

**CAMD MEMBER'S  
REPORT TO AGM**

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# **SYDNEY LIVING MUSEUMS**

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**MARK GOGGIN**  
EXECUTIVE DIRECTOR



**SYDNEY  
LIVING  
MUSEUMS**

## ACCESS & VISITATION

**Total visitation in this reporting period was 700,667, representing an 8.3% increase from 2013–14.**

Visitation to our properties was 545,660, a 17.3% increase from 2014.

Our exhibition *Towers of Tomorrow with LEGO® Bricks* drew a record number of 38,869 visitors to the Museum of Sydney to 30 June 2015.

In its 20th year, the Museum of Sydney achieved its highest ever general visitation with 91,501 paid admissions.

We welcomed more than 52,000 students to a range of programs across our properties and through outreach.

Over the June 2015 long weekend more than 5000 children and parents visited the Hyde Park Barracks Museum for *PLAY[ground]*, an initiative of program partner Archikidz Sydney.

More than 1600 visitors attended our inaugural Autumn Harvest market, held at Rouse Hill House & Farm in May 2015.

We acquired new collection material, including a convict love token, the Meroogal kitchen clock and an oil painting by William Edwin Pidgeon of Queens Square depicting the Hyde Park Barracks.

We undertook preventive conservation on collection items, including pest management, mould remediation, environmental management and collection storage.

We finalised the long-term lease of Throsby Park homestead and completed the transfer of its collection and contents.

We received a number of industry awards for brand, design, exhibitions and heritage projects, including the Museums & Galleries NSW IMAGinE Awards (2014) – Projects category (for organisations with 11 or more staff): Winner, for *Celestial City: Sydney's Chinese Story*.

Visits to our website increased by 29% from the previous year and the number of our Facebook followers increased by 60% since June 2014.



## ACCESS & VISITATION

	PROPERTY VISITATION			OUTREACH VISITATION			TOTAL VISITATION		
	2015	2014	2013	2015	2014	2013	2015	2014	2013
General admissions*	202,382	168,959	178,774	800	1,397	1,275	203,182	170,356	180,049
Education	50,629	51,619	49,243	1,548	1,193	2,311	52,177	52,812	51,554
Public programs including <i>Sydney Open</i> <sup>‡</sup>	28,152	19,707	10,808	63,186	22,256	61,461	91,338	41,963	72,269
Hospitality admissions	184,624	141,658	118,785	–	–	–	184,624	141,658	118,785
<b>TOTAL ADMISSIONS</b>	<b>465,787</b>	<b>381,943</b>	<b>357,610</b>	<b>65,534</b>	<b>24,846</b>	<b>65,047</b>	<b>531,321</b>	<b>406,789</b>	<b>422,657</b>
Additional audiences									
Grounds <sup>  </sup>	79,873	83,086	34,424	–	–	–	79,873	83,086	34,424
Travelling exhibitions	–	–	–	89,473	157,176	135,437	89,473	157,176	135,437
<b>TOTAL AUDIENCE REACH</b>	<b>545,660</b>	<b>465,029</b>	<b>392,034</b>	<b>155,007</b>	<b>182,022</b>	<b>200,484</b>	<b>700,667</b>	<b>647,051</b>	<b>592,518</b>

\* General admissions include paid and free general entry including Caroline Simpson Library & Research Collection visits and shop-only visits at Elizabeth Bay House, Elizabeth Farm, Rouse Hill House & Farm and Vaucluse House.

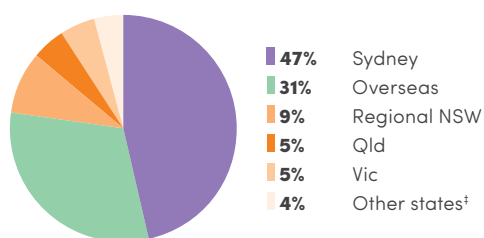
† Total Caroline Simpson Library & Research Collection visits of 1777 comprises 1284 general admission visits and 493 tertiary student visits.

‡ Public programs include paid and free public program admissions and include house tours of Government House in 2014–15 and 2013–14. Vice-regal functions at Government House are excluded.

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

|| Grounds include forecourt programs at First Government House Place and The Mint. Government House grounds visitation is excluded.

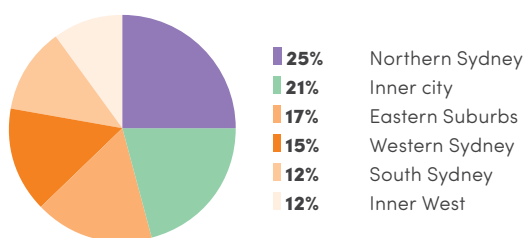
### WHERE VISITORS CAME FROM\*



\* Includes general admissions and public programs.

