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. Here at the colony’s principal convict establishment between 1819 and 1848, more than 50,000 convicts were mustered in the yard, slept in the dormitories, ate in the mess halls, attended trial and received punishment. Inscribed on the UNESCO World Heritage List in 2010, the Hyde Park Barracks is 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 barracks served as Sydney’s Female Immigration Depot, and asylum for aged and destitute women, providing shelter for over 40,000 women and their children until 1887. Following that date it was a legal hub, housing numerous courts and government offices. Today we use the fabric and spaces of the building, and the rich collection of 120,000 archaeological artefacts, to unravel the stories of its thousands of occupants.

THE MINT

Built in 1811–16 as part of Governor Lachlan Macquarie’s General ‘Rum’ Hospital, this elegant colonnaded building is one of the oldest surviving buildings in central Sydney. Providing surgeons’ accommodation, a medical stores depot and dissecting room at the rear, and later as the Sydney Infirmary and Dispensary, this hospital wing was integral to the medical care of convicts and paupers in the early to mid 19th century. In 1855 the site became the first overseas branch of the Royal Mint, with a Coining Factory constructed at the rear. The Sydney Mint, a centre for colonial science, industry and invention, processed 1200 tonnes of colonial gold into 150 million sovereigns – the principal currency used throughout the British Empire. From 1927 the site housed a succession of government departments, and extensive conservation and adaptive re-use of the site has been undertaken since 1979. The Mint now hosts our head office, the Caroline Simpson Library & Research Collection (see page 71), a bistro, an espresso and gift concept store, and venue hire spaces. The site has been in continuous public use since 1816.
<table>
<thead>
<tr>
<th>ACQUIRED</th>
<th>PROPERTY</th>
<th>OPENED</th>
<th>STATUS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1980</td>
<td>Vaucluse House</td>
<td>1980</td>
<td>Museum</td>
</tr>
<tr>
<td>1980</td>
<td>Elizabeth Bay House</td>
<td>1980</td>
<td>Museum</td>
</tr>
<tr>
<td>1985*</td>
<td>Elizabeth Farm</td>
<td>1984</td>
<td>Museum</td>
</tr>
<tr>
<td>1984</td>
<td>Lyndhurst</td>
<td>(sold 2005)</td>
<td>Offices and library</td>
</tr>
<tr>
<td>1985</td>
<td>Meroogal</td>
<td>1988</td>
<td>Museum</td>
</tr>
<tr>
<td>1987</td>
<td>Rouse Hill House &amp; Farm</td>
<td>1999</td>
<td>Museum</td>
</tr>
<tr>
<td>1988</td>
<td>Rose Seidler House</td>
<td>1991</td>
<td>Museum</td>
</tr>
<tr>
<td>1990</td>
<td>Hyde Park Barracks Museum</td>
<td>1991</td>
<td>Museum</td>
</tr>
<tr>
<td>1990</td>
<td>Museum of Sydney on the site of first Government House</td>
<td>1995</td>
<td>Museum</td>
</tr>
<tr>
<td>1990</td>
<td>Young Street terraces</td>
<td>–</td>
<td>Offices</td>
</tr>
<tr>
<td>1990</td>
<td>Susannah Place Museum</td>
<td>1993</td>
<td>Museum</td>
</tr>
<tr>
<td>1993</td>
<td>Walter Burley Griffin House</td>
<td>(sold 1995)</td>
<td>Conservation project</td>
</tr>
<tr>
<td>1996</td>
<td>Government House</td>
<td>1996</td>
<td>State house and garden (transferred to DPC† in Dec 2013)</td>
</tr>
<tr>
<td>2003</td>
<td>Former Rouse Hill Public School</td>
<td>2010</td>
<td>Museum and education facilities</td>
</tr>
<tr>
<td>2007</td>
<td>Tusculum</td>
<td>–</td>
<td>Leased until May 2086†</td>
</tr>
<tr>
<td>2007</td>
<td>Exeter Farm</td>
<td>(sold 2012)</td>
<td>Endangered Houses Fund project</td>
</tr>
<tr>
<td>2007</td>
<td>Glenfield</td>
<td>(sold 2013)</td>
<td>Endangered Houses Fund project</td>
</tr>
<tr>
<td>2008</td>
<td>Nissen hut</td>
<td>–</td>
<td>Endangered Houses Fund project</td>
</tr>
<tr>
<td>2009</td>
<td>Moruya Presbyterian manse</td>
<td>(sold 2013)</td>
<td>Endangered Houses Fund project</td>
</tr>
<tr>
<td>2010</td>
<td>Throsby Park</td>
<td>(leased 2015)</td>
<td>Endangered Houses Fund project§</td>
</tr>
<tr>
<td>2010</td>
<td>Beulah</td>
<td>–</td>
<td>Endangered Houses Fund project</td>
</tr>
</tbody>
</table>

* 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.
Each property holds collections of historical and modern material related to the site. The collections include furniture, ceramics, silverware, soft furnishings, household and personal accessories, costumes, artworks, photographs and archaeological artefacts. Most of the objects in our collections are on show to the public.

Electronic access to the collections is provided to the public through a suite of online catalogues including the Library Catalogue, the Pictures Catalogue, the Colonial Plants Database and the Museums Collections Catalogue. Digital content is added to these catalogues as resources allow. We also contribute to national aggregated data services including Trove, Design & Art Australia Online, the Australian Dress Register, and the Museum Metadata Exchange.

CAROLINE SIMPSON LIBRARY & RESEARCH COLLECTION

The Caroline Simpson Library & Research Collection 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 us by her children. The collection is a specialised research resource available to anyone – staff, scholars, heritage and conservation practitioners, 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. 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, books and periodicals.

PHOTOGRAPHIC COLLECTION

We care for a significant collection of photographs, including more than 130,000 glass-plate negatives created by the NSW Police Force between 1910 and 1964. The collection is housed at the Justice & Police Museum.
We began our work of conserving endangered houses in 1993, when we acquired the then threatened GSDA No 1 Dwelling, a display house at Castlecrag designed by Walter Burley Griffin and Marion Mahony Griffin. We restored the house and financed the construction of a new house adjacent to the property. We then sold both properties (having arranged statutory protection and private covenants), saving a key work of two important 20th-century architects.

Due to the success of this conservation project, we established the Endangered Houses Fund (EHF) in 2005, supported by the Foundation for the Historic Houses Trust of New South Wales. The EHF is a conservation program that identifies significant ‘at risk’ properties and saves them from demolition or unsympathetic development.

We apply our expertise in order to conserve and protect properties, which are then offered back to the marketplace for the enjoyment of future generations; funds are re-invested and more houses can be saved over time, avoiding long-term recurrent costs to government. Many EHF properties are opened to the public during Heritage Week.

LYNDHURST, DARGHAM STREET, GLEBE
Built in 1837 for surgeon James Bowman and his wife, Sarah Macarthur, Lyndhurst was designed by the fashionable architect John Verge and is an exceptional example of a ‘marine villa’. The house, acquired by us in 1983, had faced demolition for future roadworks and was in a dilapidated condition. An extensive refurbishment led by conservation architect Clive Lucas OBE introduced new concepts of conservation practice, reinstating the verandahs and portico using modern materials in the absence of detailed knowledge of the original form, and rebuilding missing internal elements.

Lyndhurst was sold in 2005, returning to its original use as a private residence.

WALTER BURLEY GRIFFIN ‘GSDA NO 1 DWELLING’, CASTLECRAG
This house was built in 1920 as a display home to attract buyers to build in a 94-acre suburban development being led by the American architect Walter Burley Griffin and his wife, Marion Mahony Griffin. The building exemplifies Griffin’s sensitivity to landform and setting through its size, massing and sandstone construction. When it became in danger of demolition, the house was purchased in 1993 by the HHT, which oversaw its careful restoration and the construction of a new house adjacent that 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. It is a sophisticated bungalow form with wide protective verandahs framing a suite of finely proportioned rooms with well-executed red cedar joinery and fittings, all of a particularly good quality for the period.

The property was transferred to us 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 Sparks, is one of only three surviving colonial villas of the 1830s designed by John Verge in Potts Point (originally known as Woolloomooloo Hill). Now surrounded by 1920s flats, it originally sat in two acres of grounds facing Sydney town.

Derelict and in danger of collapsing, the villa was compulsorily acquired by the Heritage Council in 1985 and restored by the Australian Institute of Architects as their headquarters under the terms of a 99-year lease agreement. Tusculum was transferred to us 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 continually occupied until the 1980s. Its survival provides evidence of the early development of western Sydney and the Cumberland Plain for agriculture in the form of small holdings. The modestly sized cottage features much original timber construction and internal joinery, with a detached kitchen in a smaller building at the rear.

Transferred to us in 2006, the cottage was dilapidated, nearing collapse, before 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 it was a rare intact cottage retaining much of its original fabric, including many examples of late-19th-century decorative wallpapers. The property had been neglected but was repaired and extended to allow for more convenient contemporary living while retaining as much original fabric as possible. It was sold to a new owner in 2013.

**THROSBY PARK ESTATE,**
**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. It is regarded as one of the finest colonial houses in NSW, containing red cedar joinery, white marble and Marulan mudstone fireplaces and a large collection of original furniture and fittings. The estate also features a very fine late-19th-century stable block, farm buildings and landscape gardens.

Transferred to us in 2010, the house underwent repairs and conservation to return it to a condition suitable for living in. 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.

**NISSEN HUT,**
**BELMONT NORTH**

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

**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.

Our approach to conserving the property includes assessing potential development options for a future owner to offset the capital cost of restoration and preservation. There is significant urban development pressure in the area south of Campbelltown that makes sites such as Beulah vulnerable to unsympathetic redevelopment.

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*Above, left to right* Throsby Park, Moss Vale. Photo © Douglas Riley for Sydney Living Museums; Beulah homestead. Photo © Paolo Busato for Sydney Living Museums
Trustees attended Board meetings as per the table below.

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

Current Board members who fulfil these requirements are Alastair Baxter, Associate Professor Grace Karskens, Roderick Simpson and Sharon Veale.

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

Trustees are appointed for a term of up to three years and may be appointed for more than one term, but for no more than three consecutive terms of office. Trustees do not receive any remuneration for their Board activities. Two new trustees, Roderick Simpson and Sharon Veale, were appointed on 29 June 2016. During the reporting period Keith Cottier completed the maximum consecutive three terms and Andrew Tink resigned.

Trustees attended Board meetings as per the table below.

