



DISCOVER 2002>2003

Inspire an understanding of New South Wales histories and diverse cultural heritage

| **Annual Report** | Historic Houses Trust of New South Wales |



MISSION: *Conserve, interpret and manage places of cultural significance in the care of the Trust with integrity and imagination and in doing so to inspire an understanding of New South Wales histories and diverse cultural heritage for present and future audiences.*

> **WHO WE ARE:** The Historic Houses Trust of New South Wales was established under the Historic Houses Act 1980 to manage, conserve and interpret the properties vested in it, for the education and enjoyment of the public.

> **WHAT WE DO:** The Trust is a leader in the conservation and management of historic places in Australia and has won many awards for its work. It is guided by the view that museums must be part of current debates in the community, open to new ideas as much as they are the repositories of important collections and the memories of the community.

> **OUR PROPERTY PORTFOLIO:** Our property portfolio has grown over the past 23 years to include 15 diverse sites which illustrate aspects of New South Wales cultural heritage.

- Elizabeth Bay House
- Elizabeth Farm
- Government House
- Hyde Park Barracks Museum
- Justice & Police Museum
- Lyndhurst (head office)
- Meroogal
- Museum of Sydney on the site first Government House
- Rose Seidler House
- Rouse Hill estate
- Former Rouse Hill Public School
- Susannah Place Museum
- The Mint
- Vaucluse House
- Young Street Terraces

HEAD OFFICE, LYNDHURST, 61 DARGHAN STREET, GLEBE NSW 2037 AUSTRALIA T. 02 9692 8366 F. 02 9660 1426 E. INFO@HHT.NET.AU W. WWW.HHT.NET.AU INFOLINE 1300 653 777 (COST OF A LOCAL CALL) TTY 02 9241 5866 FOR CONTACT DETAILS FOR THE INDIVIDUAL PROPERTIES REFER TO THE RELEVANT PROPERTY PAGES WITHIN THE REPORT OR SEE THE INSIDE BACK COVER. FRONT COVER FREDERICK CHARLES TERRY, BIRD'S EYE VIEW OF SYDNEY HARBOUR, LITHOGRAPH. BY PERMISSION OF THE NATIONAL LIBRARY OF AUSTRALIA

OUR VISITORS

PAID ATTENDANCE

As a result of increased attendance at education and public programs as well as venue hire functions, our paid attendances grew by 3% despite a general drop in tourist numbers to Sydney.

OUR VISITORS

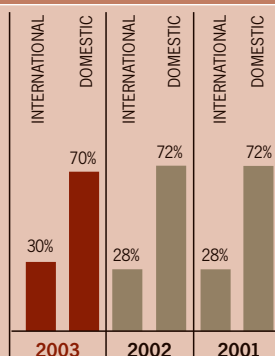
Our audiences are predominantly Australian, aged between 26 and 65 years. Over 90% enjoyed their visit and nearly a quarter learnt a lot from visiting our museums. Visitors found out about us by walking past, picking up information through a tourist outlet, through editorial or advertising in the mass media or by hearing about us from friends/family.

	2003	2002	2001	2000
General public	144 862	159 583	138 738	153 570
Education	49 005	48 208	38 448	42 707
Public programs	38 527	31 019	35 718	31 744
Venue hire	64 183	49 111	42 386	44 376
Total	296 577	287 921	255 290	272 397

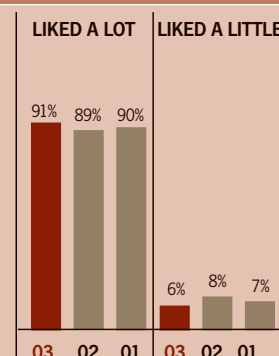
> HOW THEY FOUND OUT ABOUT US

MEDIUM	2003	2002	2001
Saw it walking past	24%	29%	28%
Tourist information	24%	18%	20%
Mass media	22%	21%	16%
Word of mouth	21%	24%	24%
Other	7%	7%	11%
Previous visit	7%	8%	8%
Brochure/flyer	6%	6%	7%
Events calendar	4%	4%	2%
School/research	3%	2%	2%
Internet	2%	2%	2%

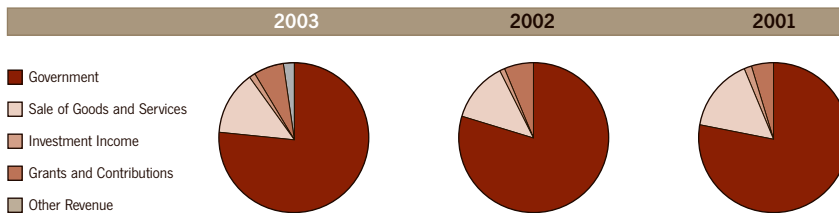
> RESIDENCE PROFILE



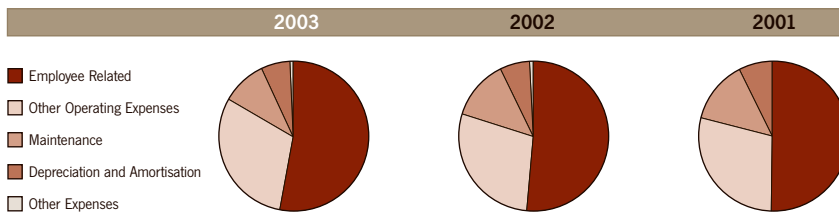
> SATISFACTION OF VISIT



INCOME	2003 \$'000	%	INCREASE	2002 \$'000	%	2001 \$'000	%
Government	19 241	76.6	4.4	18 436	79.7	14 876	78
Sale of Goods and Services	3 384	13.5	13.3	2 987	12.9	3 003	15.7
Investment Income	320	1.3	21.7	263	1.1	301	1.6
Grants and Contributions	1 593	6.3	9.6	1 454	6.3	902	4.7
Other Revenue	575	2.3	100	0	0	0	0
	25 113	100	8.5	23 140	100	19 082	100



EXPENDITURE	2003 \$'000	%	INCREASE	2002 \$'000	%	2001 \$'000	%
Employee Related	11 472	52.9	11.9	10 251	51.4	9 470	50.2
Other Operating Expenses	6 609	30.5	16.1	5 692	28.5	5 450	28.8
Maintenance	2 115	9.7	-17.9	2 576	12.9	2 594	13.7
Depreciation & Amortisation	1 355	6.2	5.6	1 283	6.4	1 380	7.3
Other Expenses	151	0.7	-9.6	167	0.8	0	0
	21 702	100	8.7	19 969	100	18 894	100



OUR FINANCES

INCOME

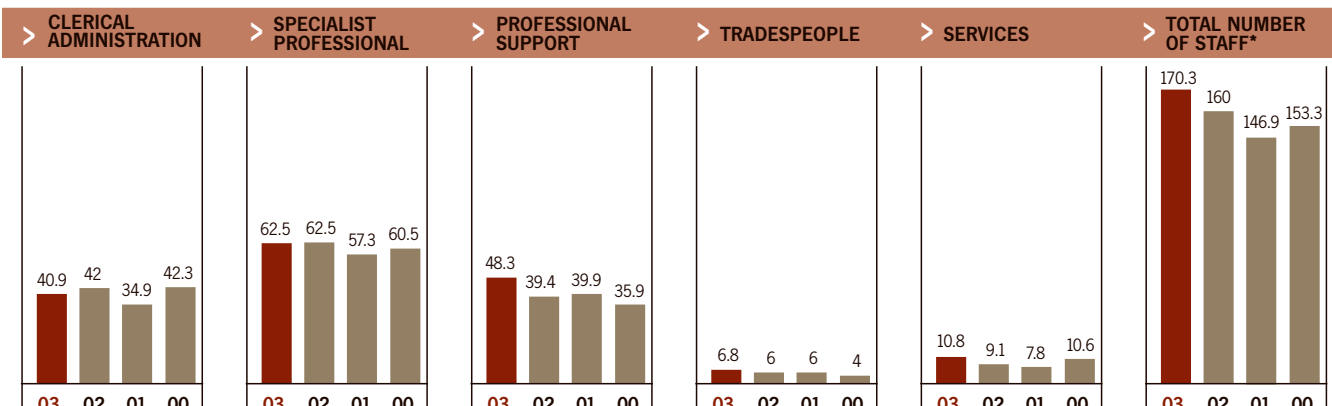
Government funding increased by 4.4% as a result of an increase in recurrent funding to cover organisational growth over the past few years and in capital funding to cover the cost of The Mint head office development. Sale of Goods and Services income increased by 13.3% as a result of an increase in admission, venue hire and events revenue. Investment income increased by 21.7% as a result of an increased rate of return and an increase in the value of investments held. Grants and Contributions income increased by 9.6% as a result of an increase in fundraising and sponsorship income for acquisitions and events.

EXPENDITURE

Employee related expenditure increased by 11.9% as a result of the general public sector pay increase. Operating expenditure increased by 16.1% as a result of increased activity in marketing, exhibitions, events and the purchase of minor stores.

OUR STAFF

Representation of women throughout the organisation continued to be high, representing 61% of the total workforce. Women are particularly well represented in both senior and middle management levels. Women hold two of the four positions on our Executive and 13 of the 25 positions as heads of units/museums.



* This total includes one other category – Senior Executive Service – which one member of staff was employed under in 2001, 2002 and 2003

chairman's letter

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Historic Houses Trust Annual Report 2002-2003 | Contents



1 July 2003

The Hon Bob Carr MP

Premier, Minister for the Arts and Minister for Citizenship

Parliament House, Macquarie Street, Sydney NSW 2000

Dear Premier

In accordance with the requirement of the Annual Report (Statutory Bodies) Act 1984, I have pleasure in submitting this Annual Report for the Historic Houses Trust of New South Wales for the year ended 30 June 2003 for presentation to Parliament.

Yours sincerely

Jill Wran

Chairman

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I am deeply impressed by the standard of presentation and interpretation at your properties, from which we in Britain have much to learn ... I shall be spreading the word!

