in NSW.

6. PRIVATE GIVING

The SLM Foundation acknowledges the following generous donations (received since 1 July 2018, as per our Gift Management Policy). The Foundation also acknowledges the many donors who gave anonymously.

Major gifts

Susan Maple-Brown AM, The Neilson Foundation,
Seidler Architectural Foundation

Governors' Circle

Robert Albert AO & Libby Albert, Emeritus Professor David Carment AM, Margot Chinneck, Cecelia Clarke, Louise Cox AO, Chum Darvall AM & Sonja Woodwell, Dr Zeny Edwards, Dianne Finnegan & Dr Terry Finnegan, Bruce & Joanne Hambrett, Bill & Alison Hayward, Ronald & Rhonda Langley, Guy & Marian Paynter, John Pearson, Ian & Kate Renwood, Penelope Seidler AM, John Sharpe & Claire Armstrong, Edward & Annie Simpson, Ian & Maisy Stapleton, Emeritus Professor Ross Steele AM, Susannah Sweeney, Roslyn Sweetapple, Stewart Symonds, Mark Tedeschi AM QC, Jill Wran AM

Heritage Housekeepers

Antoinette Albert, Neil Burley, Dominic Emmett, John B Fairfax AO, Virginia Howard & Bill Taylor, W G Keighley, Emeritus Professor Michael Lawrence & Sarah Lawrence, Edward Loong, Alexandra Martin, Dr Anne Reeckmann & Dr Gary Holmes, Margaret Short, Naseema Sparks AM, Louise Taggart & Peter Homel, Elizabeth Trainor

Supporters

Janet Abernethy, Kerrie Acocks, Naoko Adachi, Jenny Adams, Sharon Adams, Lenore Adamson, Wayne Adamson, Robyn Ainsworth, Elizabeth Alexander, Hatem Alhefny, Charles Allan, Alison Allmark, Teresa Amey, Bill & Kate Anderson, Michelle Andrews, Barry Ang, Andrew Ardino, Paul Armstrong, Delphia Asemaga, Karen Asgill, Katy Asiegbu, Heather Attenbrow, Kate Auberson, Karen Avery, Kim Bailey, Timothy Baird, Kylie Baker, Sreedharan Balakrishnan, Camilla Barlow, Liz Barr, Kerry Barrett, Bronwyn Barwell, Najiha Basheer, Gregory Bayles, Melonie Bayl-Smith, Mark Bayly, Georgie Beazley, Kathryn Bendall, Florence Berchten, Stephanie Berry, Natalie Bezkorovainy, Kate Bible, Ellie Bickford, Amanda Binnie, Katie Bird, Alison Black, Jehan Blazey, Tina Blong, Swechchha BokiShrestha, Lucyna Bona, Margaret Booth, Sheena Boughen OAM, Mary Boukatos, Elisabeth Bowdler, Justyn Boyle, Wilfred Brandt, Eve Brenac-Mooney, Cathy Brennan, Georgina Brett, Matthew Brigden, Fay Briggs, Dr William Brooks, Nicole Brouwer, Jessica Brown, Elise Bruce, Paul Burcher, Louise Burford, Anthony Burke, Carolyn Burns, James Burns, Jenny Burns, Jo Burton, Suzanne Byrne, Brenda Cabato, Gerard Calderhead, Caro Caluwe, Sylvia Cameron, Donna Camilleri, Jane Camilleri, Perry Carbonell, Lydia Carolin, Meghan Carruthers, Tina Cartwright, Grant Casey, Barbara Cassidy, Dr Patrice Castignolles, David Cater, Ross Catterall, Therese Chamberlain, Seung Jae Chang, Ruth Chapman, William Chapman, James Charles, Colin Cheers, Nan Chen, Rebecca Chen, Marina Chiovetti, Daryl & Julie Chipperfield, Anne Clark, David Clarke, Gai-Louise Clarke, Linda Clarke, Terry Clarke, Mary Clements, Nick Cochrane, Tiffany Coco, Cynthia Coghill, Kay Colahan, Jamee Colby,

Bernard Coles QC, Lee Collins, Pen Collins, Rodney Collins, Barbara Colquhoun, Lorraine Connor, Lisa Coombs, Jane Cooper, Liz Costa, David Cowell, William Cowen, Judith Cox, Christina Cozens, Jess Crino, Amy Croft, Denise Crook, Johnathan Crowe, Alison Cunningham, Bruce Cuthbert, Nicola d'Alpuget, Beth d'Apice, Gail Darcy, Roland de Broglio, Lisa Dean, Emilie Delalande, Xiaoqing Deng, Lily Dewisusana, Debbie Dickson, Helen Dickson, Ka Yan Do, Mary Dodd, Hermanus Doorn, Linda Drew-Smith, Jennifer Duhnfahr, Margaret Dunstan, Melody Durupt, Olga Efremova, Tyson EK-Moller, Jarn Elias, Mohamed Ellabban, Suzanne Ellicott, Deborah Ellsmore, Irene Ellul, Sue Embrey, David Epstein, Lara Ette, Rhiannon Evans, Elizabeth Evatt AC, Penny Ewing, Susan Faber, Jack Fang, April Farmer, Tim Farriss, Giuliana Fenato, Vanessa Ferguson, Jacqui Fernley, Judith Field, Josephine Fisher, Maureen Fitzpatrick, Kim Flannery, W Fletcher, Joanna Fogarty, Petra Fonteyn, Elizabeth Fox, Lillian Francis, Clare Fraser, Dane Frohlich, Fabic Gabriel, Terry Gainey, Mel Gallagher, Tingting Gao, Tina Garcia, Bruce Garton, Kerri Genovese, Ray Gilbert, David Glasheen, Shannon Gleeson, Alex Goldrick, Vicki Goldsmith, Alana Goodwin, Vanessa Gordon, Yu Goto, Marella Gouvernet, Berangere Graham, Katrina Greenaway, Anna Grega, Pam Grey, Nicola Grieve, James Griffin, Pauline Griffin AM, Margaret Grundy, Pooja Guha, Aruna Gunasekera, Monica Haberecht, Nicki Habkook, Michelle Haerewa, Louise Haffenden, Kaneez Hakim, Carina Halkiadakis, Bill Hamed, Ian Hamilton, Maggie Hamilton, Neil Hardie, David Hardy, Vera Harper, Associate Professor Marie-Louise Harvey, Katharine Hawkins, Cheryl Hayman, Elyce Hayton, Yixuan He, Wayne Heeley, Margaret Helman, Carlie Henderson, Michael Henderson, Isaac Herrera, Richelle Herron, Geoffrey Hogbin, Michael Holden, Debra Hollinger, Phoebe Holt, Karleigh Honeybrook, Sam Hoogenboom, Amanda Hope, Sharon Horner, Julie House, Diana Houstone, Patricia Howard, Rachael Huang, Carol Hudson, Jessica Huf, Agnieszka Hulewicz, Louise Huskic, Helen Ilic, Septheani Inahyani, Sumik Iqbal, Paul Irish, Robert Jackson, Catherine Jacobs, Patricia Jacobsen, Fiona James, Joanne Jamieson, Peter Jay, Roger Jeffries, Sasha Jessop, Jaya Jha, Einar Johansen, David Johnson, Glenda Johnson, Scott Johnston, Gwen Jones, Rick Jones, Laura Jorgensen, Hendrik Joustra, Tina Jowett, Euna Jung, Dominic Kanak, Marika Karosi, Ola Kay, Maria Keshavarz, Pranavkumar Kevadia, Mary Keyzer, Ji Hyun Kim, Ayse Kiran, Joelene Kowalski, Elizabeth Krassoi, Luci-Anne Kreller, Jelena Kretova, Dina Krochuk, Vanja Krumpacnik, Yuki Kusano, Renee La Rue, Geraldine Ladley, Tanya Langan, Eugenia Langley, Wendy Langley, Leanne Lautnsach, Larissa Lavarch, Andrea Laycock, Susy Leal, Patrick Lebon, Danice Lee, Fona Lee, Julian Lee, Rosemary Lee, Judith LeVine, Mark Lewis, Hong Li, Dan Liang, Sally Liang, Achang Libat, Ana Licto, Kylie Little, Anna Liu, May Liu, Michelle Lloyd, Michael Lomas, Clare Lorrimer, Sharon Lu, Rosanna Luca, Therese Luck, Julie Luu, Xuan Ly, Shivaraj Lyer, Caitlin Maclean, Heather MacMillan, Gail Macqueen, Heather Marsden, Sandy Martikas, Stephanie Martin, Desiree Martinsson,

Melissa Mason, Sue McAllister, Kristine McCall, Daphne McCaughan, Shane McDonnell, Robert McGarn, Mary McGuirk, Sue McInnes, Alison McIntyre, Esther McKerrell, Dr Elspeth McLachlan, Loris McLoughlin, Iain McMillan, Kayla Medica, Vandra Mellers, Dianah Merchant, Natalie Middleton, Ngaire Millener, Belinda Miller, Frances Monypenny, Greg Morahan, Dean Moraitis, Mandy Morelli, Annette Morgan, Kane Mott, Miriam Mukoma, Graham Mundy, Celine Murphy, Dr Lisa Murray, Michael Murray, Norah Murray, Helen Mylius, Loraine Neville, Merle Newton, Denise Nicholls, Rebecca Nielsen, Dr Fred Niesche, Adrienne Nixon, Donagh Norris, Kerry Norton, Tracey Nutt, Valerie Odewahn, James O'Donnell, Rudy Opoku-Boateng, Katherine Owens, Maria Papoulia, Chris Patterson, Sylvia Peng, Kate Penson, Melinda Perrottet, Nicci Peverill, Kieu Tien Pham, Elwyn Poynter, Greeba Pritchard, Elly Puckeridge, Michelle Pyne, Maureen Radnidge, Jesselyn Ragasajo, Vanessa Raju, Ron Ramsey, Akhil Rao, Maria Ravic, Tania Reid, Gabrielle Renneberg, Helen Reynolds, Carolina Ribeiro, Elda Ribeiro, Anthony Richardson, Bill Richardson, Craig Richardson, Susan Richardson, Peter Rieck, Kathleen Rieth, Gabrielle Ritchie, Karen Roberts, Penelope Robertson, Gabrielle Rogers, Miranda Routh, Anna Ryburn, Kate Saunders, Pam Saunders, Helen Sawkins, Carolyn Scanlon, Adele Schenk, Nicole Schroder, Von Sebastian, Kaveri Sequeira, Rachael Shanahan, Penny Sharman, Martyn Sharp, Jo Shaw, Thomas Sheen, Judith Shelley, Linda Shepherd, Marius Sherrie, Guo Shi, Angela Sidoti, Dr Evan Siegel, Ruth Simon, Nick Simpson, Hannah Sinclair, Patricia Small, Marianne Smith, Penelope Smith, Susan Smith, Christine Snow, Jyoti Somerville, Catarina Sorensson, Janet Stacey, Pamela Stahel, Michelle Stark, Tearza Stark, Christina Starr, Rowan Stenhouse, Toner Stevenson, Sophie Stewart, Sandra Stoddart, Sarah Stokes, Robyn Stonefield, Feroni Suhood, Lamanda Sungkar, Tamoi Sutton, Joanne Sweeney, Guy Swinerton, Anne Sykes, Simon Taggart, Janice Tamba, Jane Tang, Angela Taylor, Catherine Jane Taylor, Diana Taylor, Lesley Taylor, Naomi Taylor, Sarah Taylor, Narit Thirasaroach, Peter Thomas, Caroline Thornton, Lodomar Tirol, Katherine Treseder, Jonathan Trope, Albert Tuidia, Douglas Turk, Jane Van Balen, Mieke van der Bijl, Eve Varney, Lynne Vincent, Stacey Volpes, Dr Anna Maria von Ruefingen, Mirjana Vukusic, Suzanne Wagner, Conal Walsh, Lynda Walsh, Phyllis Wang, Yan Wang, Alex Wardrop, Robert Watson, Susanna Watts, Patrick Weaver, Catherine Webb, Dr Kimberley Webber, Tim Webster, Jenny Wee, Rachael Wilkins, Eva Wilson, Sarah Wilson, Kylie Winkworth, Martin Wiseman, Fay Witton, Maureen Wooldridge, Susan Workum, Nicki Wormald, Louise Wright, Elinor Wrobel OAM, Ping Wu, Joy Xavier, Gavan Xu, Meifang Xue, Yujing Yao, Kenny Yeak, Belinda Yeldham, Ann Yip, Renay Young, Summiya Yousef, Bing Ying Yu, Mengxin Zhang, Yajie Zhang, Dr Edith Ziegler

Bequests

The late Sheila Finlayson, the late Deirdre Kenyon

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 2018–19.