† Other states include ACT, NT, SA, Tas and WA

### WHERE SYDNEY VISITORS CAME FROM\*



EDUCATION	2015	2014	2013
Primary total	36,894	37,940	37,810
Secondary total	10,083	10,572	9,161
Outreach (Connected Classrooms)	1,548	1,193	2,311
Tertiary	3,124	2,403	1,423
Adult	528	704	849
<b>TOTAL</b>	<b>52,177</b>	<b>52,812</b>	<b>51,554</b>

## ACCESS & VISITATION

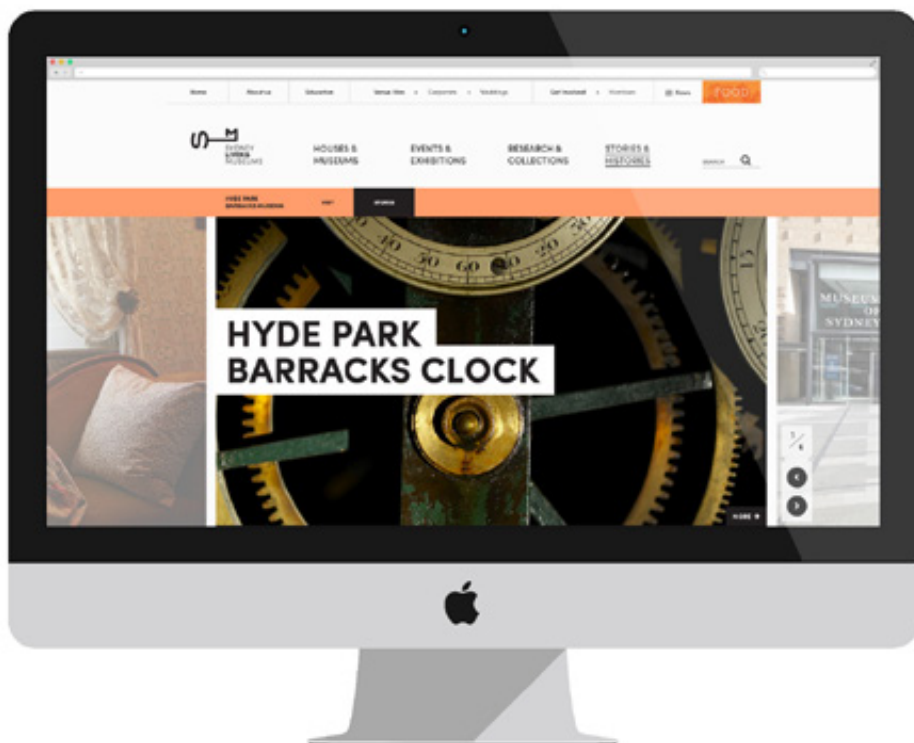
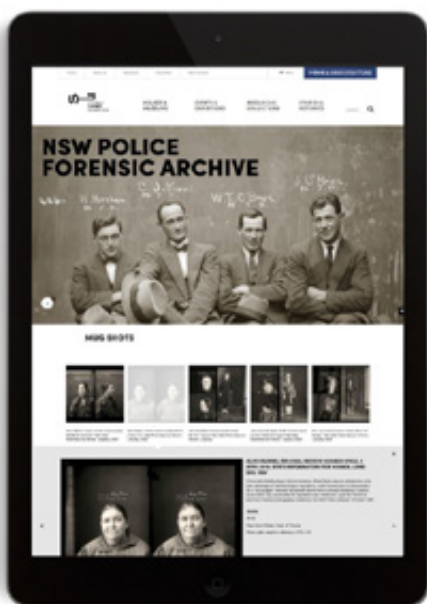
### DIGITAL ENGAGEMENT

	2014–15	2013–14	2012–13
<b>TOTAL WEBSITE VISITS</b>	1,178,859	929,194	786,316
<b>Page views</b>			
Main website	2,902,017	2,385,788	1,908,427
E-commerce	132,214	172,822	173,396
Microsites/blogs*	85,888	145,604	342,789
Collections	174,828	283,641	314,200
<b>Page views total</b>	<b>3,294,947</b>	<b>2,987,855</b>	<b>2,738,812</b>
<b>eNEWS SUBSCRIBERS†</b>	27,000	45,203	13,202
<b>SOCIAL MEDIA</b>			
Twitter followers	2,185	1,610	1,062
Facebook followers	29,425	17,101	6,931
Facebook impressions‡	1,861,984	–	–
Instagram followers	2,700	960	150
<b>VIDEOS</b>			
Videos watched	71,687	37,887	19,864

\* Numbers are down from the 2013 figure, as in the 2014–15 reporting period there was no microsite for *Sydney Open*, with the event site part of the main SLM website.