PETER BURMAN, DIRECTOR, CENTRE FOR CONSERVATION, THE UNIVERSITY OF YORK, AUGUST 2002



Given the extraordinary times we live in it is heartening to see our programs, books, exhibitions, gardens and museums attracting large numbers of people. Perhaps it is an exaggeration but I like to think that it is in times like these, when so much of what once seemed certain and predictable in the world has been shattered, that our work can help the community to find comfort from the continuity of history. We can provide opportunities to celebrate our common heritage, learn from our individual stories, and find simple pleasure in the contemplation of an object or in the beauty and tranquillity of our buildings and gardens.

MAJOR PROJECT – THE MINT

The highlight this year was beginning the major work to develop The Mint as our head office. This comes after many years of trying to secure office accommodation that will bring our staff together. It will be campus-like with new facilities for our Library & Conservation Resource Centre, an auditorium, offices for the Foundation plus public spaces which will open up another pathway from Macquarie Street to the Domain. The completion of this project will be the result of many years of preparation. Following historical research, an extensive archaeological investigation, and the gentle peeling back of the existing historic buildings on the site, the foundations have now been laid and the new building will shortly begin to rise from the ground. We hope to move in 12 months, bringing together for the first time many staff who work in various locations. The new building will transform the way we manage ourselves and interact with the public, and we are all looking forward to the change. Exciting times are ahead.

FINANCES

This year we drew on some of our reserve funds and various endowments to assist with the many important acquisitions we made. Our budget was enhanced by special capital funding for The Mint development and an additional recurrent amount to take account

of our ongoing growth. As well as this increase in government funding we managed to maintain our earned income at 20% of overall income helped by an increase in admissions, venue hire and events income as well as an increase in donations and sponsorship income.

INTERPRETATION

'Interpretation' has become a rather overused word these days. But to me it simply means that in everything we do we take care to understand that we have a primary role to tell stories – through the fabric of our museums and through the programs we conduct in them. This takes place day-in and day-out and staff members make countless decisions that impact on the way our visitors 'see' the past, the present and maybe even the future. This is done in many ways including exhibitions, conservation works, guided tours, events, education and research programs and publications.

COLLECTIONS

This was an exceptional year for acquisitions, we spent over \$530 000 enriching the collections of a number of the museums and of the Library & Conservation Resource Centre. It was particularly pleasing that 60% of the funding for these acquisitions came from our Foundation and Members organisations and from private supporters. We remain grateful to them all for their continued generosity.

PROPERTY ACQUISITIONS

We acquired two new properties this year, the former Rouse Hill Public School and the Young Street Terraces adjacent to the Museum of Sydney. The former Rouse Hill Public School will become the visitor centre for Rouse Hill estate and the adjoining Regional Park managed by the National Parks Service when the diversion of Windsor Road is completed in 2006.

CONSERVATION

We completed many conservation projects this year – the biggest being the roof and dome at Elizabeth Bay House which was the last stage of a long-term project. Changes to the interior of the house also allowed the reinstatement of the butler's pantry. There were many other major projects during the year – the 13-metre external ramp at Rose Seidler House was dismantled and, in a complex technical exercise, was rebuilt using as much of the original 1949 fabric as was possible; half the slate roof of the 1826 kitchen wing at Vaucluse House was replaced with timber shingles – the other half will be completed next year; and work commenced on the conservation of the stone walls of the western terrace at Government House in preparation for its replanting and the reinstatement of some of its decorative architectural features which have been lost over the years.

ACKNOWLEDGMENTS

Our success and achievements are due to the work and support of a large team of people. In particular I acknowledge the support of the state government through the Premier and Minister for the Arts, The Hon Bob Carr MP and the Ministry for the Arts, the Trustees, staff, Volunteers, Members, Foundation, donors, sponsors and the public who participate in our programs and keep coming back for more.

For all of us at the Trust, this year has been defined by many challenges and hard work which has resulted in exceptional output.

Peter Watts
Director

our achievements

If you measure a visit's impact by recollection of information, extra interest in a region/issue, sense of emotional understanding of issues and degree of sophistication of exhibit and alignment with a context of the exhibit, I think it went very well. Congratulations and I have been telling people about it ever since.

PHILIP EASTON, AFTER A VISIT TO SUSANNAH PLACE MUSEUM, SEPTEMBER 2002



This year we produced **nine exhibitions** which attracted over **98 000 visitors**.

LOCATION	EXHIBITION	DATES	TOTAL VISITORS 2003*	TOTAL DAYS	AVERAGE DAILY VISITORS
Elizabeth Bay House	<i>And So To Bed</i>	25 May – 3 November 2002	5 324	108	49
	<i>Cabinet of Curiosities</i>	30 November 2002 – 11 May 2003	7 407	141	53
	<i>Kings Cross – Bohemian Sydney</i>	31 May – 21 September 2003	3 887	29	134
Justice & Police Museum	<i>Cops on the Box</i>	3 November 2001 – 13 October 2002	5 887	91	65
	<i>Crimes of Passion</i>	26 October 2002 – 12 October 2003	21 754	207	105
Museum of Sydney	<i>Sydney by Ferry</i>	13 April – 4 August 2002	6 552	35	187
	<i>Radical Architect John Horbury Hunt 1838–1904</i>	17 August – 1 December 2002	15 980	107	149
	<i>Lure of the Southern Seas: The Voyages of Dumont d'Urville 1826–1840</i>	21 December 2002 – 27 April 2003	23 198	126	184
	<i>India, China, Australia: Trade and Society 1788–1850</i>	10 May – 17 August 2003	8 532	52	164
TOTAL			98 521	896	110

* Numbers calculated from 1 July 2002 to 30 June 2003

We produced **365 small events** – tours, lectures, films, school holiday activities, concerts, talks, plays and demonstrations – to which we sold **38 000 tickets**.

We also produced **five major events** which together attracted nearly **25 000 people**.

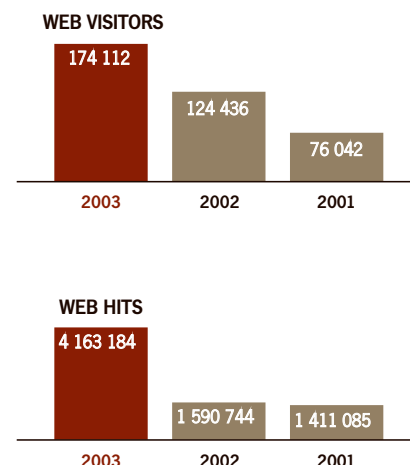
We offered **free entry on Australia Day**, making our museums more accessible to the public, and over **25 000 people** took us up on the offer. We will continue to offer free entry to the public on Australia Day each year.

We produced **47 specialised education** programs which attracted over **49 000 students** to our museums.

We undertook an extensive range of research and **published three books**:

- *John Horbury Hunt: Radical Architect 1838–1904*
- *Lure of the Southern Seas: The Voyages of Dumont d'Urville 1826–1840*
- *India, China, Australia: Trade and Society 1788–1850*

In addition we **published a new website** providing visitors and researchers with more detailed and comprehensive information about the organisation and its programs. Our new website resulted in a 262% increase in hits and a 40% increase in visitors.



We spent **over \$530 000 enhancing our collections**:

- an 1819 plan of the Hyde Park Barracks in watercolour, pen and ink entitled *Port Jackson. Plan et Elevation de la Caserne des Convicts, à Sydney* by Louis-Claude de Saules de Freycinet and Emile Edmond Olivier for the Hyde Park Barracks Museum collection;
- the Neville Locker Collection of rare convict, military, Mounted and Gold Police artefacts c1820–1862. The collection is highly significant in terms of the quality and rarity of the artefacts, including items of 1840s convict garb and 1850s Gold Police uniform and accoutrements for the Justice & Police Museum and the Hyde Park Barracks Museum collections;
- a rare copy of a deluxe edition of Frank Lloyd Wright's 1910 Wasmuth portfolio for the Library & Conservation Resource Centre collection;



LEFT TO RIGHT
 HEIDI MCGEOCH, *WORK & LEISURE*, 2002. MEROOGAL WOMEN'S ARTS PRIZE ENTRY | VISITORS AT THE MINT ON AUSTRALIA DAY | LEATHER CAP, LASH AND A CERTIFICATE OF FREEDOM WITH THE TIN CONTAINER IT WAS CARRIED IN. FROM THE RECENTLY ACQUIRED NEVILLE LOCKER COLLECTION. PHOTOGRAPH PENNY CLAY | DETAIL OF PLATE XIX SUBURBAN DWELLING FOR MRS. MARTIN, OAK PARK, ILLINOIS 1901. FROM THE RECENTLY ACQUIRED WASMUTH PORTFOLIO | (DETAIL) CATHERINE PHAN, CABRAMATTA, 2001. FROM THE RECENTLY ACQUIRED *WELCOME TO SYDNEY* SERIES BY ANNE ZAHALKA

- a pair of oil paintings by George Edwards Peacock, signed and dated 1848, titled *The Governor's House and Fort MacQuarrie, Sydney* and *A view in Middle Harbour, Port Jackson* for the Government House collection;
- six portraits of members of the Wentworth family and an oil painting by George Edwards Peacock of Vaucluse House (all with Vaucluse House provenance);
- a series of black and white photographs by Wendy McDougall, *The Spirit of Sydney*, taken during the Sydney Olympics in September 2000 of people and events in the city centre for the Museum of Sydney collection;
- a series of 17 colour photographs by Anne Zahalka, *Welcome to Sydney*, evoking Sydney's rich and complex multicultural identity portraying migrants from diverse backgrounds for the Museum of Sydney collection.

The Foundation for the Historic Houses Trust, the Members of the Historic Houses Trust and private donors provided over 60% of the funding for these acquisitions.

This year **we increased our portfolio from 13 properties to 15** by acquiring:

- The former Rouse Hill Public School which will become a Visitor and Interpretation Centre for Rouse Hill estate and the adjoining Regional Park (managed by the National Parks Service) once major road works on Windsor Road are completed;
- Young Street Terraces adjacent to the Museum of Sydney from the NSW Ministry for the Arts.