SLM received no applications under section 14 of the PPIP Act during 2018–19.

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 2018–19 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 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 First Government House and Young Street Terraces Conservation Management Plan was added in 2018–19. This conservation management plan (CMP) has been prepared to provide a framework for the future care and management of the site of the first Government House (Museum of Sydney) and the Young

Street Terraces. This includes the land managed by SLM and therefore two buildings, the Museum of Sydney on the site of first Government House and the Young Street Terraces.

- **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 2288

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 89 compliments were received: Caroline Simpson Library & Research Collection (1); museums, houses and exhibitions (31); programs (3); publications (1); and venues (53).

A total of 10 complaints were received: museums, houses and exhibitions (4); programs (2); and venues (4).

In 2018–19, SLM produced a Customer Service Charter to improve the delivery of the visitor experience at SLM properties. A customer service handbook is also in development.

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 2018–19.

Production costs related to this report

There were no external costs related to the production of this report.

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 26 July 2018 for the 2018–19 financial year.

Personnel policies and practices

- A People and Culture Strategy was developed to achieve the relevant success measures outlined in SLM's Strategic Plan 2017–2022. These are:
 - maintain above-sector staff engagement as measured in the People Matter Employee Survey;
 - achieve workplace diversity consistent with NSW public sector targets;
 - promote a culture of continuous workplace improvement;
 - achieve zero workplace injuries.
- 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.
- The Human Resources Team worked closely with the Marketing & Audience Insight Team to refresh the recruitment process and the onboarding of staff with an improved Employee Value Proposition (EVP). The EVP supports SLM's goal of becoming an employer of choice and attracting and retaining the best and brightest people.

Future directions

Key issues for the year ahead will be continuing to build a strong support network with other cultural institutions to share ideas and increase resources.

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;
- supporting staff affected by organisational change through our Employee Assistance Program;
- participating in the Department of Planning and Environment steering committees to discuss, develop and implement the Disability Inclusion Action Plan (DIAP), the Multicultural Plan (MP) and the Aboriginal Employment Strategy;
- establishing the SLM Diversity Working Group, which will work with staff to champion the Department of Planning and Environment DIAP and MP, and develop similar internal plans specific to SLM;
- meeting with other Sydney cultural institutions each month to discuss how to increase accessibility for both visitors and employees.

Future directions

The SLM Diversity Working Group will seek to create an internal SLM Disability Inclusion Action Plan and a Multicultural Plan aligned with NSW public sector frameworks and guidelines.

Principal officers

Executive Director

Mark Goggin BA (Hons), EMPA (to June 2019)

Director, Corporate & Commercial

Lisa Walters BCom, CA, GAICD

Director, Curatorial & Museums

Robert Campbell BA (Hons), MA (Cantab) (to June 2019)

Director, Heritage & Collections

Ian Innes BScArch, BLArch

Director, Strategy & Engagement

Dr Caroline Butler-Bowdon BA (Hons), MA, PhD, CF (to June 2019)

Acting Director, Strategy & Engagement

Rebecca Bushby BA, Grad Dip Mgt (Arts), Grad Dip AppSc (Cultural Heritage Management) (from June 2019)

Senior executives

During 2018–19 the following were members of the Public Service Senior Executive:

Executive Director, Mark Goggin (to June 2019)

Director, Corporate & Commercial, Lisa Walters

Director, Curatorial & Museums, Robert Campbell (to June 2019)

Director, Heritage & Collections, Ian Innes

Director, Strategy & Engagement, Dr Caroline Butler-Bowdon (to June 2019)

Acting Director, Strategy & Engagement, Rebecca Bushby (from June 2019)

Number of senior executives 2018–19

BAND	2018–19		2017–18	
	FEMALE	MALE	FEMALE	MALE
4	0	0	0	0
3	0	0	0	0
2	0	1	0	1
1	2	2	2	2
TOTAL	5		5	

Average remuneration for 2018–19

BAND	PUBLIC SECTOR REMUNERATION RANGE 2018–19	SLM AVERAGE REMUNERATION 2018–19	PUBLIC SECTOR REMUNERATION RANGE 2017–18	SLM AVERAGE REMUNERATION 2017–18
Band 2 (Executive Director)	\$268,001 to \$337,100	\$281,310	\$261,451 to \$328,900	\$274,449
Band 1 (Director)	\$187,900 to \$268,000	\$212,339	\$183,300 to \$261,450	\$207,160

In 2018–19, 6.06% of SLM's employee-related expenditure was related to senior executives compared to 5.98% in 2017–18.

Workforce profile – Workforce Diversity report

CURRENT SELECTIONS				
Cluster	Reporting entity			
Planning and Environment	Sydney Living Museums			
1 SIZE OF AGENCY (HEADCOUNT)	2017	2018	2019	% CHANGE 2018 TO 2019
Headcount at census date	251	262	261	-0.4%
Non-casual headcount at census date	188	199	203	2.0%
2 WORKFORCE DIVERSITY SURVEY RESPONSE RATE (NON-CASUAL HEADCOUNT AT CENSUS DATE)	2017	2018	2019	
Non-casual headcount at census date	188	199	203	
Non-casual Workforce Diversity survey respondents at census date	188	199	203	
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)										2019
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 a disability requiring work- related adjustment	
\$0 – \$48,119	11	11	4	7	–	–	6	7	–	–
\$48,119 – \$63,199	36	36	13	23	–	–	4	6	2	1
\$63,199 – \$70,652	18	18	6	12	–	2	5	4	–	–
\$70,652 – \$89,406	45	45	14	31	–	2	6	6	1	–
\$89,406 – \$115,617	73	73	29	44	–	1	11	10	3	1
\$115,617 – \$144,521	17	17	8	9	–	–	1	1	–	–
\$144,521 > (Non SES)	1	1	1	–	–	–	–	–	–	–
\$144,521 > (SES)	2	2	1	1	–	–	–	–	–	–
TOTAL	203	203	76	127	–	5	33	34	6	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)**2019**

ACTUAL						ESTIMATED				
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 a disability requiring work-related adjustment	People with a disability
\$0 – \$48,119	11	11	4	7	–	–	6	7	–	–
\$48,119 – \$63,199	36	36	13	23	–	–	4	6	2	1
\$63,199 – \$70,652	18	18	6	12	–	2	5	4	–	–
\$70,652 – \$89,406	45	45	14	31	–	2	6	6	1	–
\$89,406 – \$115,617	73	73	29	44	–	1	11	10	3	1
\$115,617 – \$144,521	17	17	8	9	–	–	1	1	–	–
\$144,521 > (Non SES)	1	1	1	–	–	–	–	–	–	–
\$144,521 > (SES)	2	2	1	1	–	–	–	–	–	–
TOTAL	203	203	76	127	–					

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. Eg, Estimated number of People with a Disability in Salary Band 1 = (Actual number of People with a 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**2019**

ACTUAL						ESTIMATED				
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 a disability requiring work-related adjustment	People with a disability
\$0 – \$48,119	11	100.0%	36.4%	63.6%	0.0%	0.0%	54.5%	63.6%	0.0%	0.0%
\$48,119 – \$63,199	36	100.0%	36.1%	63.9%	0.0%	0.0%	11.1%	16.7%	5.6%	2.8%
\$63,199 – \$70,652	18	100.0%	33.3%	66.7%	0.0%	11.1%	27.8%	22.2%	0.0%	0.0%
\$70,652 – \$89,406	45	100.0%	31.1%	68.9%	0.0%	4.4%	13.3%	13.3%	2.2%	0.0%
\$89,406 – \$115,617	73	100.0%	39.7%	60.3%	0.0%	1.4%	15.1%	13.7%	4.1%	1.4%
\$115,617 – \$144,521	17	100.0%	47.1%	52.9%	0.0%	0.0%	5.9%	5.9%	0.0%	0.0%
\$144,521 > (Non SES)	1	100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
\$144,521 > (SES)	2	100.0%	50.0%	50.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
TOTAL	203	100.0%	37.4%	62.6%	0.0%					

Note: Table 4a presents the figures in Table 4 as percentages. Eg, Estimated % of People with a Disability in Salary Band 1 = (Estimated number of People with a 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	2017	2018	2019
Women	50%	67.6%	63.3%	62.6%
Aboriginal and/or Torres Strait Islander people	3.3%	0.5%	1.5%	2.5%
People whose first language spoken as a child was not English	23.2%	12.2%	14.1%	16.7%
People with disability	5.6%	3.2%	3.5%	3.0%
People with disability requiring work-related adjustment	N/A	1.1%	1.0%	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	2017	2018	2019
Women	100	95	90	95
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	96	96	80
People with a disability	100	N/A	N/A	N/A
People with a 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	2017	2018	2019
Women	50%	67.6%	63.3%	62.6%
Aboriginal and/or Torres Strait Islander people	3.3%	0.5%	1.5%	2.5%
People whose first language spoken as a child was not English	23.2%	12.2%	14.1%	16.7%
People with a disability	N/A	3.2%	3.5%	3.0%
People with a disability requiring work-related adjustment	N/A	1.1%	1.0%	1.0%

Staff headcount by classification

STAFF HEADCOUNT IN CLASSIFICATION	2015–16	2016–17	2017–18	2018–19
Administrative and clerical staff	157	189	167	152
General staff	176	159	125	124
Librarians, library assistants, library technicians and archivists	3	4	3	3
Security and general services	2	–	2	13
Senior officers	1	–	–	–
Gardens – horticulture and trades staff	9	10	11	9
Curators and registrars	25	24	23	23
Education officers	4	3	3	3
Public service senior executives	5	5	5	5
Total	382	394	339	332
Staff (annual full time equivalent)	175.74	174.84	172.10	177.70

Disability Inclusion Action Plan

The Planning and Environment Cluster 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.

The installation of a new lift in the Hyde Park Barracks Museum is underway. This will provide full visitor access to the upper levels of the central building, which can currently only be accessed via stairs (see page 76).

Future directions

Capital works projects scheduled for 2019–20 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 Planning and Environment Cluster Multicultural Plan 2018–2021 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 four focus areas with specific outcomes as set by the Multicultural Planning Framework:

- 1) **Leadership** – demonstrated leadership in culturally inclusive practices; increased recognition of the value of cultural diversity.
- 2) **Engagement** – collaboration with diverse communities; understanding the needs of people from diverse backgrounds.
- 3) **Planning** – strong plans to deliver services; evidence-driven planning.
- 4) **Service Delivery** – mainstream services deliver for everyone; targeted programs fill the gaps; people from culturally diverse backgrounds are aware of NSW Government (funded) services, programs and functions.