† Decreased subscriber numbers in 2015 was due to a database cleansing conducted at the start of the year.

‡ Figure refers to lifetime post total impressions, which is the total number of times a Sydney Living Museums Facebook post appeared on a Facebook user's timeline, regardless of whether or not they followed the page.



## COMMUNITY INVOLVEMENT

**We are dedicated to providing more opportunities for people to become involved with SLM through a range of programs. Encouraging involvement with and participation in our museums and programs ensures that the sites we manage on behalf of the people of NSW are well maintained and enjoyed by all our visitors.**

This year the Government provided \$1.1 million in funding for the *Unlocking Heritage* program over the next two years. This generous and targeted funding will enable primary school students from low socio-economic backgrounds; and regional and rural primary schools across NSW to attend over 30 heritage, environment or history curriculum-linked programs at SLM and NSW National Parks and Wildlife Service sites.

In collaboration with New York-based guest co-curator Vladimir Belogolovsky, Penelope Seidler AM, Polly Seidler, and staff at Harry Seidler and Associates, and supported by The GPT Group, the Seidler Architectural Foundation and AMP Capital, we staged *Harry Seidler: Painting Toward Architecture*, the most comprehensive exhibition ever held in Sydney celebrating the life and work of this influential modernist architect (see next page).

From 4–8 November 2014 we co-hosted *Communicating the Museum*, the foremost international forum for cultural communicators in the museums and galleries sector (see next page).

The 14th Meroogal Women's Art Prize, exhibited at the house for the first time, resulted in an increase in overall visitation more than doubling compared to the same period in the previous year.

Our strategy for Sydney Open 2014, integrating ticket sales, membership acquisition and partnership management, yielded the highest paid visitation to the event since it was first offered in 1997.

We developed a partnership with Opera Australia to present Salon Music, four concerts held at The Mint, Elizabeth Bay House and Vaucluse House.

**Aboriginal Strategy** – As part of the Business Review Action Plan, we agreed to support a new Aboriginal-identified position of Coordinator of Aboriginal Interpretation and Programming. Clive Freeman, a member of the Wreck Bay Aboriginal community from a strong family of Yuin, Eora and Wiradjuri descent, joined SLM in December 2014. Clive is instigating a new Aboriginal strategic action plan to identify and expand upon Aboriginal relationships, respect and opportunities, and is working to increase Aboriginal interpretation and community involvement in programs across the organisation. This position is supported in its first year by a grant from the Elsa Dixon Aboriginal Employment Program, through the Department of Education and Training.

Our Volunteer Program has continued to strengthen with important changes introduced following a comprehensive review of volunteer management and practices. Changes to the structure of the Volunteer Forum have enabled all volunteers to more effectively provide feedback about their experiences and the management of the program. An annual event was established to formally recognise the contribution of our volunteers, with length-of-service pins presented to them to acknowledge their valued commitment. All volunteers received complimentary membership. In November 2014, 399 volunteers joined us in the successful delivery of Sydney Open. The first half of 2015 saw the recruitment of more than 60 new volunteers who will provide customer service and interpretation across all of our sites.