This year **we won five awards**:

- 2002 EnergyAustralia National Trust Heritage Award in the Tourism category – Corporate/Government for the Elizabeth Farm introductory video;
- 2002 EnergyAustralia National Trust

Heritage Award in the Print category Corporate/Government for the publication *Lure of the Southern Seas: The Voyages of Dumont d'Urville 1826–1840* by Susan Hunt, Martin Terry and Nicholas Thomas;

- 2002 EnergyAustralia National Trust Heritage Commendation in the Print category Corporate/Government for the publication *John Horbury Hunt: Radical Architect 1838–1904* by Peter Reynolds, Lesley Muir and Joy Hughes;
- 2002 EnergyAustralia National Trust Heritage Award Education category – Corporate/Government for the education program 'Contact';
- 2003 Australasian Reporting Awards Bronze Award for the 2001–2002 Annual Report.

We toured **four exhibitions to regional New South Wales** and other parts of Australia which attracted over **77 000 visitors**.

LOCATION	EXHIBITION	DATES	TOTAL VISITORS 2003*	TOTAL DAYS	AVERAGE DAILY VISITORS
School of Arts, Nowra	<i>Meroogal Women's Arts Prize</i>	13 – 17 August 2002	455	5	91
Spiral Gallery, Bega	<i>Meroogal Women's Arts Prize</i>	23 August – 7 September 2002	250	14	18
Tea Club, Nowra	<i>Meroogal Women's Arts Prize</i>	9 – 28 September 2002	55	15	4
Nowra Library	<i>Meroogal Women's Arts Prize</i>	9 – 28 September 2002	85	18	5
The Old Bowral Library	<i>Meroogal Women's Arts Prize</i>	7 February – 8 March 2003	172	14	12
Maitland Gaol	<i>Crime Scene</i>	29 August – 3 November 2002	3 840	40	96
Newcastle Regional Museum	<i>Crime Scene</i>	6 November 2002 – 6 March 2003	22 146	120	185
Dubbo Gaol Museum	<i>Crime Scene</i>	12 March – 6 July 2003	17 192	90	191
Grafton Regional Gallery	<i>Radical Architect John Horbury Hunt 1838–1904</i>	30 April – 1 June 2003	3 384	28	121
National Museum, Canberra	<i>Leunig Animated</i>	6 December 2002 – 17 March 2003	19 677	101	195
South Australian Museum	<i>Leunig Animated</i>	11 April – 26 July 2003	10 250	80	128
TOTAL			77 506	525	148

* Numbers calculated from 1 July 2002 to 30 June 2003

our people



Seven Trustees are appointed by the Governor on recommendation from the Minister for the Arts and one each on recommendation from the Minister administering the Public Works Act 1912 and the Minister administering the Heritage Act 1977 for a term of up to three years. The Trustees represent a diversity of expertise and experience in business, law, architecture, social history, conservation, curatorship, education and management. The Board met nine times during the year.

BOARD OF TRUSTEES

Jill Wran BA MBA, Chairman

Jill Wran is currently on the boards of Abigroup Limited, SMEC Holdings Ltd and a number of other companies. She is on the National Board of Musica Viva, the Advisory Council of the Graduate School of Management and is Chairman of the Foundation for the Historic Houses Trust of New South Wales. Jill is the Patron of Greening Australia (NSW). She was appointed as a Trustee on 1 January 2001 and Chairman on 1 January 2002 and her current term expires on 31 December 2003.

Neville Allen LLB

Neville Allen is a partner in the law firm Holding Redlich, the Chair of the NSW Casino Control Authority and a Director of Balmoral Corporation Limited. Neville is on the Board of the Foundation for the Historic Houses Trust and is co-chair of its Endangered Houses Fund. Neville was appointed as a Trustee on 1 January 1997 and his current term expires on 31 December 2005.

Paul Berkemeier BScArch BArch (Hons), MArch (Harvard) ARAIA

Paul Berkemeier is the Director of Paul Berkemeier Architecture Pty Ltd. He is Deputy Chair of the Royal Australian Institute of Architects Education Committee and teaches architecture at Sydney University and the University of Technology Sydney. He was appointed as a Trustee on 1 January 1996 and his current term expires on 31 December 2004.

Elaine Lawson BA (Hons)

Elaine Lawson lives near Nimmitabel south of Cooma and is a conservation and curatorial consultant. From 1989 to 2001 Elaine worked as the senior curator with the ACT Government. Elaine has also lectured in heritage and curatorship at the University of Canberra, Australian National University, Curtin University and Canberra Institute of Technology. Since 1990 she has been a curatorial and interpretative advisor on various conservation projects. She has been a member, since 1999, of the Official

Establishments Trust. Elaine sits on the Council of the Australiana Fund and chairs its ACT Committee as well as being on the board of the Open Garden Scheme. She was appointed as a Trustee on 1 January 2003 and her current term expires on 31 December 2005.

Bruce McWilliam BEc LLB (Hons)

Bruce McWilliam is the commercial director of the Seven television network. Prior to that he was a partner at the legal firm Gilbert + Tobin. Bruce also worked as the General Counsel of News International Pty Ltd based in London, he worked for the News Corp group for nine years and was involved in most of their television acquisitions and transactions outside the USA. Bruce was on the Board of Directors for BskyB from 1995 to 2000. He has also been on boards of several other News Corp group television interests including Vox and tm-3 in Germany. Bruce was appointed as a Trustee on 1 January 2003 and his current term expires on 31 December 2005.



Jill Wran



Neville Allen



Paul Berkemeier



Elaine Lawson

The display and information at the Museum is excellent but the guides added a dimension to our visit which is not easily achieved through static display.

MARGARET PELL, MELBOURNE, VICTORIA, AFTER A VISIT TO HYDE PARK BARRACKS MUSEUM, FEBRUARY 2003

Penelope Pike BA DipTownCountry

Penelope Pike is a conservation planner who specialises in heritage studies for local government areas and in preparing and implementing local environmental plans and detailed control plans for historic towns, precincts and suburbs. Penelope has served on the Urban Conservation Committee of the National Trust and was Founding Chairman of its Cemeteries Committee. She is currently on the Board of Trustees for Eryldene and Parramatta Park. She was appointed as a Trustee on 1 January 2002 and her current term expires on 31 December 2004.

Philip Thalís BScArch BArch (Hons)
CEAAUrbArch (Paris) Chartered Architect

Philip Thalís is a director of Hill Thalís Architecture & Urban Projects, a lecturer in architecture and urban studies at the University of Technology Sydney and a member of several committees including the NSW Government's Urban Design Advisory Committee. He was appointed as a Trustee on 1 January 1998 and his current term expires on 31 December 2003.

Larissa Treskin BA DipEd

Larissa Treskin is the Relieving District Superintendent in the Liverpool district of the Department of Education and Training with responsibility for 62 schools. Prior to this Larissa was the Director, Strategic Projects with the department. She was the Principal of Burwood Girls' High School for 11 years and past President of the NSW Secondary Principals' Council. She was appointed as a Trustee on 1 January 1998 and her current term expires on 31 December 2003.

Meredith Walker BRRP (not pictured)

Meredith Walker is a consultant whose business, Heritage Futures, specialises in standards and innovation in heritage practice. She is a past chairperson of Australia ICOMOS (the Australian Committee of International Council on Monuments and Sites), a former member of the NSW National Parks and Wildlife Advisory Service and a member of the NSW Arts Advisory Council's Museums Committee. Meredith was appointed as a Trustee on 1 January 2000 and her term expired on 31 December 2002.

Janis Wilton BA (Hons) PhD (not pictured)

Janis Wilton is a Senior Lecturer in Australian History at the University of New England. She is currently President of the International Oral History Association, Deputy Director of CALLS – the Centre for Australian Studies – University of New England and Coordinator of 'Golden Threads: the Chinese in regional NSW' project. She was appointed as a Trustee on 1 January 1999 and her current term expires on 31 December 2004.

THE BOARD MET NINE TIMES DURING THE YEAR WITH THE FOLLOWING ATTENDANCES

	Attended	Leave of absence	Eligible to attend
Jill Wran (Chairman)	8	0	9
Neville Allen	7	1	9
Paul Berke-meier	9	0	9
Elaine Lawson	4	0	4
Bruce McWilliam	2	0	4
Penelope Pike	8	1	9
Philip Thalís	8	0	9
Larissa Treskin	8	0	9
Meredith Walker	5	0	5
Janis Wilton	8	0	9



Bruce McWilliam



Penelope Pike



Philip Thalís



Larissa Treskin

The Director manages the day-to-day business of the Trust and is responsible for implementing the policies of the government and the Trust. The Director works to an annual Performance Agreement held with the Director-General, Ministry for the Arts. A four-member Executive team steers the direction of the organisation. The Executive meets fortnightly.

EXECUTIVE

Peter Watts BArch DipLDes, Director

Peter Watts became the first Director of the Trust soon after its inception in 1980 and he has guided its growth since that time. Peter is a member of the Council of Australian Museum Directors and the Official Establishments Trust. He serves on the governing bodies of the Trust's Foundation and Members. Peter is currently the Chair of the Australian Garden History Society and the Rouse Hill Hamilton Collection Pty Ltd and a Director of Company B Belvoir Street Theatre. His publications include *The Gardens of Edna Walling*, *Historic Gardens of Victoria: A Reconnaissance*, and co-authorship of *An Exquisite Eye: The Australian Flora and Fauna Drawings 1801-1820 of Ferdinand Bauer*.

Helen Temple BA (Hons) DipHistArch MA (Hons), Deputy Director

Helen Temple joined the Trust in 1990 with an academic background in fine arts and archaeology. Helen has lectured in architectural history and tutored in classical archaeology. Prior to joining the Trust she worked in the Department of Planning servicing the Heritage Council of NSW, first as an archaeologist and then as an administrator. Helen is a Churchill Fellow and has served on the Board of the National Trust of Australia (NSW).

Nicholas Malaxos BA (Econ) AFAIM JP Manager, Management Services

Nicholas Malaxos joined the Trust in 1995 from the Earth Exchange Museum and Film Australia. Nicholas is an Associate Fellow of the Australian Institute of Management and a member of the Institute of Public Administration in Australia. He is currently

the President of the Society for the Restoration of the Greek Island of Megistyi. Nicholas is the Chairman of the Greek-Australian Museum and Cultural Foundation and is currently working with the Powerhouse Museum on an Indigenous exhibition to tour Athens during the Olympic Games in 2004.