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.

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 Planning and Environment 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;
- 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 26 August 2018, the Great Irish Famine Commemoration Committee hosted its annual event, the Gathering, this year attended by more than 300 people.

In March, 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.

New visitor guides for the Museum of Sydney were produced in Chinese (Mandarin), French, Korean, Japanese and Spanish (see page 44).

Overseas visits by employees

Business-related visits by staff between 1 July 2018 and 30 June 2019:

STAFF MEMBER	PURPOSE OF VISIT (SUMMARY)	DESTINATION(S)	DATES OF TRAVEL
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.	Canada	16–23 Sept 2018
Mark Goggin, Executive Director	Met with New York-based exhibition designers Local Projects to finalise the creative direction of the lead media production elements and development status of the story guide, and the critical interpretive elements of the Hyde Park Barracks Museum experience.	USA	20–29 Sept 2018
Lee Tougher, Merchandise Coordinator	Met with key staff at several cultural institutions to research their approaches to merchandise selection, product development and visual merchandising techniques. The trip was funded by the Ruth Pope Bequest Travelling Scholarship.	England	6–19 Oct 2018
Mark Goggin, Executive Director	Research for an exhibition focused on the central idea of treaty-making, and comparing the Australian and New Zealand experiences.	New Zealand	11–15 Nov 2018
Peter White, Head, Indigenous Strategy & Cultural Engagement	Research for an exhibition focused on the central idea of treaty-making, and comparing the Australian and New Zealand experiences.	New Zealand	11–15 Nov 2018
Beth Hise, Head of Content, Strategic Projects	Research for an exhibition focused on the central idea of treaty-making, and comparing the Australian and New Zealand experiences.	New Zealand	11–17 Nov 2018
Levon Broederlow, Exhibition Technician	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	11–23 Jan 2019
Dr Matthew Stephens, Research Librarian	Invited to represent SLM as a partner in the research project 'Music, Home, and Heritage: Sounding the Domestic in Georgian Britain', funded by the Arts and Humanities Research Council (UK).	England	24 Mar – 6 Apr 2019
Levon Broederlow, Exhibition Technician	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	27 May – 2 Jun 2019

13. 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
	2018–19	2018–19	2019–20
	\$000	\$000	\$000
Expenditure			
Operating expenses	26,866	25,683	27,422
Depreciation and amortisation	1,027	1,106	1,496
Finance costs	–	18	54
TOTAL EXPENDITURE	27,893	26,771	28,972
Revenue			
Recurrent grant	16,333	16,385	20,339
Capital grant	6,119	6,119	4,020
Sale of goods and services	6,410	5,989	7,422
Investment income	157	157	159
Grants and contributions	3,425	1,097	3,479
Other revenue	16	19,862	17
TOTAL REVENUE	32,460	49,609	35,436
Gain on disposal of non-current assets	–	7	–
Other gains/(losses)	–	73	–
NET RESULT	4,567	22,772	6,464

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. The framework was reviewed in 2018. SLM's mandatory annual attestation is included on page 128.

SLM's Audit & Risk Committee (see page 110) 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 Planning and Environment Cluster.

ICT management

The ICT Team has in place policies and procedures critical for compliance with the NSW Government's Cyber Security Policy. The mandatory Cyber Security annual attestation is included on page 129.

Internal audit

No internal audit reviews were conducted during the year.

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 five claims were lodged with TMF, including claims relating to damage arising from weather. All claims have been approved.

Seven workers compensation claims were successfully lodged. Three lost-time payments were made during 2018–19.

Twenty-four 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. Ten claims relate to hail damage.

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: Procurement Policy, Protective Attire Policy.

The following policies and procedures were reviewed and revised: Internal Audit Charter, Audit & Risk Committee Charter, Curatorial & Public Engagement Advisory Committee Charter, Heritage & Collections Committee Charter, Trust Charter, and Foundation Charter and code of conduct.

In addition, the following policies and procedures were drafted or revised and are in the consultation phase prior to approval: Sponsorship Policy, Grievance Policy, Complaints Policy, SLM Emergency Management Plan.

Records management

An awareness program around record keeping is underway across SLM. This is to ensure all staff understand their obligations under the *State Records Act 1998* and other relevant legislation.

In January, the Board of the State Archives and Records Authority of New South Wales approved a new records functional retention and disposal authority: FA402 Cultural, Recreational and Sporting Institutions. SLM has implemented FA402 to manage the archiving and disposal of a backlog of older functional physical records.

Three interns have assisted with archiving and disposing of physical administrative records from the Museum of Sydney and the Hyde Park Barracks Museum.

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 105).

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 STATEMENT

FOR THE 2018–19 FINANCIAL YEAR
FOR THE HISTORIC HOUSES TRUST
OF NEW SOUTH WALES

I, Adam Lindsay, 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 – 5 March 2019)
- Michael Rose AM, Independent Member and Chairman HHT Trust (Term 3: August 2010 – 31 December 2018)
- Louise McElvogue, Independent Member and HHT Trustee (Term 2: March 2016 – current)
- Naseema Sparks AM, Independent Member and Chair, HHT Board of Trustees (Term 1: January 2019 to present)

I, Adam Lindsay, 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).



Adam Lindsay
Executive Director

22 August 2019

CYBER SECURITY ANNUAL ATTESTATION STATEMENT

FOR THE 2018–19 FINANCIAL YEAR
FOR THE HISTORIC HOUSES TRUST
OF NEW SOUTH WALES

I, Lisa Walters, am of the opinion that the Historic Houses Trust of NSW (HHT) have implemented actions to manage cyber security risks in a manner consistent with the Mandatory Requirements set out in the NSW Government Cyber Security Policy.

Risks to the information and systems of the HHT have been assessed and are managed via the Agency's ISMS.

Governance is in place to manage the cyber security maturity of the HHT.

A current cyber-incident response plan is being devised for the HHT to be tested during 2019–20.

The Agency's controls against the Mandatory Requirements of the NSW Cyber Security Policy have been assessed internally. An external review will be undertaken during 2019–20.



Lisa Walters
Acting Executive Director (as at 30 June 2019)

28 August 2019

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
Sept 2018	374	7	13	–	394
Dec 2018	383	5	–	5	393
Mar 2019	82	–	(1)	–	81
Jun 2019	851	11	4	36	903

Total accounts paid on time			Total amount paid	
Quarter	Target %	Actual %	\$'000	\$'000
Sept 2018	100	98	4,611	4,504
Dec 2018	100	97	3,823	3,708
Mar 2019	100	99	4,563	4,525
Jun 2019	100	97	4,075	3,965

16. CONSULTANTS

Type of consultant	Name of consultant	Title of project	Service	Amount (Excl. GST) \$
General > \$50,000	Francis-Jones Morehen Thorp Pty Ltd	Macquarie Street Precinct renewal	Engineering	129,566
	Frost Design Pty Ltd	Brand review and refresh	Management services	97,175

Type of consultant	Number of engagements	Service	Amount (Excl. GST) \$
General < \$50,000	11	Management services	201,113
	7	Engineering	42,580
	1	Organisational review	4,600

17. OUR VOLUNTEERS

As well as those who contributed to SLM's year-round Volunteer program, the following includes those who volunteered for *Sydney Open 2018*.

Reamel **Abella**, Mariia Abramova, Deborah Aitken, Layla Zum Akter, Luisa Alessi, Kate Alway, Prue Anthony, Patricia (Tish) Arellano Amaro, Munro, Robyn Armstrong, Cindy Arputhanathan, Elizabeth Arrigo, Akhtar Azhar, Teresa **Baldassarre**, Anita Barry, John Bartholomaeus, Sally Bates, Margery Bennett, Gemma Beswick, Alinde Bierhuizen, Dan Bieri, Ashleigh Bird, Colin Bishop, Jehan Blazey, Katherine Bonitz, Catherine Borchok, Erika Bostelmann, Courtney Bowd, John Boyd, Ron Bray, Warren Bressler, Zoe Britton-Harper, Marnie Brown, Lisa Buckle, Joan Buckley, Angela Budai, Wendy Bull, Sam Bullen, Michele Burton, Christine Byun, Andie **Caballes**, Ada Cable, Katrina Calvi, Annamaria Carey, Barbara Carnie, Steve Cartland, Michele Carton, Cheryl Catchpool, Sin Tung Vivian Chan, Jessica Chandra, Joanna Chang, Simon Chang, Edwin Chau, Haoya Chen, Ming Chen, Siqi Chen, Yilun Chen, Yue Chen, Virginia Chenney, Henrietta Cheshire, Cheuk Chiu, Ankit Chopra, Betty Chow, Xiaohong Chu, Natalie Chua, Olesya Chugunova, Mutiara Cininta, Natasha Civijovski, Terry Clarke, Alana Clifton-Cunningham, Gerry (Yaier) Cohen, Gary Cook, Lyndsey Crammond, Annette Crawford, David Critchley, Rowena Cruz, Katrina Curry, David Curtin, Emma **Davies**, Pim den Dekker, Michael Denniss, Lynn Dent, Vania Djunaidi, Shelley Domberger, Mal Donaldson, MeiLi Duan, Dominic Dwyer, Thomas Dwyer, Judy **Ebner**, Hayley Edmonds, Jenny Edwards, Julie Evans, Les Evans, Michele Evans, Lindsay Everingham, Terry **Fahy**, Maria Fallah, Francy Fan, Chris Farquharson, Maria Fedele, Mariya Ferdousi, Ronald Fernandes, Savio Fernandes, Michael Fillery, Dianne Finnegan, Ronald Fisher, Claire Foley-Jennings, Diann Ford, Julian Foster, Evelyn Freeland, Jing Fu, Peng Fu, Carelyn **Gabinay**, Valerie Gaidarly, Susanne Gantert,

Vanessa Garland, Allan Garrick, Terry Gatward, Kerri Genovese, Catherine Gibson, Heather Gill, Monique Gingell, Anastasia Gladkih, Caroline Gleeson, Diana Glenn, Wan Hoe Goh, Llywelyn Golesworthy, Linda Gosling, Elaine Graham, Howard Graham, Michele Grande, James Griffith, Tim Griffiths, Sarah-Jane Grove, Vladimir Grudin, Mirsada Gudelj, Yushan Guo, Rob **Haggett**, Patricia Hale, Dimitria Hamlyn-Harris, Samantha Harding, Jennifer Havyatt, Sarah Hawkins, Liz Haworth, Jimmy He, Jan Heffernan, Amanda Henry, Karina Kendra Herrera Membreno, Margaret Hill, Kate Hobman, Robert Holden, Yingdi Hong, Martine Hotz, Jiawei Hou, Jie Hou, Jenny (Jie X) Huang, Zhi-Qing Huang, Rachael Hughes, Lesley Hume, Sally Humphrey, Cherie Y C Hung, Robert **Iacopetta**, Muhammad Imran, Linda Irawan, Julie Irving, Kristen Irwin, Kiruthika Iyer, Carol **Jacobson**, Kenneth Jacobson, David James, Peter James, Sally James, Ella Janiszewski, Nica Javadi, Sophie Jennings, Gloria (Mingyao) Jiang, Yutian Jiang, Sharon Johnson, Michael Jones, Swaroop **Kanekal**, Selen Karacanoglu Ishak, Christine Kazub, Peggy Ke, Joanne Kennett, Graham Kerr, Shu Khor, Flaura Khosh Kish, Emily Kilgannon, Maria King, Katja Klikauer, Lada Kolonkova, Natalia Koryakovtseva, Maree Kovac, Julius **Labay**, Richard Lambert, Jacqueline Lau, Paul Lau, Julie Law, Ellen Lawson, Luke Ledger, Alan Lee, Sophie Lee, Caroline (Hyunjee) Leem, Leone Lemmer, Susan Lenné, Mollie Lenthall, Marsha Levina, Agnes Levine, Christopher Levins, Cheng (Kevin) Li, Huijia Li, Jiaqi Li, Jiayi Li, Ruoheng Li, Vanessa Li, Xiang Li, Xiaolu Li, Madeleine Lidbetter, Huey Liew, Xuqun Lin, Zhen Lin, Maggie Lo, Mary Joyce Lo, Cathy Lockhart, Michael Lockwood, Nicholas Loder, Dennis Lovely, Philippa Lovely, Amanda Lunn, Michelle Lynn, Alana **Macallister**, George Mack, Danielle Mackay, Shirley Maguire, Amanda Mallon, Freddie Manalac, Judith Manion, Fiona Manning, Claudia Mao, Mary Clare Mapanao, Alexandre Marion, Suzanne Maris, Jane Marks, Judy Marshall, Lynette Martel, Sandra