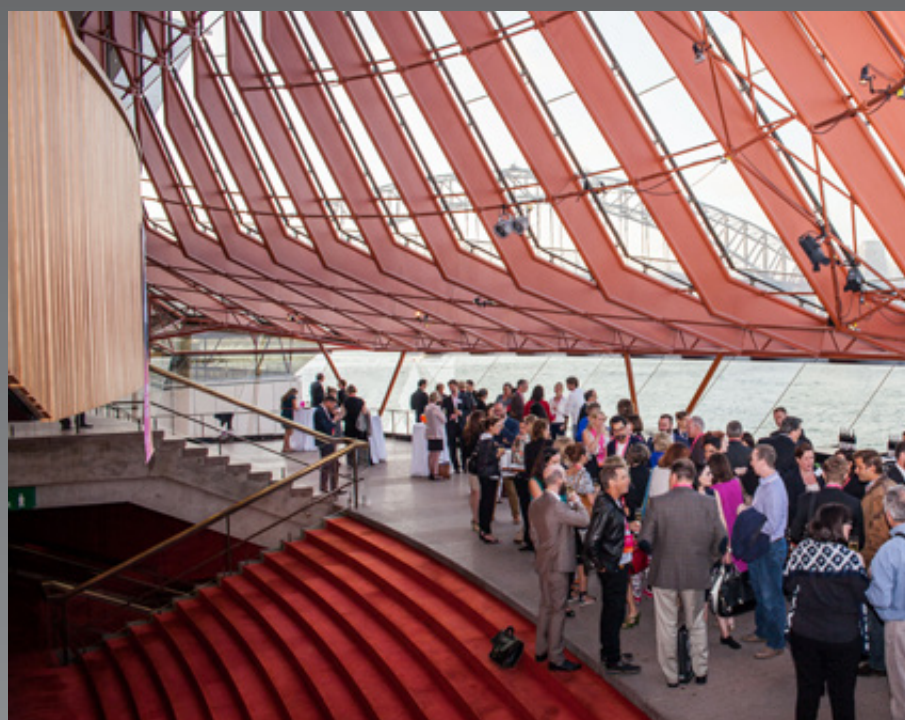
## COMMUNICATING THE MUSEUM

From 4 to 8 November 2014, the HHT co-hosted the Communicating the Museum (CTM) conference, welcoming 265 participants from 23 countries. The conference had an Asia-Pacific focus for the first time, with attendees from the United Arab Emirates, China, Hong Kong, Singapore, New Zealand and across Australia.

This year's theme, 'Optimism', covered four key topics: opportunities, collaboration, leadership and community engagement. Conference participants collectively explored issues ranging from branding and marketing to new directions for non-museum spaces and creating opportunities to directly engage with audiences. Corinne Estrada, CTM co-founder and Agenda Paris director said, 'We change the scene, we change the destination, we change the format but the audience is always the same – it's always about communication issues'.

Speaking at the conference was a dynamic line-up of communication specialists and museum innovators including Damian Borchok from Interbrand Australia, Jackson Pellow from the Australian National Maritime Museum, Miranda Callow from the Los Angeles County Museum of Art and Clare Jacobson, author of *New museums in China*.

Executive Director Mark Goggin played a pivotal role in bringing CTM to Australia, leading a national coalition of partners to secure the rights to host the prestigious conference – the foremost international forum for cultural communicators in the museums and galleries sector. We hosted workshops at our historic Macquarie Street sites, The Mint and the Hyde Park Barracks Museum. Arnel Rodriguez, the HHT's Graphic Design Manager, was the conference designer and Dr Caroline Butler-Bowdon, Assistant Director, Creative Services, was one of a number of speakers from leading Australian museums.



**Clockwise from top right**  
Conference speakers around Sydney.  
Photos © Cedric Tourasse



## SEIDLER: EXHIBITION, TALKS & TOURS

Our Home & Architecture program continued in 2014–15, focusing on bringing the history, distinctiveness and experience of Australian architecture to our visitors.

*Harry Seidler: Painting Toward Architecture* was the first major exhibition on the distinguished architect to showcase never-seen-before original artworks. The exhibition, held at the Museum of Sydney, showcased the acclaimed designs, iconic buildings and long-lasting local and international collaborations Seidler forged with the great names in art, architecture, design and engineering including Walter Gropius, Marcel Breuer, Oscar Niemeyer, Max Dupain, Josef Albers, Alexander Calder, Sol LeWitt and Lin Utzon. As well as showcasing Seidler's creative achievements, the exhibition presented the fascinating personal journey of this visionary through times of war and peace.

The exhibition was curated by New York-based Vladimir Belogolovsky and Dr Caroline Butler-Bowdon, and was developed in partnership with Penelope Seidler AM and family, as well as staff at Harry Seidler and Associates. *Harry Seidler: Painting Toward Architecture* was supported by major partner, The GPT Group, and supporting partners, the Seidler Architectural Foundation and AMP Capital.

This exhibition was accompanied by a series of talks, a collaborative program with Expanded Architecture, including a Seidler City symposium, and related displays in the foyers of three Seidler-designed towers as part of our partnership with The GPT Group. A small display of objects that once belonged to and were used by Rose Seidler was installed at Rose Seidler House for a period of six months to coincide with the exhibition. We also coordinated a series of tours as part of *Sydney Open 2014* that provided the public a rare opportunity to visit more than a dozen privately owned Seidler-designed houses, apartments and offices. The tours were led by curators, owners and architects.