Charmaine Moldrich
Manager, Marketing & Business Development

Charmaine Moldrich joined the Trust in 1997 with 20 years arts industry experience, having worked in radio, film, festivals and the performing arts as an events manager, publicist, general manager and marketer. Charmaine has worked for the Australian Elizabethan Theatre Trust, the Adelaide Festival, the Adelaide Fringe Festival, the Australian Film Commission, the State Theatre Company of South Australia and the Australian Chamber Orchestra. She serves on the Board of Performing Lines.

SENIOR STAFF

James Broadbent BArch PhD,
Senior Curatorial Advisor

James Broadbent joined the Trust in 1983. He is well known as a historian and conservationist. His study has been the history of New South Wales' colonial houses, their furnishings and gardens, and the society that built and lived in them. James curated and co-authored *India, China, Australia: Trade and Society 1788-1850* this year. His other publications include *The Australian Colonial House: Architecture and Society in New South Wales 1788-1842*, and co-authorship of *Francis Greenway Architect, Gothick Taste in the Colony of New South Wales, The Golden Decade of Australian Architecture* and *The Age of Macquarie*.

Susan Hunt

BA (Hons) MA (Hons), Senior Curator

Susan Hunt has worked as a curator in various roles of historic site management, arts administration and cultural programming with the Trust for the past 20 years. She has been Head Curator of the Museum of Sydney since 2000. Susan curated and co-authored *Lure of the Southern Seas: The Voyages of Dumont d'Urville 1826-1840* this year. She also curated *Encountering India: Colonial Photography 1850-1911* and *Terre Napoléon: Australia through French Eyes*, held at the Museum of Sydney.

Caroline Mackaness

BA Dip Museum Studies,
Acting Manager, Property Operations

Caroline Mackaness joined the Trust in 1990 as part of the project team working towards the re-opening of the Hyde Park Barracks Museum. She subsequently worked at the Justice & Police Museum in preparation for its opening in 1991 and with the Museum of Sydney project team leading up to its opening in 1995. Caroline was also the Coordinator of the Exhibitions and Publications Unit. Prior to joining the Trust Caroline worked as a curator for the Australian Bicentennial Authority and as the Collection Manager for the Robert Holmes à Court Collection. She has curated a number of exhibitions and displays, most recently *Sydney by Ferry*, and co-curated *Sydney @ Federation* for the Museum of Sydney.



Peter Watts



Helen Temple



Nicholas Malaxos



Charmaine Moldrich



STAFF

Staff are involved in the management of the organisation through the Staff and Management Participatory and Advisory Committee (SAMPAC) which comprises six elected staff from the various employee categories, two management representatives and one union representative, and meets monthly. SAMPAC participates in the discussion of issues such as Flexible Working Hours and the Code of Conduct, and acts as the Trust's Classification and Grading Committee in reviewing the grading of staff positions. This year SAMPAC developed a new performance management system – Job Assessment and Review (JAAR).

LONG SERVING STAFF – FIFTEEN YEARS SERVICE OR MORE

NAME	POSITION	YEARS
Vladimir Blagonic	Guide – Elizabeth Farm	23
Ann Toy (not pictured)	Supervising Curator – Government House	23
Peter Watts	Director	22
Dianne Russell-Smith	Personal Assistant – Directorate	22
James Broadbent	Senior Curatorial Advisor	20
Susan Hunt	Head Curator – Museum of Sydney	20
Robert Griffin	Supervising Curator – The Mint	17
Mark Hamilton	Guide – Government House	17
Suzanne Bravery	Curator – Rouse Hill estate	17
Virginia Eales	Clerical Officer – Properties Division	16
Sally Webster	Project Curator – Properties Division	15
Diana Garder (not pictured)	Coordinator of Volunteers	15
Alda Scofield	Chief Guide – Elizabeth Farm	15
David Openshaw	Chief Guide – Justice & Police Museum	15
Frances Jackson	Farm Manager – Rouse Hill estate	15

REPRESENTATION OF WOMEN & NESB ON STAFF

SALARY LEVEL	WOMEN	NESB
Less than \$28 710	–	–
\$ 28 710 – \$37 708	32.1	9.3
\$ 37 709 – \$42 156	21.3	2.6
\$ 42 157 – \$53 345	29.7	3.6
\$ 53 346 – \$68 985	15.3	1.3
\$ 68 986 – \$86 231	4.4	2.9
Greater than \$86 232 (non SES)	1.0	–
Greater than \$86 232 (SES)	–	–
TOTAL	103.8	19.7

OCCUPATIONAL HEALTH & SAFETY (OH&S)

	2003	2002
Number of work related injuries	30	19
Number of work related injuries per employee	0.18	0.11
Number of work related illnesses	nil	nil
Number of workers compensation claims	10	9
Number of workers compensation claims per employee	0.06	0.05
Average cost per workers compensation claim	\$853.80	\$476.22
Average workers compensation claim per employee	\$50.14	\$23.68
Prosecution under the OH&S Act	nil	nil



James Broadbent



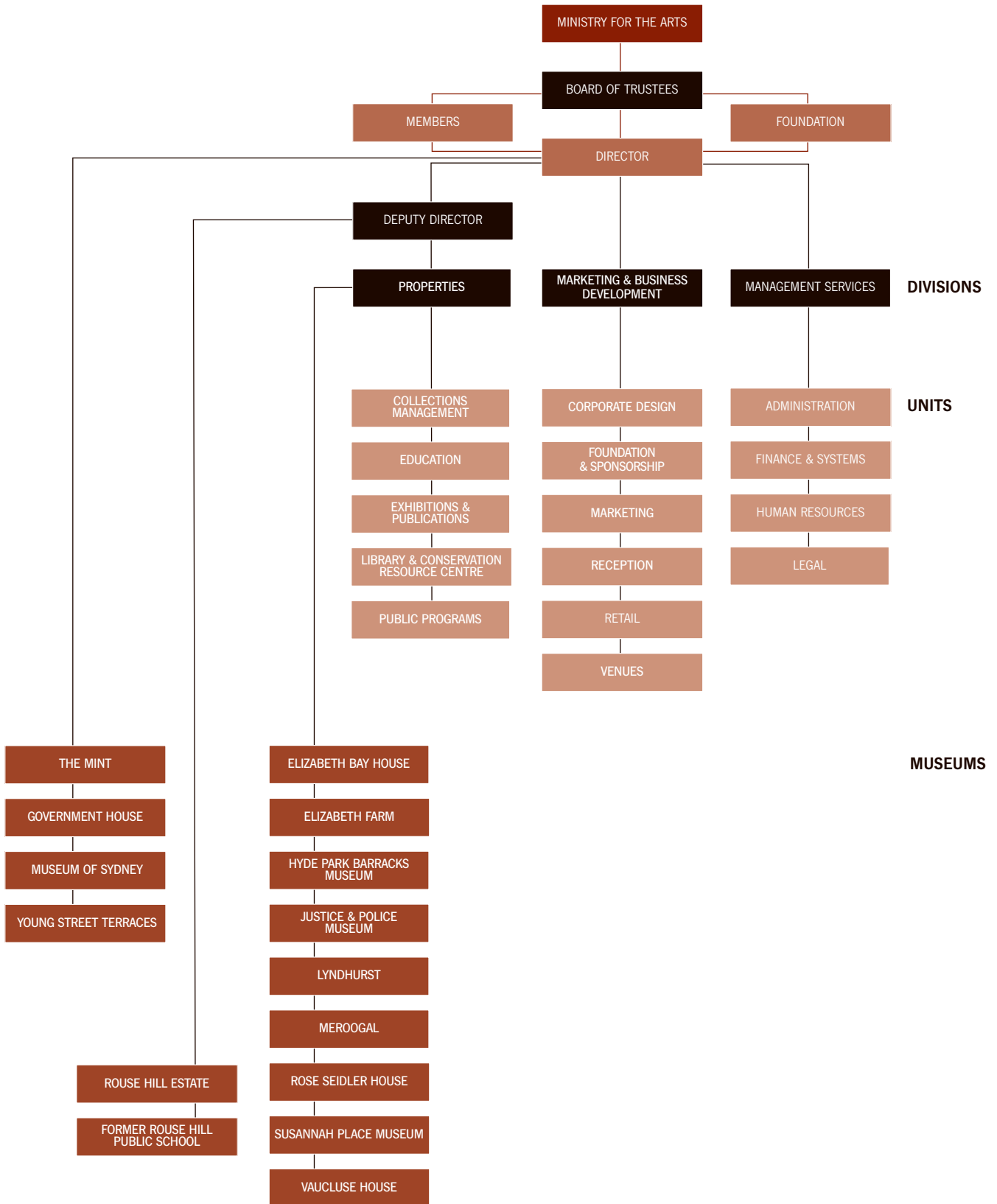
Susan Hunt



Caroline Mackaness

TOP
LEFT TO RIGHT SUZANNE BRAVERY, MARK HAMILTON, DAVID OPENSHAW, VIRGINIA EALES, ALDA SCOFIELD, SUSAN HUNT, ROBERT GRIFFIN, DIANNE RUSSELL-SMITH, VLADIMIR BLAGONIC, PETER WATTS, FRANCES JACKSON, SALLY WEBSTER
PAGES 2-3, PREVIOUS PAGE AND THIS PAGE
 PHOTOGRAPHS JACQUELINE STEVENSON

our structure



DIVISIONS

UNITS

MUSEUMS

A visit of this nature really impresses on the psyche of the visitors who feel honoured to re-live a slice of history past and present. It is true that visits of this nature do bring the people closer to Government and learn first hand what the Governor actually does ...

CATHARINE YIAPP, ESL/ENGLISH TEACHER, KILLARNEY HEIGHTS HIGH SCHOOL, AFTER A VISIT TO GOVERNMENT HOUSE, MARCH 2003



The Historic Houses Trust of New South Wales is a statutory body established by the Historic Houses Act 1980. The legislation defines the objectives, powers and functions of the Trust. The Historic Houses Trust's mission, derived from the 1980 Act is to: Conserve, interpret and manage places of cultural significance in the care of the Trust with integrity and imagination and in doing so to inspire an understanding of New South Wales histories and diverse cultural heritage for present and future audiences.