Martin, Stephen Martin, Gillian Mauchan, Malcolm Mawhinney, Shwne Lei Po Po Maung, Vicki Mavrofora, Dana Mazzucchelli, Caitlin McCormack, Brook McDonald, Linda McFadden, Sue McGregor, Craig McIlveen, Helen McKelleher, Rae McLintock, Wendy McMichael, Loretta McPherson, Lynette McShane, Susan Melrose, Nadia Mencinsky, Sulan Mendis, Justine Merrony, Danica Micallef, Jevie Mirando, Prasoon Mishra, Yajie Mo, Christine Morony, Miriam Morton, Rod Mountford, Angela Moy, Prue Murdoch, Louise Murphy, Bruce Myles, Tarun **Naidu**, Heeyeon Nam, Syed Murtaza H Naqvi, Shareena Nazeer, Phillip Neave, Bronwyne Newbold, Natalie Ngo, Lisa Nguyen, Violeta Nikolovska, Iffat Nonee, Wayomika Nongrum, Michael Noone, Alison Nowland, Aurora Nowosad, Jessica **O'Connor**, Con O'Donnell, Georgia O'Grady, Annalise O'Hare, Alison O'Loughlin, Jill O'Loughlin, Rosemary **Palmer**, Stacey Pang, Carol Paterson, Julianne Patterson, Anna Pavincich, Michael Payne-Mulcahy, Marc Pearce, John Pearson, Brooke Pepper, Janine Perez, Helen Peterson, John Pham, Thuy (Katie) Phan, Susan Phillips, Glenys Pike, Peter Poole, Samantha Power, Maria Prendergast, Kavana **Ramachandra**, Yvette Ramsay, Mark Ransom, Elle Rasink, Margarita Rasink, Gajasinghe Raymond, Stewart Reed, Henry Reid, Anna Renzenbrink, Deanna Richardson, Jill Robert, Sharyn Roberts, Marina Robins, Xanthe Robinson, Gregory Rogan, Huzaimi Rosli, Dianne Ross, Zlata Rous, Bianca Rowley, Chris Rutter, Margot Ryan, Siobhan Ryan, Ian **Sakurovs**, Kyle Salkeld, John Sawkins, Kate Sayeg, Mark Schagerl, Maria Schattiger, Madeleine Scully, Natalie Seeto, Gowsika Selvaraj, Anne Sequeira, Vivek Sharma, Laura Sheedy, Weiyi Shen, Qing Shi, Shirleyana, Louise Short, David Siely, Patricia Sim, Loredana Sipione, Stan Sklias, Simone Slesarenko, Keryn Smart, Anthea Smith, Matt Smith, Annette Smith-Bridges, Terry Snijder, Paula Southcombe, Luke Spickler, Robert Squires, Peter Stepek, Lynette Steptoe-Smith,

Sophie (Fang) Stewart (Xie), Jackie Stokes, David Strickland, Clara Su, Alice Sun, Segar Suppiah, Landy **Tan**, Willars Tan, Xiangyue Tan, Hilary Taylor, Nicole Tena, Susannah Tennant, Michael Thomson, Sue Thompson, Patricia Tilley, Saad Toufique, Marian Townsend, Josephine Tran, Lisa Tran, Max Tran, Queenie Tran, Steve Tusler, Neridah Tyler-Perry, Agnes Tyson, Billy **Uy**, Noah **van Raaphorst-King**, Sarah van Ryn, Bala Vanapamula, Pamela Ventura, Meta Vintila, Kristina Virgeningas, John Visser, Jack Viveiros, Kim Vo, Prakash **Wadhwa**, Gerry Wagemans, Brian Waldron, Geraldeen Walker, Susanna Waller, Robert Wallis, Hayden Walsh, Jiaqi Wang, Peiwen Wang, Sihui Wang, Yingxue Wang, Ashleigh Warton, Virginia Watson, Robert Wheeler, Tina Whitehead, Laraine Wilson, Noema Wis Molino, Anna Vincent Wong, Rebecca Wong, Tonia Wong, Yuk Wing Kelvin Wong, Rex Wood, Robert Wood, Jennifer Wordsworth, Constance Wright, Celine Wu, Denis Wu, Emma Wu, Xiaojing **Xie**, Xintong Xie, Jessie **Yang**, Junru Yang, Cecilie Yates, Jill Yates, Hongdan Ye, Lingyang Ye, Catherine Young, Sang Won Yu, Zhiyun Yuchi, Loretta Yuen, Mary **Zarate**, Jennifer Zerial, Jason Zhang, Zelin Zheng, Judy (Wenting) Zhu, Lijuan Zhu, Dr Edith Ziegler, Laura Zournazidis

FINANCIAL STATEMENTS

PRIVATE



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 2018 to 30 June 2019) 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.

FINANCIAL STATEMENTS

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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 comprises the Statement of Comprehensive Income for the year ended 30 June 2019, the Statement of Financial Position as at 30 June 2019, 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 2019, 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

The Trust's annual report for the year ended 30 June 2019 includes other information in addition to 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 signed in accordance with Section 41C of the PF&A Act.

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
- 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 for New South Wales

10 September 2019
SYDNEY

STATUTORY FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2019

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 Public Finance and Audit Regulation 2015, the *Australian Charities and Not-for-profits Commission Act 2012* and Australian Charities and Not-for-profits Commission Regulation 2013, applicable Australian Accounting Standards (which include Australian Accounting Interpretations), the Treasurer's Directions and TPP 19-04: *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 2019, and the results of the operations of the Historic Houses Trust of New South Wales 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.



Naseema Sparks AM
Chair

Dated 9 September 2019



Adam Lindsay
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 section 60.15(2) of the Australian Charities and Not-for-profits Commission Regulation 2013.



Naseema Sparks AM
Chair

Dated 9 September 2019



Adam Lindsay
Executive Director

STATEMENT OF COMPREHENSIVE INCOME

FOR THE YEAR ENDED 30 JUNE 2019

BEGINNING OF AUDITED FINANCIAL STATEMENTS

NOTES		CONSOLIDATED ENTITY		PARENT ENTITY	
		Actual	Budget*	Actual	Actual
		2019	2019	2018	2019
		\$'000	\$'000	\$'000	\$'000
EXPENSES EXCLUDING LOSSES					
Operating expenses					
Personnel services expenses	2(a)	19,784	20,002	18,426	19,784
Other operating expenses	2(b)	7,367	7,040	7,221	7,357
Depreciation and amortisation expenses	2(c)	1,100	1,027	885	1,100
TOTAL EXPENSES EXCLUDING LOSSES		28,251	28,069	26,532	28,241
REVENUE					
Sale of goods and services	3(a)	6,575	6,586	6,227	6,575
Investment revenue	3(b)	160	157	190	114
Grants and contributions	3(c)	24,642	25,877	23,690	24,539
Other revenue	3(d)	172	16	145	172
TOTAL REVENUE		31,549	32,636	30,252	31,400
Gain/(loss) on disposal		(314)	–	–	(314)
Other gains/(losses)	4	27	–	(105)	27
Recognition of the Heritage Floor Space asset	11	19,698	–	–	19,698
NET RESULT		22,709	4,567 [†]	3,615	22,570
OTHER COMPREHENSIVE INCOME					
Items that will not be reclassified as net result					
Net increase/(decrease) in property, plant and equipment asset revaluation surplus	10	277	900	9,544	277
Total other comprehensive income		277	900	9,544	277
TOTAL COMPREHENSIVE INCOME		22,986	5,467	13,159	22,847

* Refer to Note 18.

[†] The initial budget of \$4.567m was revised to \$4.447m due to carry forwards applied.

STATEMENT OF FINANCIAL POSITION

AS AT 30 JUNE 2019

NOTES		CONSOLIDATED ENTITY			PARENT ENTITY	
		Actual	Budget	Actual	Actual	Actual
		2019	2019	2018	2019	2018
		\$'000	\$'000	\$'000	\$'000	\$'000
ASSETS						
Current assets						
Cash and cash equivalents	5	18,311	5,745	5,138	17,326	3,794
Receivables	6	876	830	840	866	829
Inventories	7	154	135	167	154	167
Other financial assets	8	5,400	–	2,216	3,900	1,216
Total current assets		24,741	6,710	8,361	22,246	6,006
Non-current assets						
Property, plant and equipment						
> Land and buildings		257,012	264,584	250,991	257,012	250,991
> Plant and equipment		3,875	2,887	1,500	3,875	1,500
> Collection assets		32,190	32,025	31,840	32,190	31,840
Total property, plant and equipment	10	293,077	299,496	284,331	293,077	284,331
Intangible assets	11	1,333	1,463	1,534	1,333	1,534
Receivables	6	582	581	582	582	582
Total non-current assets		294,992	301,540	286,447	294,992	286,447
TOTAL ASSETS		319,733	308,250	294,808	317,238	292,453
LIABILITIES						
Current liabilities						
Payables	13	4,599	3,390	2,815	4,592	2,809
Provisions	14	1,948	1,759	1,806	1,948	1,806
Total current liabilities		6,547	5,149	4,621	6,540	4,615
Non-current liabilities						
Provisions	14	702	620	689	702	689
Total non-current liabilities		702	620	689	702	689
TOTAL LIABILITIES		7,249	5,769	5,310	7,242	5,304
NET ASSETS		312,484	302,481	289,498	309,996	287,149
EQUITY						
Reserves		160,996	169,382	160,719	160,996	160,719
Accumulated funds		151,488	133,099	128,779	149,000	126,430
TOTAL EQUITY		312,484	302,481	289,498	309,996	287,149

The accompanying notes form part of these financial statements.

STATEMENT OF CHANGES IN EQUITY

FOR THE YEAR ENDED 30 JUNE 2019

CONSOLIDATED ENTITY			
	Accumulated funds	Asset revaluation reserve	Total
	\$'000	\$'000	\$'000
BALANCE AT 1 JULY 2018	128,779	160,719	289,498
Net result for the year	22,709	–	22,709
Other comprehensive income			
Net revaluation increase in property, plant and equipment	–	277	277
Total other comprehensive income	–	277	277
Total comprehensive income for the year	22,709	277	22,986
BALANCE AT 30 JUNE 2019	151,488	160,996	312,484
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
PARENT ENTITY			
	Accumulated funds	Asset revaluation reserve	Total
	\$'000	\$'000	\$'000
BALANCE AT 1 JULY 2018	126,430	160,719	287,149
Net result for the year	22,570	–	22,570
Other comprehensive income			
Net revaluation increase in property, plant and equipment	–	277	277
Total other comprehensive income	–	277	277
Total comprehensive income for the year	22,570	277	22,847
BALANCE AT 30 JUNE 2019	149,000	160,996	309,996
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

The accompanying notes form part of these financial statements.