<table>
<thead>
<tr>
<th>NAME</th>
<th>ATTENDED</th>
<th>LEAVE OF ABSENCE</th>
<th>ELIGIBLE TO ATTEND</th>
</tr>
</thead>
<tbody>
<tr>
<td>Michael Rose (Chairman)</td>
<td>6</td>
<td>1</td>
<td>7</td>
</tr>
<tr>
<td>Alastair Baxter</td>
<td>6</td>
<td>1</td>
<td>7</td>
</tr>
<tr>
<td>Paddy Carney</td>
<td>7</td>
<td>–</td>
<td>7</td>
</tr>
<tr>
<td>Keith Cottier</td>
<td>3</td>
<td>1</td>
<td>4</td>
</tr>
<tr>
<td>Grace Karskens</td>
<td>6</td>
<td>1</td>
<td>7</td>
</tr>
<tr>
<td>Louise McElvogue</td>
<td>6</td>
<td>1</td>
<td>7</td>
</tr>
<tr>
<td>Naseema Sparks</td>
<td>7</td>
<td>–</td>
<td>7</td>
</tr>
<tr>
<td>Andrew Tink</td>
<td>4</td>
<td>–</td>
<td>4</td>
</tr>
<tr>
<td>Siobhan Toohill</td>
<td>7</td>
<td>–</td>
<td>7</td>
</tr>
</tbody>
</table>

**TRUSTEES**

Michael Rose, BA, LLB AM (Chairman) is the Chief Executive Partner of law firm Allens. Michael is also Chairman of the Committee for Sydney, Global Chairman of ChildFund Alliance, an international development NGO, Chairman of the Indigenous Engagement Task Force of the Business Council of Australia and a Fellow of the Australian Institute of Company Directors. He lives in Sydney with his wife, Jo D’Antonio, and their three children. Michael was appointed as a trustee in June 2010 and his current term expires on 31 December 2018.

Alastair Baxter, BScArch, BArch, RAIA, GAICD is a practising architect, board member, sustainability engagement consultant, TV sports commentator, and former Australian and NSW professional rugby union player. Alastair is an Associate Principal at Populous with extensive experience in master planning major sports, leisure, convention and exhibition facilities in Australia and internationally. Outside of architecture, he is a principal of the Sustainable Forward Consulting Group, which addresses environmental, social and economic sustainability issues in Australia and the South Pacific. He is a director on the NSW Waratahs Rugby Board and the Foundation of the Historic Houses Trust of New South Wales Board, and has a number of roles as a TV sports commentator. Alastair played for the Wallabies and Waratahs from 1999 to 2011 and finished his rugby career as Australia’s most capped test prop. He was appointed as a trustee on 2 April 2014 and his current term expires on 1 April 2017.

Paddy Carney, CA, BSc (Hons) is a registered company auditor. She is a partner at PwC and also a member of its Board of Partners in Australia. She has more than 20 years’ financial experience with PwC in the United Kingdom and Australia across a broad range of clients, with a focus on the retail and consumer sector. She is also a governor of the Sir David Martin Foundation, which aims to get more young people off the streets, away from unhealthy situations and into care and rehabilitation. Paddy is the Chair of the HHT’s Audit and Risk Committee. She was appointed as a trustee in March 2013 and her current term expires on 5 March 2019.

Keith Cottier, AM, AASTC, LFRAIA is a former director of the highly awarded architectural firm Allen Jack+Cottier. In 2001 he was awarded the Gold Medal, the Royal Australian Institute of Architects’ highest honour. He was appointed a Member of the Order of Australia in 2004. Keith has served as a commissioner of the Australian Heritage Commission, as a member of the Heritage Council of New South Wales, and as a member of the Sydney Cove Authority and the City West Development Corporation. His high-profile projects include Wylie’s Baths, the Argyle Centre, the Submarine Mine Depot at Chowder Bay and Penfold’s Magill Estate in Adelaide. Keith was appointed as a trustee on 1 January 2007 and his final term expired on 31 December 2015.

Associate Professor Grace Karskens, BA, MA, PhD FAHA teaches Australian history at the University of New South Wales. Grace has published extensively including *Inside The Rocks: the archaeology of a neighbourhood, the multi-award-winning The Rocks: life in early Sydney and The colony: a history of early Sydney*, which won the 2010 Prime Minister’s Literary Award for Non-fiction. She is a Fellow of the Australian Academy of the Humanities, and is on the boards of...
Grace was appointed as a trustee on 1 January 2008 and her current term expires on 21 January 2017.

Louise McElvogue, BA, MA, GAICD is a principal of Macleod Media, which advises on strategy, technology and media. She 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 United States, Europe and Australia for clients including McDonald’s, Inverysys, the ABC, News Limited, Channel 4, the BBC and Société Générale. 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. She has a background in journalism and her work has appeared in The New York Times, The Guardian, Financial Times Media, The Wall Street Journal, the BBC and CNN. She was appointed as a trustee in March 2013 and her current term expires on 5 March 2019.

Roderick Simpson, BSc (Architecture) was recently appointed by the NSW Government as the inaugural Environment Commissioner of the Greater Sydney Commission. Prior to that he was an Associate Professor and Director of the Urban Design and Master of Urbanism Programs in the Faculty of Architecture, Design and Planning at the University of Sydney and principal of simpson+wilson, whose work ranges across architecture, urban design and strategic planning. He has worked for the Commonwealth, state and territory governments on metropolitan and regional planning, and as Manager of Urban Design for the Sydney Harbour Federation Trust, and has won a number of urban design and planning competitions nationally and internationally. He also has an interest in cultural planning and has previously been a board member of the HHT, and was recently appointed to the UrbanGrowth NSW Design Directorate. Roderick was appointed as a trustee on 29 June 2016 and his current term expires on 28 June 2019.

Naseema Sparks AM, FAICD 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 driver of growth and differentiation is 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 on 2 April 2014 and her current term expires on 1 April 2017.

Andrew Tink, AM, BA, LLB, HonDLitt is an Adjunct Professor at Macquarie University’s law school. After eight years at the bar and 19 years in the NSW Parliament, where his roles included Shadow Attorney-General and Shadow Leader of the House, Andrew stepped back from active politics to focus on writing. In 2010 his biography of William Charles Wentworth won the Nib CAL Waverley Award for Literature. His second book, a biography of Lord Sydney, was published in 2011, and his third, the story of Canberra’s air disaster in 1940, was released in 2013. His most recent book, Australia 1901–2001: a narrative history, was released in November 2014. Andrew is also the president of the Library Council of NSW. He was appointed as a trustee on 22 May 2012 and resigned on 3 March 2016.

Sydney Living Museums Trustees. Front row, left to right: Sharon Veale, Naseema Sparks, Michael Rose, Louise McElvogue, Roderick Simpson, Andrew Tink, Naseema Sparks, Michael Rose, Louise McElvogue, Roderick Simpson, Andrew Tink. Back row: Paddy Carney, Associate Professor Grace Karskens, Alastair Baxter, Siobhan Toohill. Photo © James Horan for Sydney Living Museums
CORPORATE GOVERNANCE

TRUSTEES continued

Siobhan Toohill, BScArch, BArch, Grad Dip Urban Design is the Head of Group Sustainability and Community at Westpac. She is responsible for the organisation’s sustainability strategy, responding to pressing social issues including demographic change, economic solutions to environmental challenges and helping customers to achieve sustainable financial futures. Her role also encompasses community partnerships, the Westpac Foundation, the Westpac Bicentennial Foundation and Indigenous engagement. Previously she established the sustainability function at Stockland and has held senior design roles with Stockland, Lend Lease and the NSW Government’s Urban Design Advisory Service. Siobhan is also the Deputy Chair of the Green Building Council of Australia, Director of the Australian Building Codes Board and co-founder of the podcast Out the Front. She was appointed as a trustee on 2 April 2014 and her current term expires on 1 April 2017.

Sharon Yeole, BA (Hons), MA Public History, Grad Dip Urban and Regional Planning is a Partner and the Chief Executive at GML Heritage. With a background in urban planning and public history, she has extensive experience in Aboriginal and historic cultural heritage assessment, management and heritage conservation for public and private sector clients. Sharon teaches Heritage Planning at the University of New South Wales, has published three books and regularly contributes to peer-reviewed journals. She is a member of the NSW National Parks and Wildlife Advisory Council, is 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 was appointed as a trustee on 29 June 2016 and her current term expires on 28 June 2019.

COMMITTEES

There are five Board advisory committees that provide advice to trustees: Aboriginal Advisory Committee, Audit and Risk Committee, Commercial and Marketing Advisory Committee, Curatorial and Public Engagement Advisory Committee, and Heritage and Collections Advisory Committee. All five committees are convened per section 9 of the Historic Houses Act 1980 (NSW).

There are two standing committees that provide advice to management and involve staff representation: the Joint Consultative Committee, which facilitates discussions between the union and management, and the Work Health and Safety Committee. Committees operating are listed in the Appendices on pages 89–91.

CORPORATE PLANNING

A corporate plan is developed on a five-year cycle by our staff and trustees; the current plan covers the period 2010–2015. The corporate plan was reviewed during the year, and it was determined that it continues to be relevant. During 2015–16, scoping work around strategic projects was undertaken. These projects will feed into the Corporate Plan during its renewal in 2016–17, providing a comprehensive approach to the future direction of the agency.

Using the goals and strategies set out in the corporate plan, an annual budget plan is developed for both recurrent and capital expenditure across the financial year. These plans set the direction and budget for our operational business year. The directions also reflect the agency’s alignment with the NSW Government’s priorities outlined in NSW 2021: A plan to make NSW number one. Progress against the plans is reported to the trustees at bimonthly board meetings.

EXECUTIVE

AS AT 30 JUNE 2016

Mark Goggin, BA (Hons), EMPA is the Executive Director, and commenced on 6 August 2013. He has 20 years’ experience in leadership across the museum, cultural and health sectors as CEO, festival producer, educator and researcher. Before joining the HHT he spent ten years as General Manager of Marketing, Programs and Commercial Services at the Museum of Applied Arts and Sciences. Mark built the museum’s brand profile and audiences, and was responsible for leading entrepreneurial exhibitions and creating innovative programs, such as the annual citywide festival Sydney Design. He oversaw the renewal of the heritage Sydney Observatory site and successfully launched the publicly accessible Powerhouse Discovery Centre: Collection Stores at Castle Hill. Originally trained as a psychologist, he has an Executive Masters of Public Administration from the Australian and New Zealand School of Government.

Dr Caroline Butler-Bowdon, BA (Hons), MA, PhD is Director, Curatorial and Public Engagement. Spanning 20 years, her career has been dedicated to cultural leadership that connects diverse audiences to history, arts and heritage through a broad range of public engagement programs including festivals, exhibitions and books. At the HHT she uses her vision, experience and expertise to lead the cross–platform programming in the fields of interpretation, exhibitions, regional touring program, public programs, education, web, volunteering and publications. She also leads the work of the HHT’s City and House Museums portfolios. She is the winner of multiple awards for projects she has written, produced and led that share the stories of urban life, architecture and design across the centuries. She completed the Museum Leadership Institute Program in 2012 at The Getty Leadership Institute at Claremont Graduate University, California.