### 🕒 Clockwise from top right

Penelope Seidler at the opening of *Harry Seidler: Painting Toward Architecture* at the Museum of Sydney. Photo © James Horan; *Hannes House*, Cammeray, Max Dupain & Associates Archive 12366–6; State Library of NSW © Penelope Seidler; Penelope and Harry Seidler on the deck of Rose Seidler House. Photo courtesy Penelope Seidler



## MANAGEMENT AND FUNDING

**In 2014–15, supported by \$1.904 million (total of \$30.8 million over eleven years) in capital funding from the NSW Government, SLM commenced a range of major maintenance projects across all SLM properties.**

The focus of these projects was improving public safety and accessibility, achieving statutory compliance such as fire safety and electrical code requirements, replacing ageing infrastructure, regularly replacing obsolete or unsupported plant and equipment, and works to protect our revenue such as improvements to venue facilities and equipment. Over 45 individual projects were completed, ensuring our buildings, mechanical and electrical systems, site services, fences and security are all structurally sound, fit for purpose and available for daily use.

Requiring coordination of diverse trades and specialist consultancy support, the works included:

- **refurbishment** of venue facilities and repair to a water-damaged subfloor at Elizabeth Bay House;
- **replacement** of failed sewer lines and diversion of gas supply pipelines at Vaucluse House;
- **restoration** and metal conservation of decorative iron fencing at The Mint;
- **fire safety upgrades** to a number of buildings replacing ageing indicator boards and alarm systems and installing new sensors in most public areas;
- **upgrading** a 25-year-old mechanical plant at the Museum of Sydney;
- **installation** of residual current devices on more than 40 electrical boards, replacing obsolete circuit breakers;
- **structural stabilisation** of the c1855 barn at Rouse Hill House & Farm, and reconstruction of over 500 metres of split hardwood timber post and rail fencing to improve security and animal management;
- **upgrade** of audio visual display equipment at the Museum of Sydney and The Mint;
- **replacement** of perimeter fencing at Elizabeth Farm, and replacement of garden equipment storage and chemical handling area

SLM successfully manages its costs by rigorously monitoring its expenses against the budget and prioritising the use of its funds in line with its objectives. The 30 June 2015 result was a surplus of \$2.652 million and increase on budget of \$1.177 million (80%).

Commercial leasehold income increased 38%, due to new hospitality partnerships at The Mint and the Museum of Sydney, and a new commercial office tenant being secured for the Young Street Terraces, Museum of Sydney.

In May 2015 we received approval of a three-year Commonwealth Government grant of \$1.82 million under the Protecting National Historic Sites Programme for the UNESCO World Heritage-listed Hyde Park Barracks and the site of first Government House, with \$546,000 received in June 2015.

In October 2014 we launched our new in-house membership program, focused on families and children, which includes membership for up to four children in every category.

In July 2014 we opened two restaurants at our sites: The Governors Table Bar & Dining at the Museum of Sydney and the French-inspired Bistro Mint at The Mint.

### Organisational change and operations/governance

In the Public Service Commission People Matter Employee Survey 2014, 74% of staff were found to believe the HHT is committed to their development and 81% believing the organisation is making the necessary improvements to meet our future challenges.

To meet Government Sector Employment Act (2013) requirements, we successfully undertook an extensive recruitment effort, resulting in 167 employment offers.

During 2014–15, HHT employees participated in more than 1800 hours of training.

We developed 18 new policies and ten revised policies including Dealing with Unreasonable Behaviour, First Aid, and Contractor Induction Procedures.



## SERVING UP THE PAST



The HHT's long-established reputation for sensitively balancing the need for conservation with the need to present new and engaging ways for people to experience our historic places was further enhanced with the formal opening of The Governors Table Bar & Dining at the Museum of Sydney and the French-inspired Bistro Mint at The Mint in July 2014.

### AN OLD-IS-NEW APPROACH

Located on the site of Australia's first Government House, The Governors Table Bar & Dining draws inspiration from the site's history and architecture, using materials sympathetic to the site including stone, timber and steel. Modern timbers and bespoke driftwood add elegance to the bar and dining space, while bronze and copper mirrors adorn the walls. The use of stone, timber and steel reflects the materials of the *Edge of the trees* installation in the museum's forecourt. A key feature of the restaurant is the Governors Table, a bespoke 16-seat French oak banquet table.



### A TASTE OF FRANCE COMES TO MACQUARIE STREET

Positioned on the first floor of The Mint, Bistro Mint is the result of an extensive yet sensitive refurbishment. The Mint's rich heritage has been given a contemporary edge by esteemed architectural firm Mills Gorman.

The careful restoration ensures that past and present truly co-exist. It is considerate of the building's architecture, culture and history while looking to create a memorable dining experience.