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 30 JUNE 2019

NOTES		CONSOLIDATED ENTITY			PARENT ENTITY	
		Actual	Budget	Actual	Actual	Actual
		2019	2019	2018	2019	2018
		\$'000	\$'000	\$'000	\$'000	\$'000
CASH FLOWS FROM OPERATING ACTIVITIES						
Payments						
Personnel services		(19,594)	(20,002)	(18,299)	(19,594)	(18,299)
Other		(4,661)	(8,671)	(8,445)	(4,652)	(8,433)
Total payments		(24,255)	(28,673)	(26,744)	(24,246)	(26,732)
Receipts						
Sale of goods and services		4,534	6,586	6,666	4,534	6,665
Interest received		94	157	271	48	214
Grants and contributions		24,561	25,852	23,461	24,458	23,303
Finance cost		–	–	1	–	1
Other		1,379	1,694	1,312	1,378	1,311
Total receipts		30,568	34,289	31,711	30,418	31,495
NET CASH FLOWS FROM OPERATING ACTIVITIES	19	6,313	5,616	4,967	6,172	4,763
CASH FLOWS FROM INVESTING ACTIVITIES						
Proceeds from sale of land and building, plant and equipment, and collection assets		9	–	7	9	7
Sale of the Heritage Floor Space		19,698	–	–	19,698	–
Proceeds from maturity of financial assets		2,216	–	4,984	1,216	3,984
Purchases of land and buildings, plant and equipment, and collection assets		(9,333)	(6,362)	(8,028)	(9,333)	(8,028)
Purchase of investments		(5,400)	–	–	(3,900)	–
Purchase of intangible assets		(330)	(200)	(343)	(330)	(343)
NET CASH FLOWS FROM INVESTING ACTIVITIES		6,860	(6,562)	(3,380)	7,360	(4,380)
CASH FLOWS FROM FINANCING ACTIVITIES						
NET CASH FLOWS FROM FINANCING ACTIVITIES		–	–	–	–	–
NET INCREASE/(DECREASE) IN CASH						
Opening cash and cash equivalents		5,138	6,691	3,551	3,794	3,411
CLOSING CASH AND CASH EQUIVALENTS	5	18,311	5,745	5,138	17,326	3,794

The accompanying notes form part of these financial statements.

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2019

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 Public Finance and Audit Regulation 2015;
- the requirements of the *Australian Charities and Not-for-profits Commission Act 2012* and Australian Charities and Not-for-profits Commission 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 2019

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

i) Effective for the first time in 2018–19

The accounting policies applied in 2018–19 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 2018–19.

- **AASB 9: *Financial Instruments***
HHT's adoption of AASB 9 has not resulted in any significant changes. AASB 9 requires entities to recognise an allowance for Expected Credit Loss for all debt instruments not held at fair value through profit or loss. This replaces AASB 139's incurred loss approach of accounting for impairment. There is no material impact to HHT on adopting the new impairment model.

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 15 and 2016–3 regarding *Revenue from Contracts with Customers* (applicable for not-for-profit entities in 2019–20)
- AASB 16: *Leases*

The estimated effect of adopting AASB 16: *Leases* on the financial statements as of 2019–20 is set out below:

	2019–2020 \$'000
Assets	142
Liabilities	98
Depreciation	48
Interest	48

The operating lease rentals expense, amounting to \$112,246, will not be recognised as per the new standard.

- **AASB 1058: *Income of Not-for-profit Entities***
The HHT will recognise volunteer services provided free of charge in the accounts of the financial year 2019–20. The services have an estimated value of \$370,000.

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 2019

	NOTES	CONSOLIDATED ENTITY		PARENT ENTITY	
		2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000
2 EXPENSES EXCLUDING LOSSES					
A) PERSONNEL SERVICES EXPENSES					
Salaries and wages (including annual leave)		15,885	15,023	15,885	15,023
Superannuation – defined contribution plans		1,474	1,385	1,474	1,385
Long service leave		1,032	602	1,032	602
Workers compensation insurance		157	132	157	132
Payroll tax and fringe benefits tax		889	832	889	832
Redundancy termination payments		347	452	347	452
		19,784	18,426	19,784	18,426
B) OTHER OPERATING EXPENSES					
Advertising and publicity		686	681	686	681
Auditors' remuneration – external		88	96	79	87
Provision for bad debt		–	8	–	8
Bad debt written off		73	–	73	–
Books, publications and subscriptions		27	22	27	22
Contract cleaning		442	589	442	589
Contract staff		36	1	36	1
Cost of sales		178	187	178	187
Entertainment and catering expenses		38	27	38	27
Exhibition fees and related costs		876	746	876	746
Professional fees		580	361	579	361
Function expenses		28	105	28	105
Gas and electricity		588	562	588	562
Insurance		187	161	187	161
Maintenance		887	877	887	877
Office printing contracts		63	117	63	117
Marketing and promotion		397	217	397	217
Motor vehicle running costs		113	135	113	135
Operating lease rental expenses		74	160	74	160
Other expenses		412	487	412	487
Postage		27	27	27	27
Printing		–	18	–	18
Public programs		235	264	235	264
Rates		80	73	80	73
Stores and IT maintenance		691	594	691	594
Telecommunications		403	432	403	432
Travel and accommodation		106	91	106	91
Services provided free of charge		52	183	52	183
		7,367	7,221	7,357	7,212

HISTORIC HOUSES TRUST OF NEW SOUTH WALES

FOR THE YEAR ENDED 30 JUNE 2019

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	
		2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000
C) DEPRECIATION AND AMORTISATION EXPENSES					
Buildings		273	289	273	289
Plant and equipment		296	244	296	244
Intangibles		531	352	531	352
		1,100	885	1,100	885

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 2019

	NOTES	CONSOLIDATED ENTITY		PARENT ENTITY	
		2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000
3 REVENUE					
A) SALE OF GOODS AND SERVICES					
Sale of goods					
Merchandise, book and publication sales		332	377	332	377
		332	377	332	377
Rendering of services					
Admission fees		2,648	2,520	2,648	2,520
Special activities and openings		1,155	873	1,155	873
Venue hire and catering		1,827	1,433	1,827	1,433
Rental – commercial activities		532	933	532	933
Filming and photography		81	91	81	91
		6,243	5,850	6,243	5,850
		6,575	6,227	6,575	6,227
B) INVESTMENT REVENUE ENDOWMENT					
Interest income – endowment		75	25	54	20
Interest income – term deposit		85	165	60	120
		160	190	114	140
C) GRANTS AND CONTRIBUTIONS					
From Department of Planning and Environment					
Recurrent grants		16,385	16,295	16,385	16,295
Capital grants		6,119	5,247	6,119	5,247
Liabilities assumed by the Crown entity					
– Long service leave		1,032	602	1,032	602
Voluntary redundancy recoupment		347	613	347	613
		23,883	22,757	23,883	22,757
From other institutions and individuals					
Donations – cash		282	248	179	90
Sponsorship – cash		189	186	189	186
Grants – other		207	270	207	270
Sponsorship – in kind	20	52	183	52	183
Donations – in kind	20	29	46	29	46
		759	933	656	775
		24,642	23,690	24,539	23,532
D) OTHER REVENUE					
Other revenue		172	145	172	145
		172	145	172	145

HISTORIC HOUSES TRUST OF NEW SOUTH WALES

FOR THE YEAR ENDED 30 JUNE 2019

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 9: *Financial Instruments*. For the year end 2018 comparative, interest income was 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 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 revenue. This revenue is 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	
		2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000
4 OTHER GAINS/(LOSSES)					
Other gains/(losses)		27	(7)	27	(7)
Impairment loss of intangibles	11	–	(98)	–	(98)
		27	(105)	27	(105)
5 CURRENT ASSETS – CASH AND CASH EQUIVALENTS					
Cash at bank and on hand		18,311	5,138	17,326	3,794
Cash and cash equivalents (per statement of financial position)		18,311	5,138	17,326	3,794
Closing cash and cash equivalents (per statement of cash flows)		18,311	5,138	17,326	3,794

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.

HISTORIC HOUSES TRUST OF NEW SOUTH WALES

FOR THE YEAR ENDED 30 JUNE 2019

	NOTES	CONSOLIDATED ENTITY		PARENT ENTITY	
		2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000
6 CURRENT/NON-CURRENT ASSETS – RECEIVABLES					
Current					
Sale of goods and services		152	318	152	318
Less allowance for impairment*		–	(9)	–	(9)
Accrued income		124	58	115	48
Prepayments		240	227	240	227
Other receivables		352	238	351	237
Biobanking funds receivable		8	8	8	8
		876	840	866	829
Non-current					
Biobanking funds receivable		582	582	582	582
		582	582	582	582
*Movement in the allowance for expected credit losses					
Balance at 30 June 2018		9	–	9	–
Amounts restated through opening accumulated funds		–	–	–	–
Balance as at 1 July 2018 under AASB 9		9	–	9	–
Amounts written off during the year		(89)	–	(89)	–
Increase/(decrease) in allowance recognised in net result		80	9	80	9
Balance at 30 June 2019		–	–	–	–
*Movement in the allowance for impairment					
Balance at 1 July 2017		–	–	–	–
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. For trade receivables, the HHT applies the simplified approach in calculating Expected Credit Losses (ECL) as per AASB 9: *Financial Instruments*. The HHT recognises a loss allowance based on the lifetime ECL at each reporting date and has established a provision matrix based on its historical credit loss experience for trade receivables, adjusted for forward-looking factors specific to those receivables. No allowance for ECL has been recognised for 2018–19.

Biobanking Trust Fund – receivable

The Biobanking Agreement requires that proceeds from the sale of biobank credits are transferred into the Biodiversity Stewardship Payments Fund administered by the NSW Biodiversity Conservation Trust. The balance of the Biodiversity Stewardship Payments Fund represents amounts that will be made available to the Trust in order to fund the environmental works required under the Biobanking Agreement.

HISTORIC HOUSES TRUST OF NEW SOUTH WALES

FOR THE YEAR ENDED 30 JUNE 2019

	NOTES	CONSOLIDATED ENTITY		PARENT ENTITY	
		2019	2018	2019	2018
		\$'000	\$'000	\$'000	\$'000
7 CURRENT ASSETS – INVENTORIES					
Held for resale		154	167	154	167
		154	167	154	167

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.

8 OTHER FINANCIAL ASSETS					
Investments – term deposits		5,400	2,216	3,900	1,216
		5,400	2,216	3,900	1,216

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.

9 RESTRICTED ASSETS					
Cash and cash equivalents		17,462	4,005	16,478	2,661
Other financial assets		5,400	2,216	3,900	1,216
Land and building		6,424	6,298	6,424	6,298
Collections		955	955	955	955
		30,241	13,474	27,757	11,130

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	260,335	254,040	260,335	254,040
Accumulated depreciation and impairment	(3,323)	(3,049)	(3,323)	(3,049)
Land and buildings at fair value	257,012	250,991	257,012	250,991

PLANT AND EQUIPMENT

Gross carrying amount – fair value	5,420	2,794	5,420	2,794
Accumulated depreciation and impairment	(1,545)	(1,294)	(1,545)	(1,294)
Plant and equipment at fair value	3,875	1,500	3,875	1,500

COLLECTION ASSETS

Gross carrying amount – fair value	32,190	31,840	32,190	31,840
Collection assets at fair value	32,190	31,840	32,190	31,840

TOTAL PROPERTY, PLANT AND EQUIPMENT AT FAIR VALUE	293,077	284,331	293,077	284,331
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Collection assets are not depreciated.