Ian Innes, BScArch, BLArch is Director, Heritage and Collections. He has more than 20 years’ experience in cultural landscape management and conservation, having previously held senior management roles at the Royal Botanic Garden Sydney, and Centennial Parklands. He studied architecture and, later, landscape architecture, and his ongoing professional interests relate to conservation of the built environment, including architectural and landscape design, heritage theory and practice, cultural landscape management and strategic asset management.
Julie Turpie, BA (Hons) is Director, Commercial and Marketing Services, with responsibility for the Macquarie Street Portfolio. Julie has more than 20 years’ experience in brand development, destination marketing, business development and public programming. She worked for the Sydney Harbour Foreshore Authority for six years, managing their sponsorship, business development program and annual events portfolio. From 2008 to 2011 Julie was the director of City Marketing and Major Events at Brisbane Marketing, where she was responsible for city branding strategies, destination marketing campaigns and delivering a major events strategy for Brisbane.

Lisa Walters, BCom, CA and GAICD is Director, Operations and Governance, with responsibility for Finance, Human Resources, ICT and Compliance and Knowledge. Immediately 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.

HHT DIVISIONS

The HHT is structured around four divisions – Commercial and Marketing Services, Curatorial and Public Engagement, Heritage and Collections, and Operations and Governance.

COMMERCIAL & MARKETING SERVICES DIVISION

The Commercial and Marketing Services Division sets and drives our revenue-generating strategies, and is responsible for implementing strategies designed to grow audiences and increase public awareness and perceptions of the organisation. The group comprises four teams: Audience and Research Development, Commercial Services (including venues, leaseholds and retail), Development and Fundraising, and Marketing, Communications and Design. The division also includes the Macquarie Street Portfolio, which comprises the Hyde Park Barracks Museum and The Mint.

The Audience and Research Development Team is responsible for the development and management of our audience and research strategies, providing data, statistical analysis and research findings to inform and enhance our activities, audience engagement strategies and visitor experience.

The Commercial Services Team is responsible for venue hire, commercial leaseholds and retail. It manages the commercial hire of our unique and specialty venues for corporate and private events, including for filming and photography.

The Development and Fundraising Team manages our corporate partnerships and membership program to maximise external funding, increase awareness of the HHT and strengthen our engagement with donors, corporate partners and members while working with the Foundation for the Historic Houses Trust of New South Wales to support the work of the organisation.

The Marketing, Communications and Design Team provides strategic direction on and implementation of marketing, design and communications (including media and public relations) activities to support our properties, exhibitions, public programs and events. It also manages our box office.

The Macquarie Street Portfolio includes The Mint (our head office and major commercial venue) and the UNESCO World Heritage-listed site of the Hyde Park Barracks, two of Sydney’s most important early-19th-century buildings on Macquarie Street.

Portfolio staff ensure the integrity and preservation of these culturally significant buildings and their collections through judicious management and by balancing the need for conservation with the need to increase access to the sites for all visitors. Staff develop strategies to grow and diversify our audiences while strengthening our engagement with them.
CORPORATE GOVERNANCE

CURATORIAL & PUBLIC ENGAGEMENT DIVISION

The Curatorial and Public Engagement Division produces exhibitions at our museums, interprets our properties, presents stories from our collections, runs educational and public programs, and manages publications, web and social media platforms to engage over 1 million visitors annually on site and online. It facilitates community participation, including encouraging those interested to join our volunteering programs. The division also includes the City Portfolio, which comprises the Justice & Police Museum, Museum of Sydney and Susannah Place Museum, and the House Museums Portfolio, which comprises Elizabeth Bay House, Elizabeth Farm, Meroogal, Rouse Hill House & Farm, Rose Seidler House and Vaucluse House.

The Curatorial and Exhibitions Team takes a multidisciplinary approach to interpretation, exhibition, design and publication projects. The team interprets our stories and research for the public in innovative and accessible ways that enhance the visitor experience and allow audience participation.

The Programs Team drives the development and delivery of educational and public programs to engage our various audiences. It provides access to our knowledgeable people, our collections, our museums and our city for a wide range of visitors, and coordinates our Volunteer Program.

The Web and Screen Media Team drives the development and delivery of web- and screen-based content to enrich the visitor experience and engage new audiences.

The City Portfolio includes the Museum of Sydney on the site of first Government House, the Justice & Police Museum and Susannah Place Museum. Portfolio staff research, interpret and communicate to visitors a range of stories about Sydney’s people and places from the 18th to the 21st centuries. Through this work, visitors learn about the significance of first Government House, built by Arthur Phillip in 1788, the defining moment of first contact between the Gadigal people and the British colonisers, the world of crime, policing and punishment, and the everyday lives of the families who lived in the terraces of Susannah Place.

In 2015 the Eastern Sydney Portfolio and the Meroogal and Western Sydney Portfolio were transferred to the Curatorial and Public Engagement Division and combined to create the House Museums Portfolio. Through conservation and interpretation, portfolio staff facilitate access to and enjoyment of our house museums, as well as their grounds and collections, for a variety of audiences and purposes, including education and four groups, general visitors, public programs and commercial venue hire.

Portfolio staff provide insights into the stories of the people who built these houses, bringing to life their ambitions and achievements in the context of their families and domestic lives.

As well as the houses, these sites include pleasure gardens, farm pastures and livestock, an 1880s schoolhouse, a student resource and education centre, and extraordinarily intact collections linked to the families and their stories.

HERITAGE & COLLECTIONS DIVISION

The Heritage and Collections Division manages the conservation and care of our houses, museums and landscapes, as well as the Endangered Houses Fund (EHF) program, through conservation management planning, place management, asset maintenance and delivery of capital works, collections care, conservation and landscaping.

The Collections and Access Team provides online access to our research, disseminating knowledge about our collections, sites and buildings. It is also responsible for the development of the Caroline Simpson Library & Research Collection, a publicly accessible research facility. The Collections and Access Team was transferred to the Heritage and Collections Division in 2015.

The Heritage Team provides technical leadership and specialist skills in the care, conservation and maintenance of our buildings, interiors, landscapes and moveable heritage. The team coordinates a program of capitalised maintenance projects at all properties to ensure the ongoing preservation of our heritage assets, as well as meeting current requirements for compliance, safety and functionality.

The Horticulture Team maintains and conserves historic gardens at six of our properties, including management of historic trees, colonial-era plantings and propagation of rare and unusual plant varieties. The team has specialist knowledge of historic gardening practices, which they use to authentically present our gardens.

OPERATIONS & GOVERNANCE DIVISION

The Operations and Governance Division supports the business of the HHT 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 four teams: Compliance and Knowledge, Finance, Human Resources, and Information and Communications Technology (ICT).

The Compliance and Knowledge Team manages the development, evaluation and review of policies and procedures to ensure we have the knowledge and processes to comply with a range of legislative and compliance requirements in relation to organisational policy and records management. This team is also responsible for coordinating the transport and storage logistics of the agency, operating across multiple sites.

The Finance Team provides strategic financial advice, accurate information, reporting and financial administrative support to ensure we manage our budget prudently, maintain high standards of internal control, maintain our insurance coverage and are compliant with the relevant statutory and Australian Accounting Standards.

The Human Resources Team provides support and advice in employee relations planning, practice and policy development, and employee training and development, as well as operational services such as payroll delivery and work health and safety advice and coordination.

The ICT Team develops and manages the technology and communications services required to achieve our strategy, ensuring business operations are maintained and supported. It ensures the ICT network, business applications and telecommunications systems deliver integrity and performance.
VOLUNTEERS

Our Volunteer program enables us to deliver meaningful experiences of our properties and collections to the people of NSW. Whether providing an interpretative tour as a museum volunteer, undertaking research into our collections as a project volunteer or embroidering replica curtains as a soft furnishings volunteer, these roles provide a deeper level of engagement to those who want to contribute their time and knowledge to help us fulfil our mission.

Our volunteers enjoy using their skills, sharing their knowledge and helping to keep our properties relevant and accessible. Volunteers are encouraged to provide feedback about their experiences, which is then used to develop volunteer policies and ensure the program is managed in line with best practice.

RISK MANAGEMENT

We are committed to good corporate governance including taking a robust approach to risk-management planning that identifies and addresses both external and internal risks to our operations. Internal risks are also managed through the development of new and revised policies and procedures, and identification of appropriate risk-mitigation controls.

The NSW Government provides guidance to agencies in developing their risk-management frameworks specifically around the Australian/New Zealand Management Standards (AS/NZ ISO 31000:2009) and through the NSW Treasury Policy Paper TPP09-5. Our mandatory annual attestation is included on page 81.

Our Audit and Risk Committee is an advisory committee of the Board of Trustees and an integral component of our 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 our financial statements and those of our related entities, which have all been issued with an unmodified audit opinion.

ETHICAL STANDARDS

Our Code of Ethics and Conduct: Staff and Volunteers policy was reviewed in 2015 and was formally reissued in August of that year, before the Public Sector Commission implementation date of 1 September 2015.

ICT MANAGEMENT

The ICT Team continued to develop policies and procedures critical for compliance with the NSW Government’s Digital Information Security Policy, including ICT Change Management, and Mobile Phone Usage Policy. The Digital Information Security mandatory annual attestation is included on page 85.

INTERNAL AUDIT

Capital Maintenance Program

As part of the three-year internal audit plan, Deloitte conducted an audit to assess the design adequacy and operating effectiveness of our controls in relation to the management of our ten-year capital maintenance program.

The report identified a number of governance activities that were in place, including the existing Project Control Group, who meet monthly to discuss the program’s progress and operational issues in addition to monthly reporting to our Executive. The Heritage and Collections Advisory Committee provides oversight of the program, with regular reporting to the Audit and Risk Committee.

The report identified three moderate risk areas and recommended that we: undertake an annual risk assessment of the program; reinforce the need to complete all prescribed project documents; and complete contractor performance evaluation post-completion, as well as formalise the Project Close Out.

Management will implement recommendations from the review during an agreed timeframe as resources allow. Our Audit and Risk Committee monitors the implementation of internal and external audit recommendations.

INSURANCE

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

This year we lodged seven claims with TMF, including claims relating to the cancellation of Fifties Fair 2015, water damage at the Museum of Sydney and damage to one of the towers from the exhibition Towers of Tomorrow with LEGO® Bricks. Six of the claims were fully finalised in 2015–16; the seventh claim is in progress.

In 2015–16 we also had 11 motor vehicle claims. 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.

JOINT CONSULTATIVE COMMITTEE (JCC)

The Joint Consultative Committee of the Public Service Association (PSA) represents the interests of its union members. It met with management this year to discuss two Change Management Plans, which resulted in the revision of roles within the Commercial Services and Compliance and Knowledge teams.

LEGAL CHANGE

No changes were made to the Historic Houses Act 1980 (NSW) during the reporting period.
INTERNAL AUDIT AND RISK MANAGEMENT ATTESTATION
FOR THE 2015–16 FINANCIAL YEAR
FOR THE HISTORIC HOUSES TRUST
OF NEW SOUTH WALES

I, Mark Goggin, am of the opinion that the Historic Houses Trust of NSW (HHT) has internal audit and risk management processes in place that are, excluding the exemption described below, compliant with the core requirements set out in Treasury Circular NSW TC 15/03 Internal Audit and Risk Management Policy.