CORPORATE PLANNING

The Corporate Plan 2001–2006 is our primary planning tool. Using the goals and strategies set out in the plan, the divisions, units and museums develop annual action plans. Each action plan is presented to the Executive in tandem with internal budget bids in February each year. These action plans set the direction and budget for the operational business year. The progress of the action plan against the corporate plan is reported quarterly to the Trustees.

DELEGATIONS

The occupants of key managerial positions are authorised by the Minister for the Arts under Section 12 of the Public Finance and Audit Act 1983 to exercise financial delegation to specific limits. The Director also holds delegation from the Director-General, Ministry for the Arts, in relation to personnel, administration and financial matters.

COMMITTEES

The Trust has nine standing committees that help make decisions both in policy and management. The Trustees and the Director form ad hoc committees from time to time. Standing committees operating at the close of the year are:

EXHIBITIONS ADVISORY COMMITTEE (EAC)

The EAC comprises Trustees, staff and external experts and meets quarterly to give broad-based advice on our exhibition program.

FINANCE & AUDIT COMMITTEE

The Finance & Audit Committee comprises Trustees and senior staff and meets quarterly and monitors issues relating to finance, audit, risk management, OH&S, insurance, investments and other relevant issues.

FINANCE COMMITTEE

The Finance Committee comprises the Executive and the Senior Finance Officer and meets monthly to monitor all financial issues.

INFORMATION TECHNOLOGY (IT) COMMITTEE

The IT Committee comprises staff and an external expert and meets as required with the primary aim of developing a new IT Strategic Plan and to provide a forum for discussion on IT related issues.

OCCUPATIONAL HEALTH & SAFETY (OH&S) COMMITTEE

The OH&S Committee comprises 14 members of staff and meets bi-monthly to conduct workplace inspections and act as the consultant group on OH&S issues.

PUBLICATIONS COMMITTEE

The Publications Committee comprises staff and external experts and meets quarterly to give broad-based advice on our publishing program.

PUBLIC PROGRAMS COMMITTEE

The Public Programs Committee comprises staff and meets quarterly to give broad-based advice and direction on our events program.

SECURITY COMMITTEE

The Security Committee comprises selected staff and meets as required to identify general property risks, develop plans for managing risks and develop emergency strategies to manage risks for each museum and site.

STAFF AND MANAGEMENT PARTICIPATORY AND ADVISORY COMMITTEE (SAMPAC)

SAMPAC comprises six elected staff from the various employee categories, two management representatives and one union representative and meets monthly. SAMPAC participates in the discussion of issues such as Flexible Working Hours and the Code of Conduct, and acts as the Classification and Grading Committee in reviewing the grading of staff positions.

OPERATIONAL REVIEWS

We conducted one major operational review for Rouse Hill estate and smaller reviews at Elizabeth Bay House, Elizabeth Farm, Government House, Susannah Place Museum and Vaucluse House. The recommendations from these reviews were implemented and are reported under the specific museum sections.

ADMISSION CHARGES

Admission fees remained the same as the previous year: general entry \$7, concession entry \$3, family ticket \$17.

Entry is free to Government House and grounds, and to Vaucluse House's garden, parklands and beach paddock.



LEFT TO RIGHT

THE COTTAGE, ROUSE HILL ESTATE. PHOTOGRAPH PATRICK BINHGAM-HALL | MEMBERS TOUR OF THE DEVINE'S HILL SECTION OF THE GREAT NORTH ROAD WITHIN THE DHARUG NATIONAL PARK | GUESTS AT THE FOUNDATION PARTY AT THE MINT. PHOTOGRAPH DAVID MATHESON

PREVIOUS PAGE

'FA'A PASEFIKA' OPEN DAY AT MUSEUM OF SYDNEY

RISK MANAGEMENT AND INSURANCES

Formal policies and procedures such as OH&S, Total Assets Management Strategy and Disaster Preparedness Plans for each museum and collection are in place to address various risk management issues. We review these policies every two years and the Internal Audit Bureau undertakes reviews of internal controls on an agreed annual cycle.

The Treasury Managed Fund also provides us with a risk management advisory consultative service and staff members attend their regular information and training sessions.

An OH&S Management Plan was developed, as was an action plan for its management. Training was conducted for all supervisory staff.

As a 'Protected Entity' we are covered by the Treasury Managed Fund's 'Contract of Coverage' for Workers Compensation, Comprehensive Motor Vehicles, Property Insurance, Public Liability and Miscellaneous Cover for Members of the Board and Volunteer workers not covered under the NSW Workers Compensation Act.

AUDIT REVIEWS

A series of audit reviews was undertaken by the Internal Audit Bureau:

ACCOUNTS PAYABLE/CORPORATE CREDIT CARDS/PETTY CASH REVIEW

A review to determine whether internal control systems were adequate and to provide reasonable assurance that:

- accounts payable disbursements for purchases of goods and services were bona fide, properly approved and accurately recorded;

- disbursements were correctly recorded in the General Ledger expenditure accounts;
- a Corporate Credit Card policy had been implemented;
- all credit card expenditure was bona fide, properly authorised and correctly recorded;
- the petty cash float was safeguarded appropriately and expenditure recouped on a regular basis;
- recommendations from previous reviews of these systems had been implemented appropriately.

The Internal Audit Bureau concluded that the accounts payable, corporate credit cards and petty cash systems were well established and functioning effectively.

COLLECTIONS MANAGEMENT REVIEW

A review to determine if the system of internal control was adequate to provide reasonable assurance that purchases/acquisitions were properly authorised and documented, appropriately catalogued and safeguarded, with adequate stocktakes performed on a regular basis.

The Internal Audit Bureau identified some weaknesses in the internal controls in the inward and outward loans. The internal controls over de-accessioning of objects were deemed satisfactory. We are currently implementing the recommendations aimed at resolving the weaknesses identified.

GUIDELINES FOR THE PROCUREMENT OF GOODS AND SERVICES REVIEW

The Internal Audit Bureau reviewed and updated the Guidelines for the Procurement of Goods and Services, including electronic procurement, the engagement of consultants, property maintenance and disposal of assets. The revised draft manual titled 'Purchasing Guidelines 2003' will be finalised and will be implemented in the next financial year.

ASSOCIATED ORGANISATIONS

We have four associated organisations:

FOUNDATION FOR THE HISTORIC HOUSES TRUST OF NEW SOUTH WALES

The Trustees approve the appointment of non-executive Directors to the Foundation which is constituted as a private company. The Foundation's task is to raise money through corporate donations and fundraising. Two Trustees and the Director represent the Trust on the Foundation Board. The Foundation Board employs its own Executive Director.

MEMBERS OF THE HISTORIC HOUSES TRUST OF NEW SOUTH WALES

This is an incorporated body, officially known as the Friends of the Historic Houses Trust of New South Wales Inc, and is run by an Executive Committee elected by the membership. It employs an Executive Director and other staff to manage its day-to-day business. A Trustee and the Director/Manager, Marketing & Business Development represent the Trust on the Members Executive Committee.

ROUSE HILL HAMILTON COLLECTION PTY LTD

This is a private company which was formed in October 1994 as Trustee for the Hamilton Rouse Hill Trust. It holds property in and about Rouse Hill estate which was formerly owned by the Hamilton family. Its Board is comprised of three Trust representatives and two representatives from the family. The Chairman of the company is the Director of the Trust. The company complies with the requirements of the Australian Securities and Investments Commission.

VOLUNTEERS FORUM

We have over 200 volunteers working at our properties. The Volunteers Forum comprises eight elected representatives chosen from among the Volunteers and the Volunteer Coordinator to assist in managing the Volunteers program.

our strategic priorities



Your contribution and generosity in allowing us to film is a great asset to the Australian film industry ... Without your support our industry would not be able to bring Australian stories to our television screens.

ALI MALONE, LOCATION MANAGER, *MARKING TIME*, A MINI-SERIES FOR ABC TV, AFTER FILMING AT ELIZABETH FARM, APRIL 2003

Our work is inspired and influenced by our mission to: conserve, interpret and manage places of cultural significance with integrity and imagination and in doing so inspire an understanding of New South Wales histories and diverse cultural heritage for present and future audiences. The work we do can be broadly categorised under the headings:

Conservation – of these places of cultural significance

Interpretation – of the stories these places tell

Public awareness – to inspire the public to enjoy the places and stories

To fulfil our charter, mission and corporate plan the strategies reported on this year are:

AUDIENCE

To expand audiences for Trust properties and programs

COMMUNICATION

To continue to communicate the Trust's mission of conservation and interpretation of the state's cultural heritage using a diversity of mediums

PUBLIC RESPONSIBILITY

To responsibly manage the public resources used by the Trust in conserving and interpreting the significant places in its care

PORTFOLIO

To critically examine the Trust's portfolio and programs and explore opportunities to develop a balanced portfolio of properties and projects that better represents the diversity of New South Wales cultural heritage

MANAGEMENT

To continue to develop a more effective, flexible and creative management structure



This educational service and the resources of the Trust are absolutely wonderful for teaching ... It is so important to expose students, especially Arts students to the materiality of Heritage places and Museums and they are also appreciative of the access.

DR ANNIE CLARKE, LECTURER, HERITAGE STUDIES PROGRAM, THE UNIVERSITY OF SYDNEY, COMMENTING ON THE INTERNSHIP PROGRAM WE ARE HOSTING FOR MUSEUM STUDIES STUDENTS, APRIL 2003

GOAL > To expand audiences for Trust properties and programs

VISITOR BREAKDOWN

	2003	% VARIANCE	2002	2001
Paid Admission*				
General public	144 862	-9%	159 583	138 738
Education	49 005	+2%	48 208	38 448
Public programs	38 527	+24%	31 019	35 718
Venue hire	64 183	+31%	49 111	42 386
Subtotal	296 577	+3%	287 921	255 290
Free Entry*				
Complimentary tickets	43 866		57 888	38 792
Free public programs	5 520		-	-
Government House	85 681		96 575	94 394
Other†	554 289		676 186	596 607
Subtotal	689 356		830 649	729 793
Touring Exhibitions				
<i>Bush Lives: Bush Futures</i>	-		38 966	39 619
<i>Meroogal Women's Arts Prize</i>	1 017		5 272	225
<i>Crime Scene</i>	43 178		3 175	-
<i>Leunig Animated</i>	29 927		-	-
<i>Radical Architect John Horbury Hunt 1838-1904</i>	3 384		-	-
Subtotal	77 506		47 413	39 844
Total	1 063 439		1 165 983	1 024 927
Grounds (through traffic)*				
Hyde Park Barracks Museum Forecourt	509 964		490 911	485 189
First Government House Place - Museum of Sydney	657 000		760 500	477 900
Vaucluse House - parklands and beach paddock	5 328		5 030	4 700
Subtotal	1 172 292		1 256 441	967 789
Outreach				
Public programs	3 630		-	-
Education	1 973		-	-
Properties	775		-	-
Subtotal	6 378		-	-
GRAND TOTAL	2 242 109	-7%	2 422 424	1 992 716

* Paid Admission also includes education visits, public programs and venue hire at Government House. General admission to Government House is free so these numbers are reported as Government House under Free Entry. Paid Admission also includes the following visitor statistics from The Mint: public programs - 463 and venue hire - 1732. Free Entry also includes the following visitor statistics from The Mint: complimentary tickets - 9104 and Mint Cafe - 7773

† Includes site visits, cafes, shops, public sculptures and a percentage of people visiting the parklands and beach paddock at Vaucluse House. Grounds, cafe and shop figures are as accurate as possible, calculations are based on estimated numbers.