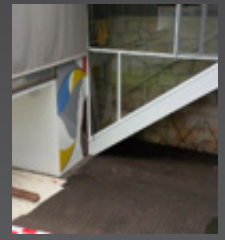
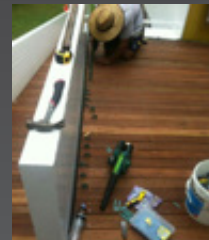
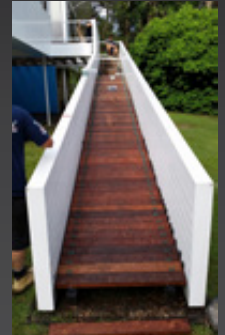
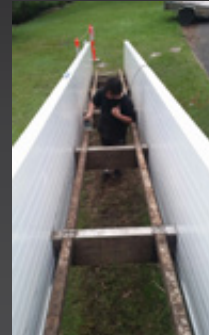
Bistro Mint offers a contemporary dining environment within a heritage setting that provides guests and visitors to The Mint with a modern interpretation of classic French weekday dining.



## CONSERVATION PROJECTS

### SEIDLER DECK REBUILT

When Harry Seidler built a new house for his parents in 1948, he incorporated an elevated deck extending the living room into the outdoors. Originally constructed from spotted gum, the timber was not durable and was replaced by Seidler in the 1980s with Western Australian jarrah. Due to water damage we have replaced the entire deck timber. We have slightly modified the original construction detail to ensure moisture is not trapped between surfaces in the future. Visually the deck remains identical to the original.



### MINT COURTYARD LIGHTING

We installed LED strip lighting under the centre plinth and against the base of the old coining factory building at The Mint to light the pathways and sandstone walls. While primarily for visitor safety and amenity, the lighting also highlights the superb 19th-century sandstone buildings. Permanent lighting removes the need to manually install temporary event lighting.



### LIFT LOBBY UPGRADE, MUSEUM OF SYDNEY

An underused lift lobby on level 3 of the Museum of Sydney was transformed into a new display area in order to add new content to the museum. Through capital funding we were able to remove a utility cupboard to extend the space, replace flooring and walls, increase the ceiling height and add exhibition lighting. The result is an impressive semi-permanent display area that greatly adds to the visitor experience. The current display profiles HHT collection objects relating to Luna Park. We also upgraded the lift control panel to satisfy current design standards for accessibility and digital functionality, as well as improving convenience and ease of use for museum visitors.



#### 🕒 Clockwise from top left

Harry Seidler (middle) on the deck at Rose Seidler House. State Library of NSW: PXA 6900/39; the decking being replaced. ; roof repairs to the Vaucluse House Dairy and Larder. Photo © Stuart Miller; The Mint at night with new lighting.





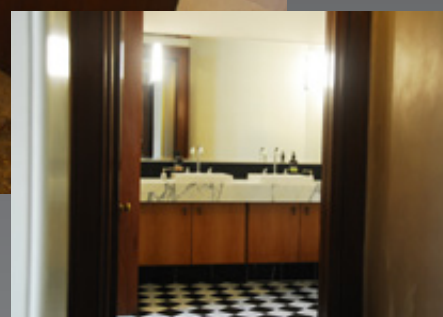
### GARDENER'S COTTAGE REPAIRS AT VAUCLUSE HOUSE

In addition to 'the big house', the Vacluse House estate features a number of other buildings such as the 1920s gardener's cottage in the western paddock. Built over a filled-in creek channel, the cottage has suffered from subsidence and structural cracking for many years. Working with a structural engineer we discovered the cracking was due to changes in soil moisture below the foundations caused by tree root activity, and we carried out structural repairs. Due to the extent of the repairs we also upgraded the interiors of the cottage, japanning all the timber floors with black lacquer, repainting and re-carpeting, as well as removing unsympathetic additions.



### ELIZABETH BAY HOUSE FLOOR RECONSTRUCTION AND FACILITIES UPGRADE

At Elizabeth Bay House we reconstructed a section of water-damaged timber flooring. Replacement of original adzed structural timbers in the cellar was necessary, which required the careful dismantling of about 20 square metres of floor. Removing all the interior finishes and existing materials back to the bare sandstone and brickwork revealed interesting facets of the original construction and changes that have occurred during the house's 180-year history. The structural repairs required also necessitated the refurbishment of the men's washroom, and we used the opportunity to bring this up to a contemporary standard to better service our commercial venue hire clients and guests.





## EDUCATION & RESEARCH

**This year our properties welcomed more than 50,000 schoolchildren, across all stages from Kindergarten to Year 12, attend education programs linked closely to the school curriculum.**

The Connected Classrooms program allows children throughout NSW to enjoy our programs via new media technology.

We developed a program of events commemorating the bicentenary of the death of Admiral Arthur Phillip, including a sellout symposium and the dedication of the Captain Arthur Phillip RN memorial bust at the Museum of Sydney.