I, Mark Goggin, am of the opinion that the internal audit and risk management processes for the HHT depart from the following core requirements set out in Treasury Circular NSW TC 15/03 and that (a) the circumstances giving rise to these departures have been determined by the Portfolio Minister and (b) the HHT has implemented the following practicable alternative measures that will achieve a level of assurance equivalent to the requirement.

<table>
<thead>
<tr>
<th>Ministerially Determined Departure</th>
<th>Reason for Departure and Description of Practicable Alternative Departure Measures Implemented</th>
</tr>
</thead>
<tbody>
<tr>
<td>Core Requirement 3</td>
<td>The Chair and Members of the Audit and Risk Committee are to be appointed by the statutory body. The alternative measures implemented to achieve an equivalent level of assurance was for the HHT to satisfy itself that the chair and members of the HHT Committee collectively possess the eight skills and knowledge as outlined in core requirement 3.4.3. The composition of the HHT Committee membership in 2015–16 met these requirements.</td>
</tr>
</tbody>
</table>

These processes, including the practicable alternative measures implemented, provide a level of assurance that enables the senior management of the HHT to understand, manage and satisfactorily control risk exposures.

I, Mark Goggin, am of the opinion that the Audit and Risk Committee for the HHT is constituted and operates in accordance with the independence and governance requirements of NSW Treasury Policy Paper TPP09/05. The Chair and Members of the Audit and Risk Committee are:

- Paddy Carney, independent Chair and HHT Trustee (Term 2: March 2016 – current)
- Michael Rose, independent Member and Chairman HHT Trust (Term 3: August 2010 – current)
- Louise McElvogue, independent Member and HHT Trustee (Term 1: June 2013 – current)

I, Mark Goggin, declare that this Internal Audit and Risk Management Attestation is made on behalf of the following controlled entities:

- Foundation for the Historic Houses Trust of New South Wales

Mark Goggin
Executive Director
30 August 2016
POLICIES & PROCEDURES

The following policies and procedures were developed: Public Wi-fi and Venue Hire Internet – Terms and Conditions, Safety Incident Reporting and Response, Foundation for the Historic Houses Trust of NSW Charter, Code of Conduct: Foundation Board of Directors, Moving Desks, Curatorial and Public Engagement Advisory Committee Charter, Commercial and Marketing Advisory Committee Charter, Heritage and Collections Advisory Committee Charter, ICT Change Management, Internal Audit Charter, WHS Framework, Injury Management and Return to Work Policy, WHS Consultation Policy, Audit and Risk Committee Charter, Trust Charter, Code of Conduct: Trustees, Public Interest Disclosure, WHS Committee and Health and Safety Representatives, Ruth Pope Bequest Travelling Scholarship, Handling of Suspicious Mail Packages or Deliveries.

During the year the Code of Ethics and Conduct: Staff and Volunteers was also revised.

In addition, the following policies and procedures were drafted or revised in 2015–16 and are in the consultation phase prior to approval: Policies Framework, First Aid Officers: Designated Positions, Training and Allowances, Disposal of Accountable Goods, Aboriginal Advisory Committee Charter, Social Media, Risk Management Framework, Outside Workers Uniform Policy, Emergency and Disaster Preparedness System (incorporating Critical Incident and Business Continuity), Critical Incident Management Plan, Cash Receiving Receipting and Banking, Contract Register, Managing Gifts and Benefits, Mobile Phone Usage Policy.

RECORDS MANAGEMENT

The records management program continued to progress and develop, with a key achievement being completing an assessment of our current level of compliance against the principles in NSW State Records’ Standard on Records Management. The review found that our records management program had achieved significant advances. It also identified areas for improvement, which are guiding our work program as we move towards full compliance. The draft functional retention and disposal authority that was submitted to the State Records Authority of NSW in June 2015 has not yet been approved by the Authority. Once it is approved, we will be able to expand our sentencing and disposal program, which, to date, has been focused on the authorised destruction of hard copy administrative records.

WORK HEALTH & SAFETY (WHS)

Our Work Health and Safety Committee continued to meet regularly and review incidents at our properties.

We proactively case manage 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.

DISABILITY INCLUSION ACTION PLAN

The Environment and Heritage Portfolio Disability Inclusion Action Plan (DIAP) 2015–2019 is aligned to the principles underpinning the United Nations Convention on the Rights of Persons with Disabilities (UNCRPD), 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 provided by the Environment and Heritage Portfolio. As part of the cluster shared services model, it is expected that this plan will be revised to incorporate the actions from the Planning and Environment Portfolio DIAP.

The structure of the plan includes four outcome areas:

1. Liveable communities
   Identifying and removing barriers to Environment and Heritage Portfolio 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 our systems and processes.

We completed the following actions to provide both physical and intellectual access to our properties, programs and services:

- New technology has been introduced to increase accessibility in our exhibitions, and audio and braille signage has been upgraded at the Museum of Sydney.
- All our recruitment processes have been reviewed, with accessibility and disability information included in the job application process.

FUTURE DIRECTIONS

An audience research partner was engaged to identify physical and intellectual barriers to inclusion and accessibility at the Museum of Sydney, Justice & Police Museum and Susannah Place Museum. They will consult with visually impaired audiences, those with mobility impairments and those with hearing impairments in relation to the development of the Protecting National Historic Sites Programme First Government House project. Once the reviews are completed, we will develop and implement an ‘Improvement Plan’ and undertake recommendations to improve accessibility and inclusion.
Above Members of the soft furnishings group at Elizabeth Bay House. Photo © James Horan for Sydney Living Museums
MULTICULTURAL PLAN

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

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

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

The Multicultural Policies and Services Program is the practical way NSW Government agencies implement the following multicultural principles that stipulate 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 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.

We have completed the following actions to increase access to our properties, programs and services:

• We have finalised our Aboriginal Action Plan. In developing this action plan, we commit to prioritising the actions and annually reviewing its function to ensure we are well positioned to implement effective and mutually beneficial initiatives, directly allowing for future plans to identify and expand upon Aboriginal relationships, respect and opportunities. The Plan has been included in the Planning and Environment Portfolio Aboriginal Employment Strategy, which will be released in late 2016.

• We undertook audience research to seek the views of multicultural client groups.

• We developed culturally sensitive and inclusive exhibitions and programs.

• The Great Irish Famine Commemorative Committee held its annual commemoration event at the Monument to the Great Irish Famine located at Hyde Park Barracks Museum.

• Eighty-five inbound Japanese tourist groups have visited the Hyde Park Barracks Museum, totalling 1560 visitors. Usually self-guided, these groups often receive a brief introduction and welcome to the museum from our Japanese-speaking Visitor and Interpretation Officer.

FUTURE DIRECTIONS

The next planned actions include:

• to undertake a strategic review to increase accessibility for culturally and linguistically diverse people and develop and implement an ‘Improvement Plan’;

• to produce written, audiovisual and interactive materials in priority community languages;

• to develop targeted multicultural services, events, programs, visitor experiences and interpretation;

• to provide staff with regular multicultural training or awareness opportunities;

• to provide Aboriginal cultural training with a special focus on the Sydney area.
I, Mark Goggin, am of the opinion that the Historic Houses Trust of NSW (HHT) has made considerable progress towards having in place an Information Security Management System during the financial year being reported on consistent with the Core Requirements set out in the Digital Information Security Policy for the NSW Public Sector.

I, Mark Goggin, am of the opinion that the security controls currently in place and those planned for completion in 2016 to mitigate identified risks to the digital information and digital information systems of the HHT are adequate for the foreseeable future.


Mark Goggin
Executive Director
30 August 2016
The Foundation for the Historic Houses Trust of New South Wales (the Foundation) is a tax concession charity (DGR 2 – deductible gift recipient) that exists to support our work. It is governed by a non-executive Board of Directors, which met five times in 2015–16.

The support of our donors ensures the longevity of our organisation by enabling public access to and ongoing conservation of our properties, and the acquisition of relevant collection items.

This year fundraising and donor support focused on two key projects marking the centenary of public access to Vaucluse House. The first is the refurbishment of the drawing room, last revived in 1981, to its original grandeur, by replacing the crimson silk damask on the chairs and creating new window furnishings. We are working with specialist tradespeople who use traditional methods. When complete, the room will once again represent one of the finest surviving colonial interiors in Australia. The second project will invest in a new permanent exhibit for the orientation room, which has not been updated in over 20 years. The new display will incorporate rich curatorial content and digital displays, showcasing some of the finest treasures and eclectic items from the collection, rarely seen by the public. It will be carefully constructed by expert craftspeople to ensure a timeless display.

A highlight of the year was a cocktail party hosted by the Foundation to celebrate the centenary of Vaucluse House and to launch an appeal to raise funds for the projects outlined above. Eighty guests, including members of the Governors’ Circle and long-term supporters of our organisation, enjoyed an exquisite evening that paid tribute to 100 years of public ownership of and access to this highly significant and stately home.

The Foundation also supported acquisitions for the Caroline Simpson Library & Research Collection (CSL&RC), enabling the purchase of 14 bibliographic items, including manufacturers’ trade catalogues for encaustic tiles and architectural ironwork, wallpaper sample books, furniture pattern books, architectural pattern books, architectural plans and architectural photography. The material ranges in date from 1793 to 2003.

In addition, private donors supported a successful appeal to fund the proposed publication Darling mother, darling son: the letters of Leslie Walford and Dora Byrne, 1929–1972, based on the archive of business and personal papers relating to the late Leslie Walford (1927–2012) held by the CSL&RC. This correspondence has been transcribed and edited by historian and volunteer Dr Edith Ziegler.

Each year the Foundation hosts a series of exclusive events, held in the historical and evocative settings of our places, to promote the special work of our organisation and celebrate the support of our donors. In 2015–16 these included an evening in the CSL&RC to share new acquisitions with our donors, and two exclusive exhibition previews at the Museum of Sydney to celebrate the launches of Lloyd Rees: Painting with Pencil 1930–36 (12 December 2015 – 17 April 2016) and Superhouse: Architecture and Interiors Beyond the Everyday (29 August – 29 November 2015).
Clockwise from left

Guests of the Foundation for the HHT with Curator Joanna Nicholas in the Vaucluse House drawing room. Photo © James Horan for Sydney Living Museums; Chrissie Jeffrey and SLM Curator Joanna Nicholas comparing furnishing samples in the Vaucluse House drawing room. Photo © Polixeni Photography / Jennifer Polixeni Brankin for Sydney Living Museums; cocktail party hosted by the Foundation for the HHT to celebrate the centenary of Vaucluse House. Photo © James Horan for Sydney Living Museums
APPENDICES

BOARD STANDING COMMITTEES

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

ABORIGINAL ADVISORY COMMITTEE
The Aboriginal Advisory Committee was formed in 2015–16 and comprises one trustee, senior staff, the Coordinator Aboriginal Interpretation Programs and external Indigenous members. Its role is to provide advice on strategic issues that relate to our Aboriginal Action Plan strategies, and Aboriginal participation and presence in core areas of the organisation. The committee’s first meeting was held in June 2016.