←
LEFT TO RIGHT
 'FIFTIES FAIR' AT ROSE SEIDLER HOUSE. PHOTOGRAPH WILLIAM NEWELL | SUSANNAH PLACE MUSEUM. PHOTOGRAPH JOM | HYDE PARK BARRACKS MUSEUM. PHOTOGRAPH PATRICK BINGHAM-HALL | NATIONAL ABORIGINAL AND ISLANDER OBSERVANCE COMMITTEE (NAIDOC WEEK) AT THE MUSEUM OF SYDNEY | ELIZABETH BAY HOUSE SALOON. PHOTOGRAPH KAREN MORK | 'THE ART OF FLOWERS' AT GOVERNMENT HOUSE. PHOTOGRAPH WILLIAM NEWELL

Provide improved access to Trust products and services for virtual audiences

We published a new website providing researchers with more detailed and comprehensive information about us and our programs. Our new website saw a 262% increase in hits and a 40% increase in visitors.

WHERE WEB VISITORS ARE COMING FROM

	2003	2002
1	Australia	USA
2	USA	Australia
3	UK	UK
4	NZ	NZ
5	Canada	Canada
6	Japan	Singapore
7	Singapore	Belgium
8	Netherlands	Japan
9	France	Germany
10	Belgium	Netherlands

The number of internet venue hire bookings has increased with the introduction of our new site. This has helped reduce our advertising expenditure in this area and increased staff productivity by reducing the amount of time spent handling inquiries.

VENUE HIRE BOOKINGS

WHERE DID THEY HEAR ABOUT US?	2003	2002	2001
Internet/Trust website	29%	21%	16%
Existing/Industry knowledge	17%	22%	7%
Recurrent hirer	12%	14%	5%
Unknown	12%	12%	8%
Word of mouth	9%	6%	20%
<i>Sydney Wedding</i> magazine	7%	10%	22%
Yellow Pages	5%	8%	14%
Referrals general	4%	0%	0%
Contract caterers	3%	3%	1%
Industry memberships	2%	4%	7%
	100%	100%	100%

Continue to develop regional audiences through partnerships and projects

We held Education Outreach programs in regional New South Wales – Nowra, Hay and Riverina regions, Bathurst and the Central West district – and attracted 1973 students.

We toured the *Meroogal Women's Arts Prize* to:

- School of Arts, Nowra
- Spiral Gallery, Bega
- Tea Club, Nowra
- Nowra Library
- The Old Bowral Library
- Members Lounge, The Mint, Sydney

We toured *Crime Scene* to:

- Maitland Gaol
- Dubbo Gaol Museum
- Newcastle Regional Museum

We toured *Radical Architect John Horbury Hunt 1838-1904* to:

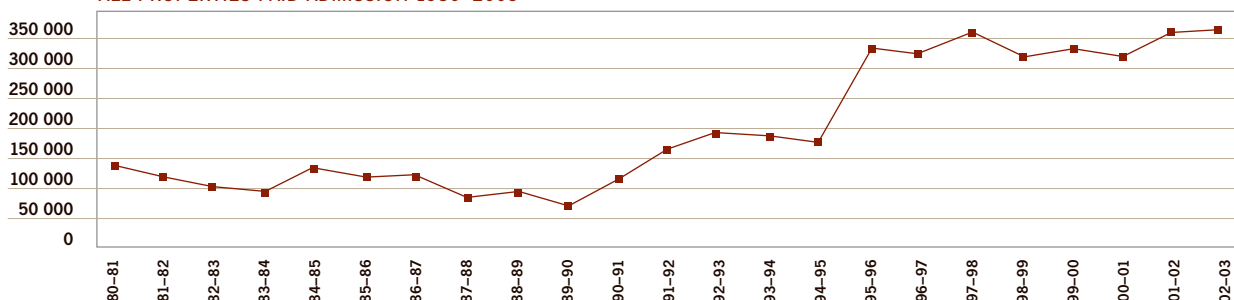
- Grafton Regional Gallery

We loaned 'Museum in a Box', a stand-alone travelling exhibit using a range of artefacts to interpret the policing activities of the depression and razor gang era in metropolitan Sydney, to several regional police stations and agricultural shows.

We developed a special website for the exhibition *Lure of the Southern Seas: The Voyages of Dumont d'Urville 1826-1840* (www.cleanupantarctica.com) as well as a Teacher Resource kit which we sent to some regional schools.

We held the 'Old Wares Fair' at Meroogal in June.

ALL PROPERTIES PAID ADMISSION 1980-2003



audience

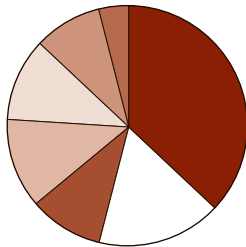


Continue to carry out audience evaluation at Trust properties and programs

We undertook research and evaluation of our visitors through Blue Moon Research & Planning and also conducted in-house evaluation of audiences to our museums and programs. The results of this research include:

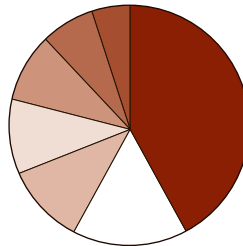
'ART OF FLOWERS' OCTOBER 2002

- North Sydney 37%
- East Sydney 17%
- South Sydney 12%
- West Sydney 11%
- Inner West 10%
- Rural NSW 9%
- Inner City 4%



'FIFTIES FAIR' AUGUST 2002

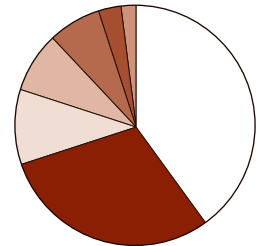
- North Sydney
- East Sydney
- West Sydney
- Inner West
- Rural NSW
- Inner City
- South Sydney



'FIFTIES FAIR'	2002	2001
North Sydney	42%	37%
East Sydney	16%	22%
West Sydney	11%	7%
Inner West	10%	14%
Rural NSW	9%	4%
Inner City	7%	11%
South Sydney	5%	5%

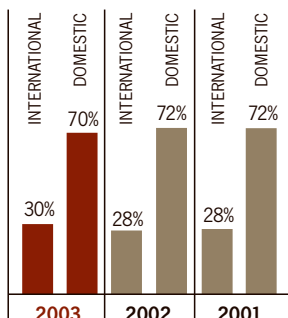
'JAZZ IN THE GARDEN' OCTOBER 2002

- East Sydney
- North Sydney
- Inner West
- West Sydney
- Inner City
- South Sydney
- Rural NSW

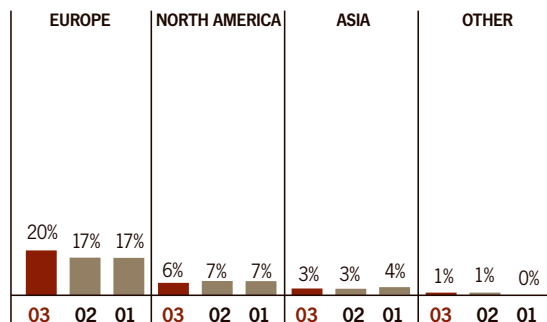


'JAZZ IN THE GARDEN'	2002	2001
East Sydney	40%	42%
North Sydney	30%	25%
Inner West	10%	9%
West Sydney	8%	7%
Inner City	7%	5%
South Sydney	3%	8%
Rural NSW	2%	3%

> WHERE DO OUR VISITORS COME FROM?



> WHERE DO OUR OVERSEAS VISITORS COME FROM?

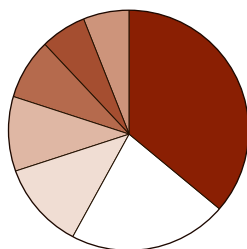




LEFT TO RIGHT
 ACCESS EDUCATION PROGRAM AT ROUSE HILL ESTATE | 'DIFFERENT RHYTHMS' SCHOOL HOLIDAY PROGRAM AT GOVERNMENT HOUSE. PHOTOGRAPH ROSS HEATHCOTE | 'FIFTIES FAIR'. PHOTOGRAPH WILLIAM NEWELL | MEROOGAL 'OLD WARES FAIR' | CAROLS BY CANDLELIGHT AT VAUCLUSE HOUSE | VISITORS AT THE NATIONAL INSTITUTE OF DRAMATIC ART AS PART OF 'SYDNEY OPEN'

'SYDNEY OPEN' NOVEMBER 2002

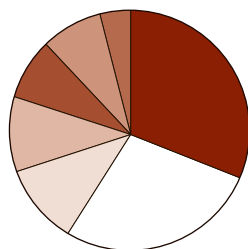
- North Sydney
- East Sydney
- Inner West
- West Sydney
- Inner City
- South Sydney
- Rural NSW



'SYDNEY OPEN'	2002	2000
North Sydney	36%	36%
East Sydney	22%	27%
Inner West	12%	12%
West Sydney	10%	7%
Inner City	8%	9%
South Sydney	6%	5%
Rural NSW	6%	4%

'KITCHEN GARDEN FESTIVAL' NOVEMBER 2002

- North Sydney
- East Sydney
- Inner West
- West Sydney
- South Sydney
- Rural NSW
- Inner City



'KITCHEN GARDEN FESTIVAL'	2002	2001
North Sydney	31%	31%
East Sydney	28%	25%
Inner West	11%	11%
West Sydney	10%	8%
South Sydney	8%	9%
Rural NSW	8%	8%
Inner City	4%	6%

PUBLICITY GENERATED

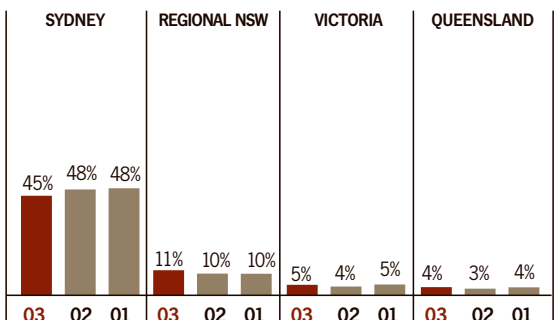
The publicity we received in broadsheet newspapers increased by nearly 100%, radio coverage increased by 20%, while television coverage decreased by nearly 100%.