HISTORIC HOUSES TRUST OF NEW SOUTH WALES

FOR THE YEAR ENDED 30 JUNE 2019

RECONCILIATION

A reconciliation of the carrying amount of each class of property and equipment at the beginning and end 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 2019				
Net carrying amount at start of year	250,991	1,500	31,840	284,331
Additions	6,615	2,673	44	9,332
Contributed assets (donations)	–	–	29	29
Disposals	(321)	(2)	–	(323)
Depreciation expense	(273)	(296)	–	(569)
Net revaluation increments less revaluation decrements	–	–	277	277
NET CARRYING AMOUNT AT END OF YEAR	257,012	3,875	32,190	293,077
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

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 if the asset was sold 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 its fair value at reporting date. Details of the last revaluations are shown in this note.

HISTORIC HOUSES TRUST OF NEW SOUTH WALES

FOR THE YEAR ENDED 30 JUNE 2019

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. At the commencement of the lease term, where a non-current asset is acquired by means of a finance lease, the asset is recognised at its fair value or, if lower, the present value of the minimum lease payments. 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*.

HISTORIC HOUSES TRUST OF NEW SOUTH WALES

FOR THE YEAR ENDED 30 JUNE 2019

LAND AND BUILDING VALUATION SCHEDULE

Property name	Property location	Date valued	Valuation method adopted	Current use 30 June 2019	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 Vaucluse House	Wentworth Rd, Vaucluse	March 2018	Market	Museum	Estate Property Consultants
7 Wentworth Mausoleum	Chapel Rd, Vaucluse	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 2019

Endangered Houses Fund (EHF) properties

Land and buildings include properties and attached assets (2019: \$6.4m; 2018: \$6.3m) and collection assets (2019: \$0.955m; 2018: \$0.955m) 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.

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 Valuation Committee.
- ii) The list below identifies individual property collections valued at 31 March 2019 and earlier.

COLLECTIONS REVALUED IN 2018-19

Collection	Date valued	Accredited valuer
Rouse Hill House & Farm	31 March 2019	Raffan Kelaher & Thomas Pty Ltd (Phillip Thomas)
Susannah Place Museum	31 March 2019	Adrienne Carlson
Archaeology collections	30 June 2019	Desk-Top Valuation*

COLLECTIONS TO BE REVALUED IN LATER YEARS (PAST 30 JUNE 2019)

Collection	Date valued	Accredited valuer
Meroogal	31 March 2018	Raffan Kelaher & Thomas Pty Ltd (Phillip Thomas)
Throsby Park	31 March 2018	Jonathan Alford
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

* The archaeology collections value as at 30 June 2019 is \$0.870m out of a total collection value of \$32.2m.

HISTORIC HOUSES TRUST OF NEW SOUTH WALES

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11 INTANGIBLE ASSETS

CONSOLIDATED AND PARENT ENTITY

	Heritage Floor Space \$'000	Software \$'000	Total \$'000
Year end 2019			
Cost (gross carrying amount)	-	3,887	3,887
Accumulated amortisation and impairment	-	(2,554)	(2,554)
NET CARRYING AMOUNT	-	1,333	1,333
Year end 2018			
Cost (gross carrying amount)	-	3,557	3,557
Accumulated amortisation and impairment	-	(2,023)	(2,023)
NET CARRYING AMOUNT	-	1,534	1,534
Year end 2019 Reconciliation			
Net carrying amount at start of year	-	1,534	1,534
Additions	19,698	330	20,028
Disposals	(19,698)	-	(19,698)
Amortisation	-	(531)	(531)
NET CARRYING AMOUNT AT END OF YEAR	-	1,333	1,333
Year end 2018 Reconciliation			
Net carrying amount at start of year	-	1,641	1,641
Additions	-	343	343
Impairment loss	-	(98)	(98)
Amortisation	-	(352)	(352)
NET CARRYING AMOUNT AT END OF YEAR	-	1,534	1,534

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*.

i) Heritage Floor Space

The Heritage Floor Space (HFS) scheme is an initiative of the City of Sydney's Local Environmental Plan, the objective of which is to provide an incentive for the conservation and ongoing maintenance of heritage buildings. The HHT was registered in the scheme on 10 January 2019 for the Hyde Park Barracks, based on the continuous conservation works undertaken.

The HHT recognised an HFS intangible asset in March 2019 in accordance with AASB 138. The floor space awarded was sold in April 2019 with the contracts executed by 24 April 2019 and a disposal recorded in the accounts to 30 June 2019.

HISTORIC HOUSES TRUST OF NEW SOUTH WALES

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ii) Other intangible assets

The useful lives of other 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 other 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. As at balance date, there were no indicators of impairment.

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
2019				
Property, plant and equipment (Note 10)				
Land	–	108,195	–	108,195
Buildings	–	–	148,817	148,817
Collection assets	–	–	32,190	32,190
	–	108,195	181,007	289,202
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

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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 for 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 Collections Valuation 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.

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 2018	142,796	31,840	174,636
Additions	6,615	73	6,688
Revaluation increments/(decrements) recognised in the Statement of Comprehensive Income – included in the line item 'Net increase/(decrease) in property, plant and equipment revaluation surplus'	–	277	277
Disposals	(321)	–	(321)
Depreciation	(273)	–	(273)
Fair value as at 30 June 2019	148,817	32,190	181,007
Fair value as at 1 July 2017	144,626	31,608	176,234
Additions	7,012	166	7,178
Revaluation increments/(decrements) recognised in the Statement of 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

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	NOTES	CONSOLIDATED ENTITY		PARENT ENTITY	
		2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000
13 CURRENT LIABILITIES – PAYABLES					
Payables					
Accrued salaries, wages and on-costs		71	70	71	70
Creditors		3,306	1,810	3,299	1,804
Unearned revenue		613	595	613	595
Accrued expenses		531	267	531	267
Sundry payables		78	73	78	73
		4,599	2,815	4,592	2,809

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.

	NOTES	CONSOLIDATED ENTITY		PARENT ENTITY	
		2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000
14 CURRENT/NON-CURRENT LIABILITIES – PROVISIONS					
Employee benefits and related on-costs					
Recreation leave		1,400	1,327	1,400	1,327
Long service leave on-costs		627	511	627	511
Other provisions					
Biodiversity restoration		623	657	623	657
TOTAL PROVISIONS		2,650	2,495	2,650	2,495
Aggregate employee benefits and related on-costs					
Provisions – current		1,907	1,731	1,907	1,731
Provisions – non-current		120	107	120	107
Accrued salaries, wages and on-costs	13	71	70	71	70
		2,098	1,908	2,098	1,908

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 2018	657
Additional provisions recognised	–
Amounts used	(34)
Carrying amount at 30 June 2019	623

HISTORIC HOUSES TRUST OF NEW SOUTH WALES

FOR THE YEAR ENDED 30 JUNE 2019

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 NSWTC18-13: *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 'liabilities assumed by the Crown entity'.

Long service leave is measured at present value in accordance with AASB 119. This is based on the application of certain factors (specified in NSWTC18-13) 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 formulas 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 Biodiversity Stewardship Payments Fund.

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.

HISTORIC HOUSES TRUST OF NEW SOUTH WALES

FOR THE YEAR ENDED 30 JUNE 2019

	NOTES	CONSOLIDATED ENTITY		PARENT ENTITY	
		2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'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)		8,956	1,867	8,956	1,867
• Later than one year but not later than five years		–	–	–	–
• Later than five years		–	–	–	–
TOTAL (INCLUDING GST)		8,956	1,867	8,956	1,867
B) OPERATING LEASE COMMITMENTS					
Future non-cancellable operating lease rentals not provided for and payable:					
• Not later than one year (under one year)		183	173	183	173
• Later than one year but not later than five years		310	389	310	389
• Later than five years		–	–	–	–
TOTAL (INCLUDING GST)		493	562	493	562

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 Taxation Office (ATO) for the GST is \$859,000 (2018: \$221,000).

17 CONTINGENT ASSETS AND LIABILITIES

There are no contingent assets or liabilities existing at the balance sheet date (2018:nil).

HISTORIC HOUSES TRUST OF NEW SOUTH WALES

FOR THE YEAR ENDED 30 JUNE 2019

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 reasons of comparison and clarity. 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 \$4.567m was revised down to \$4.447m due to an approved carry forward of Protecting National Historic Sites Program from the previous year. The actual net result was higher than the revised budget by \$18.2m, primarily due to the recognition of the Heritage Floor Space asset.

Assets and liabilities

The significant difference in property, plant and equipment is due to a revaluation adjustment made after the 2018–19 budget was finalised. The increase in payables is attributable to the Macquarie Street Renewal project creditors, with their invoices received in June 2019 after the contracts were signed.

Cash flows

The closing cash and financial assets balance was higher than the budget due to the receipt of funds from the sale of the Heritage Floor Space in April 2019.

	CONSOLIDATED ENTITY		PARENT ENTITY	
	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'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	6,313	4,967	6,172	4,763
Net gain/(loss) on sale of property, plant and equipment and intangibles	(314)		(314)	
Recognition of the Heritage Floor Space	19,698	–	19,698	–
Impairment of intangible assets	–	(98)	–	(98)
Writedown of inventory	(9)	(7)	(9)	(7)
Bad debts	82	(9)	82	(9)
Depreciation and amortisation	(1,100)	(885)	(1,100)	(885)
Donation of collection/previously unrecognised assets	29	46	29	46
(Increase)/decrease in trade and other payables	(1,940)	(207)	(1,939)	(210)
Increase/(decrease) in trade and other receivables	(46)	(202)	(45)	(194)
Increase/(decrease) in inventories	(4)	10	(4)	10
Net result	22,709	3,615	22,570	3,416

HISTORIC HOUSES TRUST OF NEW SOUTH WALES

FOR THE YEAR ENDED 30 JUNE 2019

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	
	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000
Donations of collection items	29	46	29	46
	29	46	29	46
Sponsorship in kind	52	183	52	183
	52	183	52	183
	81	229	81	229

The HHT received sponsorship free of charge from Fairfax Media Ltd as shown above. The HHT's work was also assisted by volunteers. These services were provided free of charge.

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 management on a cyclical basis.

CATEGORIES		CONSOLIDATED ENTITY	PARENT ENTITY
		2019 \$'000	2019 \$'000
A) FINANCIAL INSTRUMENT CATEGORIES			
i) As at 30 June 2019 under AASB 9			
Financial assets class			
Cash and cash equivalents	N/A	18,311	17,326
Receivables	Amortised cost	874	864
Financial assets at fair value	Amortised cost	5,400	3,900
Financial liabilities class			
Payables	Financial liabilities measured at amortised cost	3,987	3,979

HISTORIC HOUSES TRUST OF NEW SOUTH WALES

FOR THE YEAR ENDED 30 JUNE 2019

CATEGORIES		CONSOLIDATED ENTITY	PARENT ENTITY
		2018	2018
ii) As at 30 June 2018 under AASB 139 (comparative period)		\$'000	\$'000
Financial assets class			
Cash and cash equivalents	N/A	5,138	3,794
Receivables	Loans and receivables (at amortised cost)	998	988
Financial assets at fair value	Loans and receivables (at amortised cost)	2,216	1,216
Financial liabilities class			
Payables	Financial liabilities measured at amortised cost	2,220	2,214

B) DERECOGNITION OF FINANCIAL ASSETS AND FINANCIAL LIABILITIES

A financial asset is derecognised when the contractual rights to the cash flows from the financial asset expires, 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.