Members
Michael McDaniel, Professor of Indigenous Education and Director of Jumbunna Indigenous House of Learning, University of Technology Sydney (Chair), attended 1/1
Hetti Perkins, freelance curator and Curatorial Advisor to Eora Journey, City of Sydney, 0/1
Robynne Quiggin, Senior Advisor, Aboriginal and Torres Strait Islander Social Justice Commissioner, Australian Human Rights Commission, 0/1
Leanne Watson, Managing Director, Darug Custodians Aboriginal Corporation, and Project Manager, Muru Mittigar, 1/1
Peter White, First Peoples Cultural and Creative Development Advisor, 1/1
Michael Rose, HHT Chairman, 1/1

Staff
Mark Goggin, Executive Director, 1/1
Dr Caroline Butler-Bowdon, Director Curatorial and Public Engagement, 1/1
Clive Freeman, Coordinator Aboriginal Interpretation Programs, 1/1
Beth Hise, Head of Curatorial and Exhibitions, 1/1

AUDIT & RISK COMMITTEE
The Audit and Risk Committee is an integral component of our 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 July 2015 the committee met with representatives of our internal auditors, Deloitte, to discuss the Business-wide Risk Review.

In September 2015 the committee met with representatives from the Audit Office of NSW to discuss their review of our financial statements for 2014–15.

The members of this committee and their attendance at meetings in 2015–16 were as follows:

Members
Paddy Carney, Trustee (Chair), attended 5/5
Louise McElvogue, Trustee, 5/5
Michael Rose, HHT Chairman, 2/5

Staff
Mark Goggin, Executive Director, 4/5
Madeleine Bennison, Head of Compliance and Knowledge (minute secretary), 3/5
Dr Caroline Butler-Bowdon, Acting Executive Director, 1/1
Yaseen Dean, Head of Finance, 4/5
Trish Kernahan, Assistant Director, Operations (until October 2015), 2/2
Joshua Lodge, Compliance and Policy Officer (minute secretary), 1/1
Lisa Walters, Director, Operations and Governance (from November 2015), 3/3

COMMERCIAL & MARKETING ADVISORY COMMITTEE
The Commercial and Marketing Advisory Committee comprises trustees, senior staff and industry specialists. In 2015–16 it met three times to provide advice on strategic issues relating to commercial and marketing strategies.

Members
Keith Cottier, Trustee and Chair (until December 2015), attended 2/2
Neville Allen, former Trustee, 1/3
Ken Knox, Project Director, The GPT Group, 3/3
Louise McElvogue, Trustee, 3/3
Naseema Sparks, Trustee, 1/3
Siobhan Toohill, Trustee (Chair from January 2016), 2/3

Staff
Mark Goggin, Executive Director, 2/3
Kate Evans, Head of Marketing and Communications, 2/2
Damian Poole, Head of Commercial Services, 3/3
Julie Turpie, Director, Commercial and Marketing Services, 3/3
**CURATORIAL & PUBLIC ENGAGEMENT ADVISORY COMMITTEE**

The Curatorial and Public Engagement Advisory Committee comprises trustees, senior staff and external experts. It met twice in 2015–16 to provide advice on strategic issues including audience development, programming, exhibitions, publications, education, web and social media, collections and research, and interpretation.

**Members**

- Associate Professor Grace Karskens, Trustee (Chair), attended 2/2
- Dr Jane Connors, historian, and Manager, ABC Radio National, 1/2
- Elizabeth Ellis, inaugural Emeritus Curator, Mitchell Library, and Honorary Associate, Department of History, University of Sydney, 2/2
- Professor Susan Groundwater-Smith, Honorary Professor, Faculty of Education and Social Work, University of Sydney, 2/2
- Tim Ross, comedian, radio host, author and television presenter, 1/2
- Liane Rossler, designer and artist, co-founder of Dinosaur Designs, 2/2
- Naseema Sparks, Trustee, 2/2
- Siobhan Toohill, Trustee, 2/2

**Staff**

- Mark Goggin, Executive Director, 1/2
- Dr Caroline Butler-Bowdon, Director, Curatorial and Public Engagement, 2/2
- Julie Turpie, Director, Commercial and Marketing Services, 2/2

**HERITAGE & COLLECTIONS ADVISORY COMMITTEE**

The Heritage and Collections Advisory Committee comprises trustees, senior staff and external experts. It met twice in 2015–16 to provide advice on strategic issues relating to the care and conservation of collections, buildings and sites, including the Endangered Houses Fund program.

**Members**

- Keith Cottier, Trustee (Chair until December 2015), attended 1/2
- Alastair Baxter, Trustee (Chair from March 2016), 2/2
- Tanya Koemnan, Indigenous community representative, 2/2
- Colleen Morris, heritage consultant, 1/2
- Dr Judith O’Callaghan, Senior Lecturer, Faculty of Built Environment, University of New South Wales, 0/2
- Peter Root, Managing Director, Root Projects, 0/2
- Howard Tanner, Chair, Tanner Architects, and Senior Consultant, Tanner Kibble Denton Architects, 2/2
- Andrew Tink, Trustee (until March 2016), 1/2

**HHT STANDING COMMITTEES**

**COLLECTIONS VALUATION COMMITTEE**

The committee meets annually to monitor our 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 and Access (Chair)
- Scott Hill, Portfolio Curator, House Museums Portfolio
- Joanna Nicholas, Portfolio Curator, House Museums Portfolio

**JOINT CONSULTATIVE COMMITTEE**

This committee, comprising Public Service Association (PSA) representatives and an HHT employee who is a PSA member, meets as required and provides a forum that allows consensus to be reached on employee matters. In 2015–16 the committee met twice, with no industrial relations matters needing resolution beyond discussion at this committee.

- Lisa Walters, Director, Operations and Governance (Chair)
- Georgina Pearce, Head of Human Resources
- Nick Player, Acting Senior Industrial Advocate
- Matthew Stephens, Research Librarian, workplace representative
- Fabienne Virago, Coordinator, Learning, Programs (PSA workplace delegate, on leave)

**WORK HEALTH & SAFETY COMMITTEE**

The committee comprises both management and staff representing sites and classifications, and meets every six weeks to consider and advise on work health and safety (WHS) matters. In line with section 5.3 of the HHT Corporate Plan 2010–2015, the committee continued to assess and implement WHS risk-management systems across the sites. This included WHS policies and procedures including the Safety Incident Reporting procedure and the Incident Investigation procedure. The committee also provided advice on WHS-related training, including Working from Heights training and the Certificate IV in Work Health and Safety.

- Nick Corbett, WHS Coordinator (Chair)
- Michael Bennett, Building and Facilities Assistant, Macquarie Street Portfolio
- Kurt D Forbes, Building and Facilities Assistant, City Portfolio
- Steve Halliday, Horticulturist, Heritage and Collections

**Staff**

- Mark Goggin, Executive Director, 2/2
- Mark Brandon, Project Manager, Heritage, 2/2
- Ian Innes, Director, Heritage and Collections, 1/2
- Elisha Long, Head of Heritage, 2/2
- Maria Elena Ruggeri, Heritage Project Officer, 1/2
Kieran Larkin, Senior 3D Designer, Curatorial and Exhibitions
Joshua Lodge, Policy and Compliance Officer (Secretary)
Renell Lope, Museum Assistant, House Museums Portfolio
Georgina Pearce, Head of Human Resources (management representative)
Neil Piper, Museum Assistant, House Museums Portfolio
Michael Van Tiel, Audience Development Officer - Adults, Programs,
Lisa Walters, Director, Operations and Governance (management representative)

ASSOCIATED GROUPS

FOUNDATION BOARD OF DIRECTORS
Edward Simpson (Chair)
Alastair Baxter
Sian Nagle
Michael Rose
Curtis Smith
Susannah Sweeney
Simon White

FOUNDATION EMERITUS COUNCIL
Beat Knoblauch
Clive Lucas OBE
Professor Howard Tanner
Jill Wran

ADMISSION FEES
Tickets to the Museum of Sydney, the Justice & Police Museum and the Hyde Park Barracks Museum are: general entry $10, child/concession $5 and family $20. Tickets to all other properties are: general entry $8, child/concession $4 and family $17. Entry is free to The Mint and to the Vaucluse House garden, parklands and beach paddock. No fee is charged for access to a number of significant urban spaces, including the Hyde Park Barracks Museum courtyard and First Government House Place (the forecourt of the Museum of Sydney). A special exhibition admission fee, including museum entry of adult $15, child $15, family (4 people) $45, members $5, was applied to the Sydney Harbour Icons with LEGO® Bricks exhibition (7 November 2015 – 31 July 2016).

We offer a range of curriculum-linked and specialised education programs for primary and high school students. Fees for education programs are structured as group prices starting at $120 for up to 30 students for a 60-minute program. Specialist programs for senior students are offered on a per-student basis of $25 per student with a minimum booking requirement of ten students. Supervising teachers are provided with free entry to programs and additional accompanying adults are charged general entry.

SELF-GENERATED REVENUE

CORPORATE PARTNERS
Cash and in-kind
- AMP Capital: major partner of the Museum of Sydney on the site of first Government House (MOS)
- Architecture Media: Media partner of Sydney Open
- Architecture Foundation Australia: exhibition partner of the exhibition Iconic Australian Houses at MOS
- Austral Bricks: major partner of our Home & Architecture program
- Centennial Wines: support for the Vaucluse House centenary launch
- Habitus: Media partner of our Home & Architecture program
- Head On Photo Festival: partner of the Head On Portrait Prize and Student Prize at MOS
- Houses: media partner of Sydney Open 2015
- Modern House: supporting partner of our Home & Architecture program
- NSW Architects Registration Board: sponsor of the regional tour of the exhibition Iconic Australian Houses at MOS
- P&O Cruises: major partner of Sydney Harbour Icons with LEGO® Bricks exhibition at MOS
- Royal Botanic Gardens and Domain Trust: support for the exhibition Florilegium: Sydney’s Painted Garden at MOS

GRANTS
During the year, grants of $17,656 million for recurrent allocation and $4,542 million for capital grant allocation, including a capital maintenance program grant, were received from the NSW Government.

Additional grants were received for restricted purposes in 2015–16. These included: second year funding of $637,000 and $80,000 from the federal government for, respectively, the Protecting National Historic Sites Programme and building an online tool for sharing convict experiences; $241,000 from NSW Treasury’s seed pool funding; $433,000 from the Office of Environment and Heritage (OEH) for strategic business cases; and $349,000 from the Museum of Applied Arts and Sciences for the Museums Discovery Centre, a shared storage facility for collections at Castle Hill.

PRIVATE GIVING
The Foundation for the Historic Houses Trust of New South Wales acknowledges the following generous donations (received in part or full since 1 July 2015, as per our Gift Management Policy).