	2003	2002
Broadsheet pages	151	76
Number of radio interviews	245	203
Number of television stories	26	50

STRATEGIES 2003-2004

- > Provide improved access to Trust products and services for virtual audiences
- > Give priority to the improvement of interpretation where it will result in expanding audiences.

> WHERE DO OUR DOMESTIC VISITORS COME FROM?

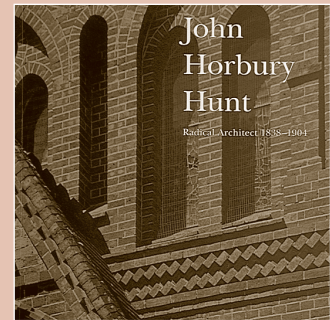


> WHERE DO OUR SYDNEY VISITORS COME FROM?



On noticing that you were putting on an exhibition of Horbury Hunt's works I made the effort to get down to Sydney to see it. Every cent involved was well spent. Another family member made the effort as did an architect friend. They too came home singing the praises of the Trust. I am therefore joining the Trust [as a Member] knowing full well it will be rarely I shall ever get to Sydney. Your work is not only important it is therapeutic.

MRS GLORIA CUMMING, MOOLOOLABA, QUEENSLAND, MAY 2003



GOAL > To continue to communicate the Trust's mission of conservation and interpretation of the state's cultural heritage using a diversity of mediums

Continue to research and develop relevant and contemporary exhibitions, events, publications, education programs and other projects

This year we produced:

- **9 exhibitions** which attracted over **98 000 people**.
- **365 small events** – tours, lectures, films, school holiday activities, concerts, talks, plays and demonstrations – to which we sold **38 000 tickets**.
- **5 major events** which attracted nearly **25 000 people**.
- **47 specialised education programs** which attracted over **49 000 students** to our museums.

We also offered **free entry on Australia Day**, to make our museums more accessible to the public, and over **25 000 people** took up the offer.

Publish Trust-generated research using various media

We **published a new website** providing visitors and researchers with more detailed and comprehensive information about the organisation and its programs. The site received **4 163 184 hits** from **174 112 visitors**.

We undertook an extensive range of research and **published three books** which sold a total of **3167 copies**:

- *John Horbury Hunt: Radical Architect 1838-1904*
- *Lure of the Southern Seas: The Voyages of Dumont d'Urville 1826-1840*
- *India, China, Australia: Trade and Society 1788-1850*

We continued research on the use of red cedar in colonial NSW for an exhibition and publication in 2004.

To better understand the history of The Mint in readiness for our head office move we conducted ongoing research with special emphasis on the people who worked there and the functions of the industrial buildings.

From time to time this research was published in our magazine *Insites*.

We recorded an oral history with June Wallace, the last owner of Meroogal, featuring her recollections of her great aunts and aunts and their lives at Meroogal. It will be made into an introductory video and small marketing piece for the Nowra Visitors Centre.

Video footage of The (late) Hon William (Bill) Charles Wentworth AO at Vaucluse House, recalling his childhood memories of his great-grandfather's home and his own public career, was also recorded and will be incorporated into an interpretative display for the museum.

We produced a series of reports in collaboration with La Trobe University, Godden Mackay Logan, Sydney Harbour Foreshore Authority, Heritage Victoria, NSW Heritage Office and the City of Sydney – originating from the Australian Research Centre funded project *Exploring the Archaeology of the Modern City Sydney 1788-1900*. The reports have been published on the web and are available for sale on a print-on-demand basis:

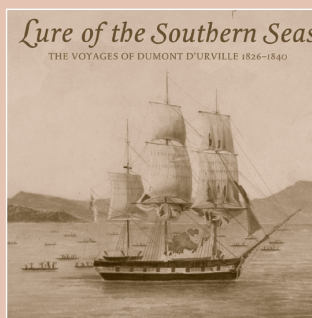
- Paddy's Market site
- Susannah Place site
- Cumberland and Gloucester Streets site
- Hyde Park Barracks site
- First Government House site
- Royal Mint site
- Lilyvale site

Research continued on the history of the Trust for a PhD thesis funded through an Australian Research Council grant in partnership with the Department of History at the University of Sydney.

FREE ENTRY ON AUSTRALIA DAY

PROPERTY	AUSTRALIA DAY 2003	AUSTRALIA DAY 2002*	21ST BIRTHDAY WEEKEND 2001	AUSTRALIA DAY 2001*
Elizabeth Bay House	739	52	1 919	56
Elizabeth Farm	414	51	1 342	35
Government House	3 674	3 956	3 326	2 903
Hyde Park Barracks Museum	6 235	6 578	3 386	4 084
Justice & Police Museum	5 007	2 901	3 571	2 409
Meroogal	149	15	152	3
Museum of Sydney	3 000	4 500	2 967	2 803
Rose Seidler House	227	0	652	0
Rouse Hill estate	381	15	839	0
The Mint	4 035	4 636	0	3 391
Susannah Place Museum	1 049	571	1 616	501
Vaucluse House	731	118	2 700	44
TOTAL	25 641	23 393	22 470	16 229

* Only city museums were free to the public on Australia Day in 2001 and 2002.



FROM LEFT TO RIGHT
 THE AWARD WINNING PUBLICATION *JOHN
 HORBURY HUNT: RADICAL ARCHITECT 1838-1904*
 | EXCAVATION OF THE QUARTZ CRUSHING ROOM
 AT THE REAR OF THE MINT SITE | CONSERVATION
 CLEANING AT HILL END | THE AWARD WINNING
 PUBLICATION *LURE OF THE SOUTHERN SEAS: THE
 VOYAGES OF DUMONT D'URVILLE 1826-1840*

Actively pursue partnerships with other institutions with a particular emphasis on building relationships in regional New South Wales

We toured **four exhibitions to regional New South Wales** and other parts of Australia which attracted over **77 000 people**.

Our Regional Policy identifies three companion districts – Shoalhaven, Hay and Inverell – with which to build regional partnerships.

SHOALHAVEN

Our museum Meroogal in Nowra:

- The 2002 *Meroogal Women's Arts Prize* was awarded in August to Kiama artist Wendy O'Malley. Ninety-six entries were received. These included 40 from the Wollongong region, 45 from the Nowra region, 5 from the far south coast and 6 from the southern highlands. The exhibition opening attracted over 200 people, and a selection of entries toured over the next eight months to the School of Arts, Nowra; Spiral Gallery, Bega; Tea Club, Nowra; Nowra Library; The Old Bowral Library; and to the Members Lounge at The Mint, Sydney.
- We held the International Women's Day Awards presentation at Meroogal in March. Twenty-eight women from the Shoalhaven region were honoured for outstanding service to the community. A 'Women's Wares Fair', designed for women artisans to display and sell their work was also held on the day. We held an International Women's Day breakfast at the Old Bowral Library which was organised in conjunction with the Southern Highlands Regional Gallery Association Inc.
- We met with the Shoalhaven City Council Arts Development Manager and the Executive Officer and Tourism Manager of the Shoalhaven Arts Board in March in Nowra to discuss a strategy to maximise

promotion of cultural sites in the Shoalhaven region. As a result tickets to Meroogal will be sold at the Shoalhaven Information Centre and a video about the museum based on an oral history with its last owner, June Wallace, will be screened there.

- We met with representatives from Lady Denman Heritage Complex Huskisson, the Bundanon Trust, the Museum of Flight, the Shoalhaven Historical Society, the RAN College and the HMAS *Creswell* (Shoalhaven Museums Trail). The outcome of this meeting was the introduction of a reciprocal concession ticket.
- Staff from Meroogal participated in the 2003 Australian Women's History Month (WHM) held in March aimed at raising awareness of women's contribution to history, the study of history and the documentation of women's history using electronic media. Details of Meroogal's history and relevant activities were publicised on the WHM website.

HAY

We provided professional advice to the Community Curator, and the Curator and Board of Shear Outback Museum.

INVERELL

In this area we supported the Newstead Homestead, a significant heritage asset owned by the Bruderhof Communities, by helping to develop a long term strategy for the future of the property. We:

- brought together property owners, Inverell Shire Council, University of New England and the Heritage Council, to examine opportunities for the conservation and long-term use of the homestead;
- provided financial support to the University of New England to carry out documentary research on the history of the house;

- provided staff to help with the assessment of a substantial collection of family papers belonging to the Anderson family, the original owners of Newstead, as well as to give advice on the conservation and archival storage of the material and how to make copies available for public reference collections.

Support was also given to:

- the National Parks Service – we provided curatorial/conservation advice, assistance and training for their property, Craigmoor, at Hill End;
- Museums and Galleries Foundation – several of our staff participated in a mentoring program and our Collections Manager co-presented a workshop on 'Writing a Disaster Plan' at Bishops Lodge in Hay in February.