*Our Dream Home, Small Home* exhibition showcased the Caroline Simpson Library & Research Collection as the leading library of homes, interiors and gardens in Australia. 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.

### Reaching Regional Audiences

This year the SLM's travelling exhibitions program toured three exhibitions to venues around NSW, Western Australia and South Australia. The exhibition *Iconic Australian Houses* began its nine venue national tour at the Glasshouse Gallery, Port Macquarie, before heading on to the Jam Factory in South Australia. *A Convict in the Family?* and *52 Suburbs Around the World* travelled to seven venues in total, primarily in regional NSW. A total of 89,473 visitors attended our travelling exhibitions in 2014–15.

SLM also continued as the major institutional partner for Orange City Council's Villages of the Heart project, which secured an Arts NSW Regional Partnership Grant of \$140,000 in January 2014. We are creating a community-focused extension of the HHT's *Eat Your History* interpretative and public programs in partnership with this major regional centre. Activities include a public program, *History on the Menu: Colonial Tastes in Food and Wine 1860–1890s* for Orange Wine Week, and a masterclass for regional museum professionals, *Gastronomy in the Museum: Interpretation and Programming Through Food*.

### TRAVELLING EXHIBITIONS 2014–15

KEY	TITLE	LOCATION	EXHIBITION DATES	VISITORS*
■	52 Suburbs Around the World	Liverpool City Library	13 Aug – 2 Nov 2014	27,088
		Wagga Wagga Regional Gallery	13 Dec 2014 – 25 Jan 2015	2,277
		New England Regional Art Museum, Armidale	1 May – ongoing	3,466
◆	A Convict in the Family?	Western Australian Museum, Albany	3 Aug – 21 Sept 2014	4,638
		Museum of the Riverina, Wagga Wagga	10 Oct 2014 – 26 Jan 2015	5,515
		Newcastle Museum	9 Feb – 27 Apr 2015	30,886
		Liverpool City Library	20 Jun – ongoing	286
●	Iconic Australian Houses: an Exhibition by Karen McCartney	Glasshouse, Port Macquarie	5 Dec 2014 – 15 Feb 2015	8,427
		JamFactory, Adelaide	30 Apr – ongoing	6,890
<b>GRAND TOTAL</b>				<b>89,473</b>

\* All visitation figures are to 30 June 2015

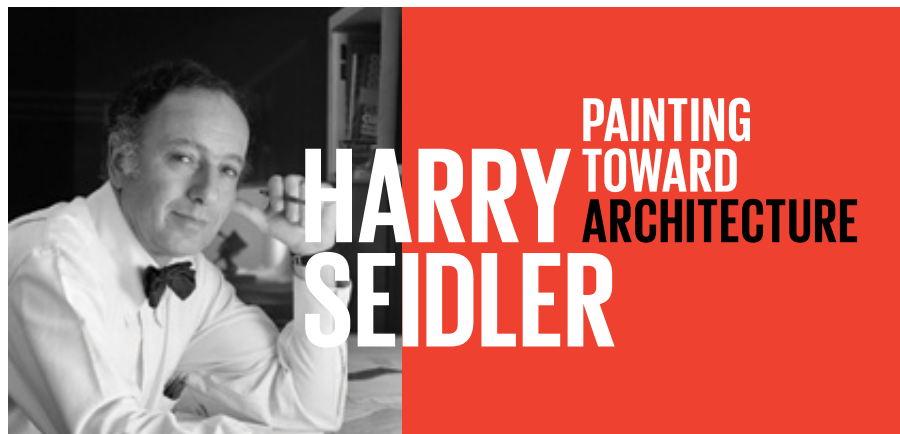
## EXHIBITIONS 2014–2015

TITLE	LOCATION	EXHIBITION DATES
Celestial City: Sydney's Chinese Story	Museum of Sydney	29 Mar – 12 Oct 2014
Iconic Australian Houses: an Exhibition by Karen McCartney	Museum of Sydney	12 Apr – 17 Aug 2014
Dream Home, Small Home	Museum of Sydney	23 Aug – 23 Nov 2014
Harry Seidler: Painting Toward Architecture	Museum of Sydney	1 Nov 2014 – 8 Mar 2015
Towers of Tomorrow with LEGO® Bricks	Museum of Sydney	13 Dec 2014 – 12 Jul 2015
Toys Through Time: from Peg dolls to Spacemen	Museum of Sydney	29 Mar – 9 Aug 2015
Head on Portrait Prize, part of Head On Photo Festival	Museum of Sydney	2 May – 8 Jun 2015
Female Immigration Depot 1848–1886	Hyde Park Barracks Museum	28 Jun 2014 – ongoing
Notorious Criminals: a Snapshot of Sinister Sydney	Justice & Police Museum	18 Oct 2014 – ongoing
Breakers: the Dying Art of Safebreaking	Justice & Police Museum	18 Oct 2014 – ongoing
Meroogal Women's Art Prize	Meroogal	20 Sept 2014 – 26 Jan 2015