MAJOR GIFTS
- Nanette & Stephen Ainsworth – for the digitisation of the Miriam and Ian Hamilton Collection
- The Darvall family – towards the upgrade of the orientation room at Vaucluse House
- Colin Davies – for the publication of correspondence between the late Leslie Walford and his mother, Dora Byrne
- Susan Maple-Brown AM – in support of the exhibition Florilegium: Sydney’s Painted Garden
GOVERNORS’ CIRCLE
Robert & Elizabeth Albert
Bill & Kate Anderson
Michelle Brooks & Andrew Michael
Emeritus Professor David Carment AM
Keith Cattier AM & Elizabeth Cattier
Louise Cox AO
Dr Zeny Edwards
Terry & Dianne Finnegan
Ron & Rhonda Langley
Perry McIntyre
Guy & Marian Paynter
Michael & Gillian Pembroke
Michael Reed
Michael Rose AM & Joanne D’Antonio
Edward & Annie Simpson
Curtis Smith & Jennie Janick
Dr Mark Steglick & Tony Lewis
Susannah Sweeney & John Penton
Simon & Natalie White

SUPPORTERS
Richard Beattie
Neil & Jane Burley
Edward Caldwell
Ian Campbell & Maxwell Cluff
Gordon Darling AC & Marilyn Darling
Diana & John Houstone
Keith Johnson AM & Malcolm Sainty AM
Marcus Lloyd Jones
John & Edwina Macarthur-Stanham
Suzanne & Anthony Maple-Brown
Nicholas Moore
Pamela Purcell
Cameron Williams

GENERAL
Lenore Adamson
Stephanie Chinneck
Sheila Finlayson
Marie Gillett
Libby Higgin
Virginia Howard
James Hunter
Garry Jamgotchian
Eugenia Langley
Sharmaine Maxwell & Grant Common
John K McLaughlin AM
Tony White & Alexander Michaels
Jane Vanderpoel & Kevin Gutknecht
Susan & Tony Wright
Edith Ziegler

PRIVACY MANAGEMENT PLAN
Clause 6 of the Annual Reports (Departments) Regulation 2010 requires a statement of the action taken by us 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, us under Part 5 of that Act.


We received no complaints regarding non-compliance with this plan during 2015–16.

We received no applications under section 14 of the PPIP Act during 2015–16.

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 the HHT on public interest disclosures for 2015–16 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

We have developed an internal reporting policy that is consistent with the NSW Ombudsman’s Model Policy. We take action to ensure that the staff awareness of responsibilities under section 6E(1)(b) of the Public Interest Disclosures Act are met by providing links on our intranet for staff and including messages in staff circulars.
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.

Our 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 held by us that may be suitable for proactive release.

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

During the reporting period, we undertook a review to identify information that has been proactively released on our website, some of which is listed here:

- Hyde Park Barracks Management Plan: Prepared in 2010 as part of the nomination process to the UNESCO World Heritage List, the plan provides information about the national heritage values and potential world heritage values of the Hyde Park Barracks Sydney, as well as the statutory and management framework that will ensure they are protected and conserved. http://sydneylivingmuseums.com.au/about-us/reports-plans#annual-reports

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

During the reporting period, we received a total of nil (0) valid formal access applications. We 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, our agency refused a total of nil 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>
<thead>
<tr>
<th>TABLE A: NUMBER OF APPLICATIONS BY TYPE OF APPLICANT AND OUTCOME*</th>
<th>Access granted in full</th>
<th>Access granted in part</th>
<th>Access refused in full</th>
<th>Information not held</th>
<th>Information already available</th>
<th>Refuse to deal with application</th>
<th>Refuse to confirm/deny whether information is held</th>
<th>Application withdrawn</th>
</tr>
</thead>
<tbody>
<tr>
<td>Media</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Members of Parliament</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Private-sector business</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Not-for-profit organisations or community groups</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Members of the public (application by legal representative)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Members of the public (other)</td>
<td>1</td>
<td>2</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

* 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

<table>
<thead>
<tr>
<th>Type of Application</th>
<th>Access granted in full</th>
<th>Access granted in part</th>
<th>Access refused in full</th>
<th>Information not held</th>
<th>Information already available</th>
<th>Refuse to deal with application</th>
<th>Refuse to confirm/deny whether information is held</th>
<th>Application withdrawn</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personal information applications*</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>–</td>
</tr>
<tr>
<td>Access applications (other than personal information applications)</td>
<td>1</td>
<td>2</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>–</td>
</tr>
<tr>
<td>Access applications that are partly personal information applications and partly other</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>–</td>
</tr>
</tbody>
</table>

* 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

<table>
<thead>
<tr>
<th>Reason for invalidity</th>
<th>No of applications</th>
</tr>
</thead>
<tbody>
<tr>
<td>Application does not comply with formal requirements (section 41 of the Act)</td>
<td>–</td>
</tr>
<tr>
<td>Application is for excluded information of the agency (section 43 of the Act)</td>
<td>–</td>
</tr>
<tr>
<td>Application contravenes restraint order (section 110 of the Act)</td>
<td>–</td>
</tr>
<tr>
<td>Total number of invalid applications received</td>
<td>–</td>
</tr>
<tr>
<td>Invalid applications that subsequently became valid applications</td>
<td>–</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Matter</th>
<th>Number of times consideration used*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overriding secrecy laws</td>
<td>–</td>
</tr>
<tr>
<td>Cabinet information</td>
<td>–</td>
</tr>
<tr>
<td>Executive Council information</td>
<td>–</td>
</tr>
<tr>
<td>Contempt</td>
<td>–</td>
</tr>
<tr>
<td>Legal professional privilege</td>
<td>–</td>
</tr>
<tr>
<td>Excluded information</td>
<td>–</td>
</tr>
<tr>
<td>Documents affecting law enforcement and public safety</td>
<td>–</td>
</tr>
<tr>
<td>Transport safety</td>
<td>–</td>
</tr>
<tr>
<td>Adoption</td>
<td>–</td>
</tr>
<tr>
<td>Care and protection of children</td>
<td>–</td>
</tr>
<tr>
<td>Ministerial code of conduct</td>
<td>–</td>
</tr>
<tr>
<td>Aboriginal and environmental heritage</td>
<td>–</td>
</tr>
</tbody>
</table>

* 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

<table>
<thead>
<tr>
<th>Public Interest Considerations</th>
<th>Number of occasions when application not successful</th>
</tr>
</thead>
<tbody>
<tr>
<td>Responsible and effective government</td>
<td>-</td>
</tr>
<tr>
<td>Law enforcement and security</td>
<td>-</td>
</tr>
<tr>
<td>Individual rights, judicial processes and natural justice</td>
<td>-</td>
</tr>
<tr>
<td>Business interests of agencies and other persons</td>
<td>-</td>
</tr>
<tr>
<td>Environment, culture, economy and general matters</td>
<td>-</td>
</tr>
<tr>
<td>Secrecy provisions</td>
<td>-</td>
</tr>
<tr>
<td>Exempt documents under interstate Freedom of Information legislation</td>
<td>-</td>
</tr>
</tbody>
</table>

TABLE F: TIMELINESS

<table>
<thead>
<tr>
<th>Timeframe Description</th>
<th>Number of applications</th>
</tr>
</thead>
<tbody>
<tr>
<td>Decided within the statutory timeframe (20 days plus any extensions)</td>
<td>-</td>
</tr>
<tr>
<td>Decided after 35 days (by agreement with applicant)</td>
<td>-</td>
</tr>
<tr>
<td>Not decided within time (deemed refusal)</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>-</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Type of Review</th>
<th>Decision varied</th>
<th>Decision upheld</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Internal review</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Review by Information Commissioner*</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Internal review following recommendation under section 93 of the Act</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Review by ADT</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

* 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)

<table>
<thead>
<tr>
<th>Type of Application</th>
<th>Number of applications for review</th>
</tr>
</thead>
<tbody>
<tr>
<td>Applications by access applicants</td>
<td>-</td>
</tr>
<tr>
<td>Applications by persons to whom information the subject of access application relates (see section 54 of the Act)</td>
<td>-</td>
</tr>
</tbody>
</table>

TABLE I: APPLICATIONS TRANSFERRED TO OTHER AGENCIES

<table>
<thead>
<tr>
<th>Type of Transfer</th>
<th>Number of applications for review</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agency-initiated transfers</td>
<td>-</td>
</tr>
<tr>
<td>Applicant-initiated transfers</td>
<td>-</td>
</tr>
</tbody>
</table>

Requests for access to information not already available on our 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 the HHT, 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, Operations and Governance
Sydney Living Museums, Head Office
The Mint
10 Macquarie Street, Sydney NSW 2000
T 02 8239 2360  F 02 8239 2299
Email: privacy@sydneylivingmuseums.com.au
As we are a service-based organisation, customer feedback is of prime importance to us and we monitor it closely. We have in place 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 our 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.

During the year we received a total of 72 compliments: Caroline Simpson Library & Research Collection (1), executive (2), exhibitions (12), lecture/talk (1), miscellaneous (2), museums and houses (33), programs (11), publications (1) and venues (9).

We received a total of 22 complaints: access (2), exhibitions (3), miscellaneous (1), museums and houses (6), neighbours (3), programs (6) and ticketing (1).

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

- online resources, including articles, research, blogs, collection databases and links to our content on other platforms such as Facebook, YouTube and Twitter;
- 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.

We had no land disposals in 2015–16.

We have a policy for the use of credit cards by staff that is in accordance with the NSW Premier’s Memoranda and NSW Treasurer’s Directions.

A 2.5% salary increase granted by the NSW Government for the NSW public sector came into effect from 1 July 2015 for the 2015–16 financial year.

- The Human Resources (HR) Team was expanded to create a WHS Coordinator position to develop a proactive, risk-based safety culture that balances the need to conserve heritage properties while meeting the social and legal duties to provide a safe and accessible workplace.
- We continued to implement our Work Health and Safety Management Plan.
- A program of staff training was undertaken with a strong focus on employee development and compliance.
- A Learning and Development software module is being implemented to better identify and plan the future training and skills requirements of our staff.

Key issues for the year ahead will be: improving our service delivery through better technology and interpersonal communications with staff and management, innovatively inducting new staff, increasing our use of comparative assessments to measure applicants’ capabilities as part of our recruitment processes, further developing the skills of our existing staff and continuing to improve work health and safety.