For a more detailed report on our regional partnerships please refer to page 54 – 55

STRATEGIES 2003-2004

- Continue to research and develop relevant and contemporary exhibitions, events, publications, education programs and other projects
- Publish Trust-generated research using various media
- Actively pursue partnerships with other institutions with a particular emphasis on building relationships in regional New South Wales



LEFT TO RIGHT
ROSE SEIDLER HOUSE RAMP CONSERVATION |
ROOF OVERHAUL AT ELIZABETH BAY HOUSE



LEFT TO RIGHT
VIEW OF THE SANDSTONE COINING FACTORY
BUILDINGS AND PART OF THE ARCHAEOLOGICAL
EXCAVATION AT THE MINT SITE. PHOTOGRAPH
CATHERINE MACARTHUR | YOUNG STREET
TERRACES

I am pleased that the Trust uses the buildings in different contexts to the more usual museum style occasions outside the normal hours. It was very pleasant to explore the acoustics of the building and in doing so creating the atmosphere of what an entertainment may have been like. I gather from the Curator that there are a few references to parties or soirees that actually took place in the House.

ANDY TUNNICLIFF AFTER ATTENDING 'A LULLABY AT BEDTIME' AT ELIZABETH BAY HOUSE, JULY 2002

GOAL > To responsibly manage the public resources used by the Trust in conserving and interpreting the significant places in its care

Update and maintain the Trust's website so that the content better reflects the richness of the knowledge held in the Trust

Our website is now more than just a brochure site, it contains information about all aspects of our work from collections to guidebooks, and the update has consequently increased web hit traffic by 252% and visitor traffic by 40%.

The number of pages we published increased by 100% from 330 to 657.

Emphasise ongoing professional research to sustain high conservation and interpretation standards and utilise this research in the public arena

We worked with conservation architects, archaeologists, specialist builders and tradespeople on four major conservation programs this year:

- redevelopment of The Mint;
- overhaul of the roofs at Elizabeth Bay House;
- re-shingling of the roof of the kitchen wing at Vaucluse House;
- reconstruction of the ramp, the deck and some critical fabric repairs at Rose Seidler House.

We continued our research into 'wear and tear' and it was the focus of a number of professional workshops involving curatorial and management staff. We also commissioned a 'wear and tear' monitoring project for our most fragile property, Rouse Hill estate. Software will be developed in the next financial year to accurately map the impact that visitors have on the property and the impact of the environmental conditions on the historic fabric of the property. We are hoping this will assist us in managing visitor numbers to the museum.

Work continued on our Housekeeping Manual which will become a staff resource on conservation cleaning and maintenance of historic properties. It is currently under consideration for publication by a commercial publisher.

We have reconstructed the butler's pantry at Elizabeth Bay House which has been an extraordinary exercise in the interpretation of in situ archaeology, combined with detailed research into 19th-century domestic manuals and surviving furniture and fittings from the service areas of comparable Australian houses. It now offers the visitor a new dimension of interpretation on the service side of the house's history.

Continue to undertake rigorous cost/benefit analysis for major Trust products including exhibitions and publications

This year we undertook more analysis and evaluation on different aspects of our work. Cost benefit analysis and evaluation of programs now form part of the reporting mechanism for the Trustees and external peer assessment groups for all major programs including exhibitions, events and publications.

STRATEGIES 2003-2004

- > Ensure that staff are recruited and trained appropriately to maintain and develop expert and specialist skills and knowledge about the Trust's properties and programs
- > Encourage staff and volunteers to be more accountable for the quality and delivery of their work



The support of our corporate members is integral to the Council's success. The Management Committee would like to formally extend its thanks to you and to acknowledge the important part played by the Historic Houses Trust in our activities and achievements.

ASSOCIATE PROFESSOR LUCY TAKSA, PRESIDENT, HISTORY COUNCIL OF NSW, IN RELATION TO GOVERNMENT HOUSE HOSTING THE 2002 ANNUAL HISTORY LECTURE, OCTOBER 2002

GOAL > To critically examine the Trust's portfolio and programs and explore opportunities to develop a balanced portfolio of properties and projects that better represents the diversity of New South Wales cultural heritage

Develop and respond to opportunities for changes to the Trust's property portfolio including exploration of ways to provide short-term, appropriate and effective solutions to conservation and interpretation issues without long-term ownership

This year we acquired two new properties:

- The former Rouse Hill Public School which will become a Visitor and Interpretation Centre for Rouse Hill estate and the adjoining Regional Park (managed by the National Parks Service) once major road works on Windsor Road are completed;
- Young Street Terraces adjacent to the Museum of Sydney from the NSW Ministry for the Arts used as offices for the museum's staff.

As well as these long-term acquisitions we investigated a number of properties as the first candidate for the Endangered Houses Fund – a fund set up by the Foundation in 2001 to acquire houses under threat, conserve them, provide the appropriate heritage caveats and return ownership to the community without the burden of long-term ownership. A property in western Sydney is currently being investigated.

Develop and manage the conservation of The Mint site as a model project as a new Head Office for the Trust

We completed the first stage of the project – a planned process of investigation and risk reduction. This involved a long process of opening up the surviving Coining Factory buildings at the rear of The Mint, assessment and analysis of the building fabric, archaeological investigations and recording and removal of potentially dangerous materials and substances, redundant services and white-ant damaged structures.

Following approval of the design by MGT Architects (now called fjmt Architects) a development proposal was submitted to City of Sydney Council. The proposal, for the conservation of the surviving Coining Factory buildings, construction of office accommodation for 90 staff, a new auditorium and facilities for the Library & Conservation Resource Centre was approved following some modifications to the floor plate and roof form of the south-eastern office building.

We conducted a two-stage tender process for the head contractor for the project, resulting in five firms being selected to submit tenders. After considered review of the tenders, the construction firm St Hilliers was appointed as the head contractor in May.

A series of design review meetings, involving different staff groups, was held to resolve final design issues. Detailed documentation was completed and major construction commenced on site in late June.

Undertake a review of the Library & Conservation Resource Centre to refine its role and maximise its availability to the public in readiness for the move to The Mint

We have completed a thorough assessment of all tasks to be undertaken before the move and we have identified small project teams to complete these. In preparation for the move:

- the Library will be closed from 1 July 2003;
- a temporary object preparation room was set up at the Hyde Park Barracks Museum where a team of staff can clean, repair and box soft furnishings from the Resource Centre collection in preparation for their relocation;
- International Conservation Services was contracted to project manage the first phase of the Collection Online project, to create an online catalogue as a reference tool for the new facility and for remote users.

STRATEGIES 2003–2004

- > Develop and respond to opportunities for changes to the Trust's property portfolio including exploration of ways to provide short-term, appropriate and effective solutions to conservation and interpretation issues without long-term ownership
- > Develop and manage the conservation of The Mint site as a model project as a new Head Office for the Trust
- > Continue a rigorous program of operations reviews and internal audits of all areas of activity including annual audits of Trust assets at individual properties

Thank you and your staff for your support of the Launch of Carnivale 2002 on September 5. The manner in which all involved combined a high level of professionalism with a personal and human approach made the experience highly efficient and enjoyable.

PAUL TIBBLES, PRODUCTION MANAGER & JORGE MENIDIS, ARTISTIC DIRECTOR, CARNIVALE, FOLLOWING THE CARNIVALE LAUNCH AT GOVERNMENT HOUSE, SEPTEMBER 2002

GOAL > To continue to develop a more effective, flexible and creative management structure

Encourage enhanced teamwork across the divisions, properties and units

We continue to involve staff on numerous levels in the decision-making process:

- SAMPAC comprises six elected staff from the various employee categories, two management representatives and one union representative and meets monthly. SAMPAC participates in the discussion of issues such as Flexible Working Hours and the Code of Conduct, and acts as the Classification and Grading Committee in reviewing the grading of staff positions;
- *Hot Property* is the monthly staff newsletter produced in-house which includes internal information, such as summaries of Trust meetings and SAMPAC minutes, Human Resource matters and general staff news;
- Team Management Meetings are held quarterly between all curatorial, property and unit management staff to develop a team management approach, strengthen communication and provide a forum for discussion on a wide range of topics;
- Exhibition Working Parties manage the detailed internal processes behind individual exhibitions. A new group is formed for each exhibition comprising the Deputy Director as chair, and staff involved in the exhibition such as the curator, staff from the Exhibitions and Publications, Collections Management, Education, Marketing units, and a representative from the host property;
- a Staff Reference Group was established to provide input into the planning process for the head office move to The Mint.

Continue to develop a productive and skilled staff who enjoy high levels of job satisfaction and a career path within the Trust and the arts industry and a positive attitude to customer service

We continued to offer both internal and external staff training programs. Most of our staff took up at least one of these opportunities this year.

There was a range of training offered to staff, both internally and externally:

- 12 attended external conferences/workshops;
- 35 attended external professional training courses;
- 102 attended external Risk Assessment briefings conducted by OH&S consultants;
- 43 attended the internal Comprehensive Trust Staff Induction;
- 13 participated in internal Job Evaluation training;
- 62 attended the internal Child Protection Policy and Procedures training;
- over 150 participated in the internal JAAR training workshops;
- over 25 attended internal Access training;
- guides participated in our annual Guides Workshop.

We also continued to offer a free counselling service which can be accessed by staff and their families. We conducted staff reviews at five of our museums to investigate new management models which utilise the skills and expertise of a team in a more productive manner.

The bringing together of our head office staff, from seven different locations to the one location, will be a great boost to productivity and will engender greater camaraderie.

We enjoy high levels of customer satisfaction and low levels of absenteeism and sick leave which are an indication of a productive and skilled staff.

Commission the development of a long-term information technology strategic plan

The larger group of the Information Technology Steering Committee was put in abeyance in December 2002 and the Director and a small group have taken responsibility for this work. When a strategic direction is determined the committee will finalise the IT Strategic Plan.

A representative from the committee also participates in a joint Ministry for the Arts IT Committee which identifies common Core IT needs within the Ministry portfolio.

Use the Corporate Plan to drive the annual Action Plan and budgeting processes

We adopted a new approach to the process of preparing the annual Action Plan and budgets. By aligning the budget and action plans with the Corporate Plan strategies we achieved greater clarity and simplicity in presentation.

STRATEGIES 2003-2004

- > Investigate new ways of employing people to create an environment that encourages a constant influx of new skills and ideas
- > Review the Historic Houses Act so that it appropriately reflects the current activities and future directions of the Trust
- > Commission the development of a long-term information technology strategic plan