Celestial City: Sydney's Chinese Story



## EXHIBITIONS 2014-2015



Harry Seidler: Painting Toward Architecture



Towers of Tomorrow with LEGO® Bricks



Breakers: the Dying Art of Safebreaking



Iconic Australian Houses: an Exhibition by Karen McCartney



## MAJOR CHALLENGES

### In February 2013, SLM commissioned an independent Business Model Review (“the Review”) of its operations.

#### The Review aimed to:

- **establish** whether there are alternative operating models that would enable SLM to be more financially sustainable while still meeting its principal legislative objectives and contributing effectively to NSW 2021
- **where** such alternative business models are identified, provide recommendations on their likely parameters and impact
- **where** opportunities or challenges are identified which are outside the scope of the review’s recommendations, to suggest strategic choices for SLM to consider.

In response to the Review, SLM has developed an 18-month strategic framework for the organisation: a Business Review Action Plan primarily focused on greater financial sustainability. In June 2014, the Action Plan was endorsed by the Trustees of SLM and in July 2014, the Plan was presented to internal stakeholders including the wider SLM management team. The Plan comprises 25 actions which articulate SLM’s unique public contribution as Australia’s leading heritage institution and the future challenges for SLM and the Government in providing custodianship and cultural activation for Australia’s most important heritage places. These challenges relate to four key areas:

- **the future shape** of SLM’s portfolio of properties
- **the future** of the Museum of Sydney on the site of first Government House
- **the reinterpretation** of Justice & Police Museum
- **the reinterpretation** of the Macquarie St Precinct (The Mint, Hyde Park Barracks)
- **securing** the Rouse Hill Estate through an integration with the National Parks and Wildlife Service regional park.

The Action Plan is very ambitious: 11 of the 25 actions have been completed with the remainder due for completion either before or by December 2015.

#### The completed actions include:

- **Obtained** government funding for capitalised heritage maintenance (a 3 yr + 10 yr program), now consolidated into a single delivery program implemented in 2015–16. The value of the 3 year program is \$4.4M and the value of the 10 year program is \$26.4M, totalling \$30.8M.

- **The SLM Executive** structure was reviewed and approved under the new Government Services Employment Act 2013 and implemented. My appointment as Executive Director has been confirmed and the following staff have also been confirmed:
  - **Ian Innes**, Director, Heritage & Collections
  - **Caroline Butler-Bowdon**, Director, Curatorial & Public Engagement
  - **Julie Turpie**, Director, Commercial & Marketing Services
  - **Lisa Walters**, Director, Operations & Governance
- **SLM** launched its in-house membership program in October 2014. A target of 3,000 memberships has been set in FY2015–16; at 12 October 2015, 1,397 memberships (representing 1,804 members) had been sold; plus 708 associated child memberships
- **In November 2014**, the Foundation launched its new donor program: the Governors’ Circle at a formal dinner at the Hyde Park Barracks Museum. The Governors’ Circle seeks to secure donors making annual gifts of \$5000 or above. Since the launch, 14 donors have been secured.
- **In August 2015**, SLM contracted Savills Project Management to revise and update the unsuccessful business case for a major reinterpretation of the Justice & Police Museum as a destination Sydney Crime Museum. The business case was originally submitted in October 2014 and will be resubmitted in February 2016.
- **In June 2014**, we re-developed the MOS Café and MOS Shop into The Governor’s Table, a new integrated destination Café and Retail offer for Museum of Sydney.
- **Between** August and November 2014 SLM conducted an independent review of the portfolio structure (the Human Resource Review), arising from the Bendelta Business Model Review (FBG Group HR consultants).
- **In response** to the HR review (and the new Executive structure approved by the Public Service Commission), the Executive has made a series of changes to improve the structural design of the Portfolios, communication, and management between house museums and central services. 19.4 new roles have been created. 18.6 roles have been deleted. The changes represent an important step in the evolution of SLM, as a contemporary and innovative heritage institution.
- **We secured** a long-term lease for Throsby Park Estate: On 1 October 2014, the 40-year lease was executed with Mr Tim Throsby, a descendent of Dr Charles Throsby, valued at \$4.28 million.
- **WiFi** technology has now been installed at all SLM properties as at end May 2015.