The HR Team is also planning to increase staff training in the area of accessibility to improve our outreach program for audiences with disabilities and from culturally and linguistically diverse backgrounds, and work with the WHS Coordinator role to implement a Disability Inclusion Action Plan. (See page 82.)
OVERSEAS VISITS BY EMPLOYEES

Business-related overseas visits by staff between 1 July 2015 and 30 June 2016:

<table>
<thead>
<tr>
<th>NAME OF STAFF MEMBER</th>
<th>PURPOSE OF VISIT (SUMMARY)</th>
<th>DESTINATION(S)</th>
<th>DATES OF TRAVEL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Susan Sedgwick</td>
<td>Attended the International Council of Museums International Committee for the Collections and Activities of Museums of Cities’ Conference Memory and Migration</td>
<td>Russia</td>
<td>31 Aug – 6 Sept 2015</td>
</tr>
<tr>
<td>Arnel Rodriguez</td>
<td>Presented a paper at the Communicating the Museum conference and met with design managers of the Victoria &amp; Albert Museum and British Museum</td>
<td>Turkey, UK</td>
<td>5–22 Sept 2015</td>
</tr>
<tr>
<td>Mark Goggin</td>
<td>Co-chaired the Communicating the Museum conference in Istanbul and visited leading heritage precincts and historic house museums to build strategic relationships</td>
<td>Turkey, Germany, France, UK and Holland</td>
<td>5–28 Sept 2015</td>
</tr>
<tr>
<td>Sarah-Jane Rennie</td>
<td>Presented on preventive conservation approaches and challenges</td>
<td>China</td>
<td>19–28 Sept 2015</td>
</tr>
<tr>
<td>Dr Caroline Butler-Bowdon</td>
<td>Visited museums and galleries to assist us to develop a range of initiatives that will connect the people of NSW to their history</td>
<td>New Zealand</td>
<td>13–15 Oct 2015</td>
</tr>
<tr>
<td>Tim Girling-Butcher</td>
<td>Visited museums and galleries to assist us to develop a range of initiatives that will connect the people of NSW to their history</td>
<td>New Zealand</td>
<td>13–15 Oct 2015</td>
</tr>
<tr>
<td>Dr Matthew Stephens</td>
<td>Represented us at a seminar hosted by the Sound Heritage Network, University of Southampton</td>
<td>UK</td>
<td>6 Nov 2015</td>
</tr>
<tr>
<td>Nerida Campbell</td>
<td>Met with colleagues working with crime and city museum collections and conducted research at archives in London and New York (recipient of the inaugural Ruth Pope Bequest Travelling Scholarship)</td>
<td>Britain, Germany and USA</td>
<td>5–14 Mar 2016</td>
</tr>
<tr>
<td>Dr Matthew Stephens</td>
<td>Presented a paper at a seminar hosted by the Sound Heritage Network, Chawton House Library, Chawton, Hampshire</td>
<td>UK</td>
<td>11 Mar 2016</td>
</tr>
<tr>
<td>Alison Waterhouse</td>
<td>Represented us at the Museums Australasia Conference</td>
<td>New Zealand</td>
<td>14–19 May 2016</td>
</tr>
<tr>
<td>Beth Hise</td>
<td>Represented us at the Museums Australasia Conference</td>
<td>New Zealand</td>
<td>14–19 May 2016</td>
</tr>
<tr>
<td>Mark Goggin</td>
<td>Attended the Council of Australasian Museum Directors (CAMD) general meeting</td>
<td>New Zealand</td>
<td>17–21 May 2016</td>
</tr>
<tr>
<td>Steven Halliday</td>
<td>Attended the American Public Garden Association Annual Conference (recipient of the inaugural Ruth Pope Bequest Travelling Scholarship)</td>
<td>USA</td>
<td>22 May – 11 Jun 2016</td>
</tr>
</tbody>
</table>
WORKFORCE DIVERSITY

Our self-assessed outcomes for the year include:

- diversity of representation on recruitment panels and the provision of Workforce Diversity information to applicants;
- diversity of representation on internal bodies such as the Work Health and Safety Committee and the Joint Consultative Committee with the Public Service Association of NSW;
- flexible work practices, including flex days and RDOs, maternity leave, and family and community-service leave;
- provision of development opportunities through expressions of interest and above-level temporary allowance;
- participating in the Environment and Heritage Portfolio steering committees to discuss, develop and implement the Disability Inclusion Action Plan (DIAP), the Multicultural Plan (MCP) and the Aboriginal Employment Strategy (AES).

Future directions

We will work with the Planning and Environment Portfolio to explore externally funded grants with the aim of promoting diversity, innovation and service responsiveness in the NSW workforce by reducing barriers to employment and improving promotional opportunities for people with disabilities, and people from culturally and linguistically diverse backgrounds.

WORKFORCE PROFILE DATA – WORKFORCE DIVERSITY REPORT

CURRENT SELECTIONS

<table>
<thead>
<tr>
<th>Cluster</th>
<th>Reporting entity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Planning &amp; Environment</td>
<td>Sydney Living Museums</td>
</tr>
</tbody>
</table>

1 SIZE OF AGENCY (HEADCOUNT)

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>% CHANGE 2015 TO 2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Headcount at Census Date</td>
<td>231</td>
<td>243</td>
<td>261</td>
<td>7.41%</td>
</tr>
<tr>
<td>Non-casual Headcount at Census Date</td>
<td>184</td>
<td>181</td>
<td>200</td>
<td>10.50%</td>
</tr>
</tbody>
</table>

2 WORKFORCE DIVERSITY SURVEY RESPONSE RATE (NON-CASUAL HEADCOUNT AT CENSUS DATE)

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Non-casual headcount at census date</td>
<td>184</td>
<td>181</td>
<td>200</td>
</tr>
<tr>
<td>Non-casual Workforce Diversity Survey respondents at census date</td>
<td>184</td>
<td>181</td>
<td>200</td>
</tr>
<tr>
<td>Response rate</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
</tbody>
</table>

Note: All calculated Workforce Diversity data in Tables 1 and 2 are based on employee status as at Census Date.
### 3. Workforce Diversity: Actual Staff Numbers (Non-Casual Headcount at Census Date) 2016

<table>
<thead>
<tr>
<th>Remuneration level of substantive position</th>
<th>Total staff (men, women &amp; unspecified)</th>
<th>Respondents</th>
<th>Men</th>
<th>Women</th>
<th>Unspecified gender</th>
<th>Aboriginal &amp; Torres Strait Islanders</th>
<th>People from racial, ethnic, ethno-religious minority groups</th>
<th>People whose language first spoken as a child was not English</th>
<th>People with a disability requiring work-related adjustment</th>
</tr>
</thead>
<tbody>
<tr>
<td>$0 – $44,683</td>
<td>2</td>
<td>2</td>
<td>-</td>
<td>2</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>$44,683 – $58,857</td>
<td>44</td>
<td>44</td>
<td>13</td>
<td>31</td>
<td>-</td>
<td>-</td>
<td>4</td>
<td>5</td>
<td>2</td>
</tr>
<tr>
<td>$58,857 – $65,608</td>
<td>16</td>
<td>16</td>
<td>7</td>
<td>9</td>
<td>-</td>
<td>-</td>
<td>3</td>
<td>3</td>
<td>-</td>
</tr>
<tr>
<td>$65,608 – $83,022</td>
<td>44</td>
<td>44</td>
<td>7</td>
<td>37</td>
<td>-</td>
<td>-</td>
<td>6</td>
<td>5</td>
<td>0</td>
</tr>
<tr>
<td>$83,022 – $107,362</td>
<td>72</td>
<td>72</td>
<td>31</td>
<td>41</td>
<td>-</td>
<td>1</td>
<td>9</td>
<td>12</td>
<td>5</td>
</tr>
<tr>
<td>$107,362 – $134,202</td>
<td>17</td>
<td>17</td>
<td>4</td>
<td>13</td>
<td>-</td>
<td>-</td>
<td>2</td>
<td>2</td>
<td>-</td>
</tr>
<tr>
<td>$134,202 &gt; (Non SES)</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>$134,202 &gt; (SES)</td>
<td>5</td>
<td>5</td>
<td>2</td>
<td>3</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>200</td>
<td>200</td>
<td>64</td>
<td>136</td>
<td>-</td>
<td>1</td>
<td>24</td>
<td>27</td>
<td>7</td>
</tr>
</tbody>
</table>

*Note: Unspecified gender includes unknown, withdrawn, or indeterminate/intersex recorded values.*

### 4. Workforce Diversity: Actual & Estimated Staff Numbers (Non-Casual Headcount at Census Date) 2016

<table>
<thead>
<tr>
<th>Remuneration level of substantive position</th>
<th>Total staff (men, women &amp; unspecified)</th>
<th>Respondents</th>
<th>Men</th>
<th>Women</th>
<th>Unspecified gender</th>
<th>Aboriginal &amp; Torres Strait Islanders</th>
<th>People from racial, ethnic, ethno-religious minority groups</th>
<th>People whose language first spoken as a child was not English</th>
<th>People with a disability requiring work-related adjustment</th>
</tr>
</thead>
<tbody>
<tr>
<td>$0 – $44,683</td>
<td>2</td>
<td>2</td>
<td>-</td>
<td>2</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>$44,683 – $58,857</td>
<td>44</td>
<td>44</td>
<td>13</td>
<td>31</td>
<td>-</td>
<td>-</td>
<td>4</td>
<td>5</td>
<td>2</td>
</tr>
<tr>
<td>$58,857 – $65,608</td>
<td>16</td>
<td>16</td>
<td>7</td>
<td>9</td>
<td>-</td>
<td>-</td>
<td>3</td>
<td>3</td>
<td>-</td>
</tr>
<tr>
<td>$65,608 – $83,022</td>
<td>44</td>
<td>44</td>
<td>7</td>
<td>37</td>
<td>-</td>
<td>-</td>
<td>6</td>
<td>5</td>
<td>-</td>
</tr>
<tr>
<td>$83,022 – $107,362</td>
<td>72</td>
<td>72</td>
<td>31</td>
<td>41</td>
<td>-</td>
<td>1</td>
<td>9</td>
<td>12</td>
<td>5</td>
</tr>
<tr>
<td>$107,362 – $134,202</td>
<td>17</td>
<td>17</td>
<td>4</td>
<td>13</td>
<td>-</td>
<td>-</td>
<td>2</td>
<td>2</td>
<td>-</td>
</tr>
<tr>
<td>$134,202 &gt; (Non SES)</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>$134,202 &gt; (SES)</td>
<td>5</td>
<td>5</td>
<td>2</td>
<td>3</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>200</td>
<td>200</td>
<td>64</td>
<td>136</td>
<td>-</td>
<td>1</td>
<td>24</td>
<td>27</td>
<td>7</td>
</tr>
</tbody>
</table>

*Note 1: Estimated figures are calculated on the basis of the number of employees who have responded ‘yes’ to the Workforce Diversity category as a proportion of the total number of employees who have responded to the Workforce Diversity (EEO) survey, multiplied by the total amount of employees in the salary band i.e. Estimated People with a Disability from salary band 1 = (Actual number of People with a Disability in salary band 1/Total number of respondents from salary band 1)* Total number of Staff in salary band 1.

*Note 2: Estimated figures are only calculated for those agencies with a response rate of greater than 65%. For those agencies with response rates less than 65%, actual figures are used to calculate the representation and distribution of these groups.