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 the Treasury Banking System*.

ii) Receivables – trade debtors

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. Debtors 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, 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 applies the AASB 9 simplified approach to measuring expected credit losses, which uses a lifetime loss allowance for all trade debtors. To measure the expected credit losses, trade receivables have been grouped based on shared credit risk characteristics and the days past due.

The expected loss rates are based on historical observed loss rates. The historical loss rates are adjusted to reflect current and forward-looking information on macroeconomic factors affecting the ability of the customers to settle the receivables.

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 2019

	CONSOLIDATED ENTITY \$'000			PARENT ENTITY \$'000		
	Total	Past due but not impaired	Considered impaired	Total	Past due but not impaired	Considered impaired
2019						
< 3 months overdue	80	80	–	80	80	–
3 months – 6 months overdue	–	–	–	–	–	–
> 6 months overdue	–	–	–	–	–	–
2018						
< 3 months overdue	160	160	–	160	160	–
3 months – 6 months overdue	–	–	–	–	–	–
> 6 months overdue	9	–	9	9	–	9

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 2019 were earning an average interest rate of 2.46% (2018: 2.61%), while over the year the weighted average interest rate was 2.49% (2018: 2.66%) on a weighted average balance during the year of \$7.6m (2018: \$3.2m). 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 2018–19 (2017–18: 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 2019

CONSOLIDATED ENTITY		\$'000			
		-1%		1%	
	Carrying amount	Profit	Equity	Profit	Equity
2019					
Financial assets					
Cash and cash equivalents	18,311	(183)	(183)	183	183
Receivables	874	–	–	–	–
Other financial assets	5,400	(54)	(54)	54	54
Financial liabilities					
Payables	3,987	–	–	–	–
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	–	–	–	–
PARENT ENTITY		\$'000			
2019					
Financial assets					
Cash and cash equivalents	17,326	(173)	(173)	173	173
Receivables	864	–	–	–	–
Other financial assets	3,900	(39)	(39)	39	39
Financial liabilities					
Payables	3,979	–	–	–	–
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					
Pavables	2,214	–	–	–	–

G) FAIR VALUE MEASUREMENT

i) Fair value compared to carrying amount

Financial instruments are generally recognised at cost.

Except where specified elsewhere, 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 2019

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

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. On 1 October 2014, the HHT leased Throsby Park in accordance with its powers under the *Historic Houses 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 up-front 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.

	2019 \$'000	2018 \$'000
Operating lease		
Rent recognised as income in the current period	31	29
Future non-cancellable operating lease rentals:		
• Not later than one year (under one year)	22	22
• Later than one year but not later than five years	93	90
• Later than five years	1,008	965
TOTAL (INCLUDING GST)	1,154	1,106

HISTORIC HOUSES TRUST OF NEW SOUTH WALES

FOR THE YEAR ENDED 30 JUNE 2019

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.

	2019 \$'000	2018 \$'000
i) Transactions with related entities		
Contribution from the Foundation for the Historic Houses Trust of New South Wales	54	50
ii) HHT's key management personnel* compensation is as follows:		
Short-term employee benefits:		
Salaries	1,106	1,015
Non-monetary benefits (venue hire)	–	4
Other long-term benefits:		
Post-employment benefits	92	86
TOTAL REMUNERATION	1,198	1,105

*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.

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 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).

During the year, the HHT incurred \$18.2m (2018: \$17.2m) in respect of personnel services expense that is provided by OEH.

24 EVENTS AFTER THE REPORTING PERIOD

The HHT moved from the Planning and Environment cluster to the Premier and Cabinet cluster on 1 July 2019 and the HHT's employees were transferred to the Department of Premier and Cabinet. The Machinery of Government change has limited impact on the HHT's systems and processes.

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

Report on the audit of the financial statements

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 2019, the Statement of Financial Position as at 30 June 2019, 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.

In my opinion:

- the financial statements give a true and fair view of the financial position of the Foundation as at 30 June 2019, 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 2019
- 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
- the financial statements 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 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 Foundation's annual report for the year ended 30 June 2019 includes other information in addition to the financial statements and my Independent Auditor's Report thereon. The Directors of the Foundation are responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprise the Statement signed by the Directors of the Foundation.

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, 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 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.

The Directors are also responsible for ensuring the Foundation will be able to pay its debts as and when they fall due.

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: 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) and 24(2)(c) of the CF Act for the year ended 30 June 2019.

In my opinion:

- the Foundation has properly kept the accounts and associated records during the year ended 30 June 2019 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 2019 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' (ASAE 3100) 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
- identification of risks that threaten compliance with the requirements identified above being met and controls which will mitigate those risks and monitor ongoing compliance.

Independence and Quality Control

In conducting this audit, I have:

- complied with the independence and other relevant 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, and 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) and 24(2)(c) 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.

This audit involved performing procedures to obtain audit evidence about the Foundation's compliance with the CF Act and CF Regulation. The procedures selected depend on my judgement, including the identification and assessment of the risks of material non-compliance with specific requirements of the CF Act and CF Regulation.

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.

Inherent Limitations

Because of the inherent limitations of any compliance procedure, together with the Foundation's internal control structure it is possible that 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.

An audit for the year ended 30 June 2019 does not provide assurance on whether compliance with sections 24(2)(b) and 24(2)(c) of the CF Act will continue in the future.

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 the 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.



Margaret Crawford
Auditor-General for New South Wales

10 September 2019
SYDNEY

STATEMENT BY THE DIRECTORS OF THE FOUNDATION FOR THE HISTORIC HOUSES TRUST OF NEW SOUTH WALES LIMITED

FOR THE YEAR ENDED 30 JUNE 2019

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 (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* and Public Finance and Audit Regulation 2015, and the *Australian Charities and Not-for-profits Commission Act 2012* and Australian Charities and Not-for-profits Commission 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 2018 to 30 June 2019, 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.

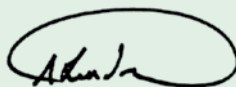
Signed in accordance with a resolution of the Directors.

On behalf of the Directors,



Susannah Sweeney
Acting Chair

Dated 9 September 2019



Adam Lindsay
Executive Director

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*.

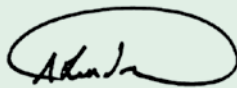
Signed in accordance with section 60.15(2) of the Australian Charities and Not-for-profits Commission Regulation 2013.



Susannah Sweeney

Acting Chair

Dated 9 September 2019



Adam Lindsay

Executive Director

STATEMENT OF COMPREHENSIVE INCOME

FOR THE YEAR ENDED 30 JUNE 2019

BEGINNING OF AUDITED FINANCIAL STATEMENTS

	NOTES	ACTUAL 2019 \$	ACTUAL 2018 \$
EXPENSES EXCLUDING LOSSES			
Operating expenses			
Other operating expenses	2	63,360	59,393
TOTAL EXPENSES EXCLUDING LOSSES		63,360	59,393
REVENUE			
Investment revenue	3(a)	45,954	51,017
Grants and contributions	3(b)	156,689	208,162
Other revenue	3(c)	50	60
TOTAL REVENUE		202,693	259,239
NET RESULT		139,333	199,846
TOTAL COMPREHENSIVE INCOME		139,333	199,846

STATEMENT OF FINANCIAL POSITION

AS AT 30 JUNE 2019

	NOTES	ACTUAL 2019 \$	ACTUAL 2018 \$
ASSETS			
Current assets			
Cash and cash equivalents	5	984,301	1,343,589
Receivables	6	10,318	10,774
Other financial assets	7	1,500,000	1,000,000
Total current assets		2,494,619	2,354,363
TOTAL ASSETS		2,494,619	2,354,363
LIABILITIES			
Current liabilities			
Payables	9	6,863	5,940
Total current liabilities		6,863	5,940
TOTAL LIABILITIES		6,863	5,940
NET ASSETS		2,487,756	2,348,423
EQUITY			
Accumulated funds		2,487,756	2,348,423
TOTAL EQUITY		2,487,756	2,348,423

The accompanying notes form part of these financial statements.

STATEMENT OF CHANGES IN EQUITY

FOR THE YEAR ENDED 30 JUNE 2019

	NOTES	ACTUAL Accumulated funds \$	ACTUAL Total equity \$
BALANCE AT 1 JULY 2018		2,348,423	2,348,423
Net result		139,333	139,333
Other comprehensive income		–	–
Total comprehensive income for the year		139,333	139,333
BALANCE AT 30 JUNE 2019		2,487,756	2,487,756
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

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 30 JUNE 2019

	NOTES	ACTUAL 2019 \$	ACTUAL 2018 \$
CASH FLOWS FROM OPERATING ACTIVITIES			
Payments			
Grants and subsidies		(53,537)	(50,000)
Other		(8,900)	(12,803)
Total payments		(62,437)	(62,803)
Receipts			
Interest received		46,410	58,083
Grants and contributions		156,689	208,162
Other		50	60
Total receipts		203,149	266,305
NET CASH FLOWS FROM OPERATING ACTIVITIES	10	140,712	203,502
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchases of investments		(1,500,000)	–
Other		1,000,000	1,000,000
NET CASH FLOWS FROM INVESTING ACTIVITIES		(500,000)	1,000,000
CASH FLOWS FROM FINANCING ACTIVITIES			
NET CASH FLOWS FROM FINANCING ACTIVITIES		–	–
NET INCREASE/(DECREASE) IN CASH		(359,288)	1,203,502
Opening cash and cash equivalents		1,343,589	140,087
CLOSING CASH AND CASH EQUIVALENTS	5	984,301	1,343,589

The accompanying notes form part of these financial statements.

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2019

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 2019 were authorised for issue by the Board of Directors on 9 September 2019. 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 Australian Charities and Not-for-profits Commission Regulation 2013, 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 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) 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 2018–19

The accounting policies applied in 2018–19 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 2018–19

- AASB 9: *Financial Instruments*
The Foundation's adoption of AASB 9 has not resulted in any significant changes. AASB 9 requires entities to recognise an allowance for Expected Credit Loss for all debt instruments not held at fair value through profit or loss. This replaces AASB 139's incurred loss approach of accounting for impairment. There is no material impact to the Foundation on adopting the new impairment model.

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 15 and 2016–3 regarding *Revenue from Contracts with Customers*
- AASB 1058 *Income of Not-for-profit Entities*

There are no significant impacts of the 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 2019

	NOTES	ACTUAL 2019 \$	ACTUAL 2018 \$
2 EXPENSES EXCLUDING LOSSES			
Other operating expenses			
Auditors' remuneration		9,040	8,900
Donations to the HHT		53,537	50,000
Fees for services rendered		432	48
Other expenses		351	445
		63,360	59,393
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 Limited.			
3 REVENUE			
a) Investment revenue			
Interest income – term deposit		25,071	45,855
Interest income – other		20,883	5,162
		45,954	51,017
b) Grants and contributions			
From other institutions and individuals			
Donations – cash		156,689	208,162
		156,689	208,162
		156,689	208,162
c) Other revenue			
Other revenue		50	60
		50	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 9: *Financial Instruments*. For the year end 2018 comparative, interest income was 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 2019

	NOTES	ACTUAL 2019 \$	ACTUAL 2018 \$
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		1,845,023	1,847,848
SLM Education Program		110,140	–
Meroogal Women's Art Prize		11,000	–
Hyde Park Barracks Museum Renewal Project		40,000	–
Caroline Simpson Library & Research Collection acquisitions		32,397	50,000
TOTAL ALLOCATED FUNDS		2,484,301	2,343,589
Unallocated funds†		–	–
TOTAL RESTRICTED FUNDS		2,484,301	2,343,589

* 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 2019 \$	ACTUAL 2018 \$
5 CASH AND CASH EQUIVALENTS			
Cash at bank and on hand		984,301	1,343,589
Cash and cash equivalents (per statement of financial position)		984,301	1,343,589
Closing cash and cash equivalents (per statement of cash flows)		984,301	1,343,589

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.

6 RECEIVABLES			
Accrued income		9,682	10,219
Other receivables		636	555
		10,318	10,774

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.

FOUNDATION FOR THE HISTORIC HOUSES TRUST OF NEW SOUTH WALES

FOR THE YEAR ENDED 30 JUNE 2019

	NOTES	ACTUAL 2019 \$	ACTUAL 2018 \$
7 OTHER FINANCIAL ASSETS			
Investments – term deposits		1,500,000	1,000,000
		1,500,000	1,000,000

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.

8 RESTRICTED ASSETS			
Cash and cash equivalents		984,301	1,343,589
Other financial assets		1,500,000	1,000,000
		2,484,301	2,343,589

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		6,863	5,940
		6,863	5,940

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.

	NOTES	ACTUAL 2019 \$	ACTUAL 2018 \$
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		140,712	203,502
(Increase)/decrease in trade and other payables		(923)	3,410
Increase/(decrease) in provisions		(456)	(7,066)
NET RESULT		139,333	199,846

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.

FOUNDATION FOR THE HISTORIC HOUSES TRUST OF NEW SOUTH WALES

FOR THE YEAR ENDED 30 JUNE 2019

	NOTES	CATEGORIES	ACTUAL
Financial instrument categories			2019
i) As at 30 June 2019 under AASB 9			\$
Financial assets class			
Cash and cash equivalents	5	N/A	984,301
Receivables	6	Amortised cost	10,318
Other financial assets	7	Investments – term deposits	1,500,000
Financial liabilities class			
Payables	9	Financial liabilities measured at amortised cost	6,863
ii) As at 30 June 2018 under AASB 139 (comparative period)			2018
			\$
Financial assets class			
Cash and cash equivalents	5	N/A	1,343,589
Receivables	6	Loans and receivables (at amortised cost)	10,774
Other financial assets	7	Investments – term deposits	1,000,000
Financial liabilities class			
Payables	9	Financial liabilities measured at amortised cost	5,940

A) CREDIT RISK

Credit risk arises from the financial assets of the Foundation, including cash 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 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

The Foundation has no trade debtors due to its nature of operations. Receivables are recognised for term deposit interest accruals.

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 2.56% (2018: 2.48%). The weighted average interest rate over the year was 2.57% (2018: 2.46%) on a weighted average balance during the year of \$1.5m (2018: \$1m).

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 2019

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 a time period agreed by the parties). No interest was paid during the financial year 2018–19 (2017–18: 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.

	Carrying amount	-1%		1%	
		Profit	Equity	Profit	Equity
2019					
Financial assets					
Cash and cash equivalents	984,301	(9,843)	(9,843)	9,843	9,843
Receivables	10,318	–	–	–	–
Other financial assets	1,500,000	(15,000)	(15,000)	15,000	15,000
Financial liabilities					
Payables	6,863	–	–	–	–
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	–	–	–	–

FOUNDATION FOR THE HISTORIC HOUSES TRUST OF NEW SOUTH WALES

FOR THE YEAR ENDED 30 JUNE 2019

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.

	2019	2018
	\$	\$
i) Transactions with related entities		
Contributions to the HHT	53,537	50,000

ii) Transactions with the Trustee

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 balance sheet date (2018:nil).

14 EVENTS AFTER THE REPORTING PERIOD

The HHT moved from the Planning and Environment cluster to the Premier and Cabinet cluster on 1 July 2019 and the HHT's employees were transferred to the Department of Premier and Cabinet. The Machinery of Government change has limited impact on the Foundation's systems and processes.

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 2019

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:

Susannah Sweeney (Acting Chair)	Principal of Fourfold Design
Edward Simpson (resigned 4 June 2019)	Company Director
Mark Goggin (resigned 26 June 2019)	Executive Director, Historic Houses Trust of New South Wales
Michael Rose ^{AM} (resigned 31 December 2018)	Special Adviser, KPMG
Lisa Walters (Secretary)	Director, Historic Houses Trust of New South Wales
Joshua Kirren Black (appointed 3 December 2018)	General Manager, Fitout & Refurbishment, C J Duncan
Naseema Sparks ^{AM} (appointed 1 January 2019)	Chair, Historic Houses Trust of New South Wales
Bruce Eric Hambrett (appointed 21 May 2019)	Lawyer
Christine Ann McDiven (appointed 21 May 2019)	Trustee, Historic Houses Trust of New South Wales

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 2019 was \$139,333.

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.

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 2018-19 of \$53,537.

REPORT BY THE DIRECTORS OF THE FOUNDATION FOR THE HISTORIC HOUSES TRUST OF NEW SOUTH WALES LIMITED

FOR THE YEAR ENDED 30 JUNE 2019

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, four board meetings were held.

BOARD OF DIRECTORS

DIRECTORS	HELD	ATTENDED
Edward Simpson (resigned)	3	3
Mark Goggin (resigned)	3	3
Michael Rose ^{AM} (resigned)	2	2
Susannah Sweeney (Acting Chair)	4	4
Lisa Walters	4	4
Joshua Kirren Black	2	2
Naseema Sparks ^{AM}	2	2
Bruce Eric Hambrett	1	1
Christine McDiven	1	0



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 statements of the Foundation for the Historic Houses Trust of New South Wales Limited (the Company), which comprise the Statement of Comprehensive Income for the year ended 30 June 2019, the Statement of Financial Position as at 30 June 2019, 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.

In my opinion, the financial statements:

- are in accordance with the *Corporations Act 2001*, including:
 - giving a true and fair view of the Company's financial position as at 30 June 2019 and its performance for the year ended on that date
 - complying with Australian Accounting Standards and the Corporations Regulations 2001
- 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.

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 Company in accordance with the requirements of the:

- Australian Auditing Standards
- *Corporations Act 2001*
- 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 5 September 2019, 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 Company's annual report for the year ended 30 June 2019 includes other information in addition to the financial statements and my Independent Auditor's Report thereon. 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 S41C of the PF&A Act.

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.

Directors' Responsibilities for the Financial Statements

The directors of the Company are responsible for the preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards, the PF&A Act, the *Corporations Act 2001* 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 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 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: 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 statements on any website where they may be presented
- about any other information which may have been hyperlinked to/from the financial statements.



Reiky Jiang
Director, Financial Audit Services

Delegate of the Auditor-General for New South Wales

10 September 2019
SYDNEY

STATEMENT BY THE DIRECTORS OF THE FOUNDATION FOR THE HISTORIC HOUSES TRUST OF NEW SOUTH WALES LIMITED

FOR THE YEAR ENDED 30 JUNE 2019

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 2019, 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 Corporations 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,



Susannah Sweeney

Acting Chair

Dated 9 September 2019



Adam Lindsay

Executive Director

STATEMENT OF COMPREHENSIVE INCOME

FOR THE YEAR ENDED 30 JUNE 2019

	NOTES	ACTUAL	ACTUAL
		2019	2018
		\$	\$
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 2019

	NOTES	ACTUAL	ACTUAL
		2019	2018
		\$	\$
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		–	–

STATEMENT OF CHANGES IN EQUITY

FOR THE YEAR ENDED 30 JUNE 2019

	NOTES	ACTUAL	ACTUAL
		Accumulated funds	Total
		\$	\$
BALANCE AT 1 JULY 2018		–	–
Net result for the year		–	–
BALANCE AT 30 JUNE 2019		–	–
BALANCE AT 1 JULY 2017		–	–
Net result for the year		–	–
BALANCE AT 30 JUNE 2018		–	–

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 30 JUNE 2019

	NOTES	ACTUAL	ACTUAL
		2019	2018
		\$	\$
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		–	–

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2019

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 9 September 2019.

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 2018–19

The accounting policies applied in 2018–19 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 2018–19

- AASB 9: *Financial Instruments*

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 15 and 2016–3 regarding *Revenue from Contracts with Customers*
- AASB 1058 *Income of Not-for-profit Entities*

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 2019

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 2019 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 six 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 Foundation's underlying assets and liabilities at 30 June 2019 are as follows:

	ACTUAL 2019 \$	ACTUAL 2018 \$
Current assets		
Cash	984,301	1,343,589
Receivables	10,318	10,774
Other financial assets	1,500,000	1,000,000
TOTAL ASSETS	2,494,619	2,354,363
Current liabilities		
Payables	6,863	5,940
TOTAL LIABILITIES	6,863	5,940
NET ASSETS	2,487,756	2,348,423

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 balance sheet date (2018: nil).

11 RELATED PARTY DISCLOSURES

There are no transactions between key management personnel and their close family members with the Trustee.

12 SUBSEQUENT EVENTS

The HHT moved from the Planning and Environment cluster to the Premier and Cabinet cluster on 1 July 2019 and the HHT's employees were transferred to the Department of Premier and Cabinet. The Machinery of Government change has limited impact on the Trustee's systems and processes.



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
 ABC Kids LISTEN
 Australian Design Centre
 Australian Red Cross
 Australian Shakespeare Company
 BAD: Sydney Crime Writers Festival
 City of Parramatta Council
 City of Sydney Council
 Country Women's Association – Castle Hill and Sydney City branches
 Crop Swap Sydney
 Food & Words
 History Council of NSW
 History Teachers' Association of NSW
 Ku-ring-gai Council
 Muru Mittigar Aboriginal Cultural & Education Centre
 Museum of Applied Arts and Sciences
 National Trust of Australia (NSW)
 NSW Department of Education
 NSW Education Standards Authority
 NSW Police
 Sherman Centre for Culture and Ideas
 State Library of New South Wales
 St John NSW
 Sydney Children's Choir
 Sydney Collage Society
 Sydney Festival
 Sydney Water

Woollahra Municipal Council
 Young Henrys

INTERPRETATION & EXHIBITIONS SUPPORTERS

ABC Classic
 AMP Capital / Quay Quarter Sydney
 Architecture Foundation Australia
 Arts and Humanities Research Council (UK)
 Australian Centre for Photography
 British Airways
 City of Sydney Council
 Lonely Planet Kids
 Ngarra-burria First Peoples Composers Initiative
 NSW Architects Registration Board
 Royal Australian Navy Band
 Stormtech
 Sydney Conservatorium of Music, The University of Sydney
 University of Glasgow
 The University of Newcastle
 University of Southampton
 Visions of Australia

MEDIA SUPPORTERS

Houses
New Land Magazine
The Sydney Morning Herald

MUSEUM SUPPORTERS

Elizabeth Bay House

Macleay Museum, The University of Sydney

Sound Heritage

Sydney Conservatorium of Music, The University of Sydney

Elizabeth Farm

City of Parramatta Council

National Trust of Australia (NSW) (Old Government House & Experiment Farm)

Parramatta & District Historical Society (Hambledon Cottage)

Parramatta Heritage Partners, which include:

Parramatta Heritage Centre

Parramatta Park Trust

Whitlam Institute

Hyde Park Barracks Museum

Australian Convict Sites World Heritage Steering Committee

National Institute of Dramatic Art (NIDA)

The Great Irish Famine Commemoration Committee

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

Rose Seidler House

Donna and Brian Seidler

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

Vaucluse House

La Perouse Aboriginal Community

Woollahra Municipal Council

ADMISSION FEES & CONTACTS

ADMISSION FEES

Museum of Sydney

General entry \$15

Child/concession \$12

Family \$38

All other SLM properties

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 Museum of Sydney forecourt).

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 \$8 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

sydneylivingmuseums.com.au

For all bookings across SLM:

T 02 8239 2211

E bookings@slm.com.au

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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