*Note 3: Respondents are classified as employees who have provided an answer for any of the Workforce Diversity questions, whether they have chosen to withdraw their response or not i.e. all employees who do not have ‘missing’ as their response.

*Note 4: Separated employees are excluded in the above table.

*Note 5: Unspecified gender includes unknown, withdrawn, or indeterminate/intersex recorded values.*
### 4A WORKFORCE DIVERSITY ACTUAL AND ESTIMATED STAFF NUMBERS (NON-CASUAL HEADCOUNT AT CENSUS DATE) AS PERCENTAGE

#### ACTUAL

<table>
<thead>
<tr>
<th>Remuneration level of substantive position</th>
<th>Total staff (men, women &amp; unspecified) Respondents</th>
<th>Men</th>
<th>Women</th>
<th>Unspecified gender</th>
<th>Aboriginal &amp; Torres Strait Islanders</th>
<th>People from racial, ethnic, ethno-religious minority groups</th>
<th>People whose language first spoken as a child was not English</th>
<th>People with a disability</th>
<th>People with a disability requiring work-related adjustment</th>
</tr>
</thead>
<tbody>
<tr>
<td>$0 - $44,683</td>
<td>2</td>
<td>100.0%</td>
<td>0.0%</td>
<td>100.0%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>$44,683 - $58,867</td>
<td>44</td>
<td>100.0%</td>
<td>43.8%</td>
<td>70.5%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>9.1%</td>
<td>11.4%</td>
<td>4.5%</td>
</tr>
<tr>
<td>$58,867 - $65,608</td>
<td>16</td>
<td>100.0%</td>
<td>15.9%</td>
<td>56.3%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>18.8%</td>
<td>18.8%</td>
<td>0.0%</td>
</tr>
<tr>
<td>$65,608 - $83,022</td>
<td>44</td>
<td>100.0%</td>
<td>43.1%</td>
<td>84.1%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>13.6%</td>
<td>11.4%</td>
<td>0.0%</td>
</tr>
<tr>
<td>$83,022 - $107,362</td>
<td>72</td>
<td>100.0%</td>
<td>42.9%</td>
<td>56.9%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>14.4%</td>
<td>12.5%</td>
<td>16.7%</td>
</tr>
<tr>
<td>$107,362 - $134,202</td>
<td>17</td>
<td>100.0%</td>
<td>23.5%</td>
<td>76.5%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>11.8%</td>
<td>11.8%</td>
<td>0.0%</td>
</tr>
<tr>
<td>$134,202 &gt; (Non SES)</td>
<td>5</td>
<td>100.0%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>200</td>
<td>100.0%</td>
<td>32.0%</td>
<td>68.0%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
</tbody>
</table>

**Note 1:** Estimated percentages are calculated in a similar manner to the estimated figures in table 4, only they are expressed as a percentage, i.e. Estimated Percentage of People with a Disability from salary band 1 = (Actual number of People with a Disability from salary band 1/Total number of respondents from salary band 1).

**Note 2:** Estimated figures are only calculated for those agencies with a response rate of greater than 65%. For those agencies with response rates less than 65%, actual figures are used to calculate the representation and distribution of these groups.

**Note 3:** Unspecified gender includes unknown, withdrawn, or indeterminate/intersex recorded values.

---

### 5 PARLIAMENTARY ANNUAL REPORT TABLES

#### WORKFORCE DIVERSITY GROUPS

##### 5a. Trends in the representation of Workforce Diversity groups

<table>
<thead>
<tr>
<th>WORKFORCE DIVERSITY GROUP</th>
<th>BENCHMARK/TARGET</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Women</td>
<td>50%</td>
<td>66.3%</td>
<td>68.0%</td>
<td>68.0%</td>
</tr>
<tr>
<td>Aboriginal People and Torres Strait Islanders</td>
<td>2.6%</td>
<td>0.5%</td>
<td>0.6%</td>
<td>0.5%</td>
</tr>
<tr>
<td>People whose first language spoken as a child was not English</td>
<td>19.0%</td>
<td>9.2%</td>
<td>8.8%</td>
<td>13.5%</td>
</tr>
<tr>
<td>People with a disability</td>
<td>N/A</td>
<td>2.7%</td>
<td>2.2%</td>
<td>3.5%</td>
</tr>
<tr>
<td>People with a disability requiring work-related adjustment</td>
<td>1.5%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>0.5%</td>
</tr>
</tbody>
</table>

##### 5b. Trends in the distribution of Workforce Diversity groups

<table>
<thead>
<tr>
<th>WORKFORCE DIVERSITY GROUP</th>
<th>BENCHMARK/TARGET</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Women</td>
<td>100</td>
<td>91</td>
<td>92</td>
<td>95</td>
</tr>
<tr>
<td>Aboriginal People and Torres Strait Islanders</td>
<td>100</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>People whose first language spoken as a child was not English</td>
<td>100</td>
<td>N/A</td>
<td>N/A</td>
<td>102</td>
</tr>
<tr>
<td>People with a disability</td>
<td>100</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>People with a disability requiring work-related adjustment</td>
<td>100</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>

**Note 1:** A Distribution Index of 100 indicates that the centre of the distribution of the Workforce Diversity group across salary levels is equivalent to that of other staff. Values less than 100 mean that the Workforce Diversity group tends to be more concentrated at lower salary levels than is the case for other staff. The more pronounced this tendency is, the lower the index will be. In some cases the index may be more than 100, indicating that the Workforce Diversity group is less concentrated at lower salary levels.

**Note 2:** The Distribution Index is not calculated where Workforce Diversity group or non-Workforce Diversity group numbers are less than 20.
### 6 REPRESENTATION OF WORKFORCE DIVERSITY GROUPS

<table>
<thead>
<tr>
<th>WORKFORCE DIVERSITY GROUP</th>
<th>BENCHMARK/TARGET</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Women</td>
<td>50%</td>
<td>66.3%</td>
<td>68.0%</td>
<td>68.0%</td>
</tr>
<tr>
<td>Aboriginal People and Torres Strait Islanders</td>
<td>2.6%</td>
<td>0.5%</td>
<td>0.6%</td>
<td>0.5%</td>
</tr>
<tr>
<td>People whose first language spoken as a child was not English</td>
<td>19.0%</td>
<td>9.2%</td>
<td>8.8%</td>
<td>13.5%</td>
</tr>
<tr>
<td>People with a disability</td>
<td>N/A</td>
<td>2.7%</td>
<td>2.2%</td>
<td>3.5%</td>
</tr>
<tr>
<td>People with a disability requiring work-related adjustment</td>
<td>1.5%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>0.5%</td>
</tr>
</tbody>
</table>

### PAYMENT PERFORMANCE

#### PAYMENTS

**Aged analysis at the end of each quarter**

<table>
<thead>
<tr>
<th>Quarter</th>
<th>Less than 30 days $'000</th>
<th>31–60 days overdue $'000</th>
<th>61–90 days overdue $'000</th>
<th>More than 90 days overdue $'000</th>
<th>Total $'000</th>
</tr>
</thead>
<tbody>
<tr>
<td>September 2015</td>
<td>362</td>
<td>44</td>
<td>7</td>
<td>(7)</td>
<td>405</td>
</tr>
<tr>
<td>December 2015</td>
<td>63</td>
<td>24</td>
<td>4</td>
<td>(4)</td>
<td>88</td>
</tr>
<tr>
<td>March 2016</td>
<td>170</td>
<td>3</td>
<td>12</td>
<td>(13)</td>
<td>172</td>
</tr>
<tr>
<td>June 2016</td>
<td>1006</td>
<td>6</td>
<td>–</td>
<td>(6)</td>
<td>1006</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Quarter</th>
<th>Target %</th>
<th>Actual %</th>
<th>$'000</th>
<th>Total amount paid $'000</th>
</tr>
</thead>
<tbody>
<tr>
<td>September 2015</td>
<td>100</td>
<td>99</td>
<td>3,832</td>
<td>3,875</td>
</tr>
<tr>
<td>December 2015</td>
<td>100</td>
<td>100</td>
<td>7,557</td>
<td>7,581</td>
</tr>
<tr>
<td>March 2016</td>
<td>100</td>
<td>100</td>
<td>3,409</td>
<td>3,410</td>
</tr>
<tr>
<td>June 2016</td>
<td>100</td>
<td>100</td>
<td>6,362</td>
<td>6,362</td>
</tr>
</tbody>
</table>
## CONSULTANTS

### PAYMENTS

<table>
<thead>
<tr>
<th>Type of consultant</th>
<th>Name of consultant</th>
<th>Title of project</th>
<th>Service</th>
<th>Amount (Excl. GST)</th>
</tr>
</thead>
<tbody>
<tr>
<td>General &gt; $50,000</td>
<td>AGB Events Pty Ltd</td>
<td>New event planning at Museum of Sydney</td>
<td>Management Services</td>
<td>54,500</td>
</tr>
<tr>
<td></td>
<td>Capital Insight Pty Ltd</td>
<td>Business Cases for Strategic Projects</td>
<td>Management Services</td>
<td>178,228</td>
</tr>
<tr>
<td></td>
<td>Capital Insight Pty Ltd</td>
<td>Scoping Review for House Museum Properties</td>
<td>Management Services</td>
<td>53,505</td>
</tr>
<tr>
<td></td>
<td>Cherie McNair</td>
<td>Project management fee for Protecting National Historic Sites project</td>
<td>Management Services</td>
<td>117,200</td>
</tr>
<tr>
<td></td>
<td>GML Heritage</td>
<td>Conservation Management Plan for Museum of Sydney</td>
<td>Management Services</td>
<td>58,018</td>
</tr>
<tr>
<td></td>
<td>Hospitality Management Australia</td>
<td>SLM Hospitality Strategy</td>
<td>Organisation Review</td>
<td>57,980</td>
</tr>
<tr>
<td></td>
<td>Savills Project Management Pty Ltd</td>
<td>Business Cases for Strategic Projects</td>
<td>Management Services</td>
<td>1,051,999</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Type of consultant</th>
<th>Number of engagements</th>
<th>Service</th>
<th>Amount (Excl. GST)</th>
</tr>
</thead>
<tbody>
<tr>
<td>General &lt; $50,000</td>
<td>1</td>
<td>Management Services</td>
<td>2,003</td>
</tr>
<tr>
<td></td>
<td>1</td>
<td>Organisational Review</td>
<td>21,650</td>
</tr>
<tr>
<td></td>
<td>1</td>
<td>Financial Services</td>
<td>3,000</td>
</tr>
</tbody>
</table>

The majority of the consultation costs relate to preparing strategic business cases in response to the then Minister for Heritage and OEH and the strategic planning and further activation of our properties. The costs were jointly funded from Treasury’s seed pool funding, OEH, NSW National Parks and Wildlife Service and our own reserves.
THANK YOU TO OUR VOLUNTEERS

As well as those who contributed to our ongoing Volunteers program, the following includes those who volunteered for Sydney Open 2015:

THANK YOU TO OUR VOLUNTEERS
