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**Government
of South Australia**

CARRICK HILL TRUST

2023-24 Annual Report

Carrick Hill Trust

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www.carrickhill.sa.gov.au

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ISSN:	2200-9418
Date approved by the Board:	30/09/2024
Date presented to Minister:	30/09/2024

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To:

Hon Andrea Michaels MP

Minister for Arts

This annual report will be presented to Parliament to meet the statutory reporting requirements of *Carrick Hill Trust Act 1985* and the requirements of Premier and Cabinet Circular *PC013 Annual Reporting*.

This report is verified to be accurate for the purposes of annual reporting to the Parliament of South Australia.

Submitted on behalf of the Carrick Hill Trust by:

Scott Bryant

Chair, Carrick Hill Trust

Date 30/09/2024

Signature

A handwritten signature in dark ink, appearing to read 'Bryant', written over a horizontal line.

From the Chief Executive

It has been a momentous year for Carrick Hill with the opening of the long anticipated Pavilion in November 2023, which was formally opened by Her Excellency the Honourable Frances Adamson AC, Governor of South Australia, and the Acting Premier, Susan Close.

In January, Carrick Hill's new restaurant, Rozelle's, was launched with a new food and beverage partner the Favaro Group.

Over the year, we strived to meet our core aims as well as build resilience for the future by:

- Achieving financial targets & performance outcomes.
- Building a strong visitor experience.
- Growing and continuously improving Carrick Hill's offer, assets and financial position.
- Creating an efficient, effective, and sustainable operating model.
- Engaging, developing, and supporting our people (employees & volunteers).

House attendance grew by 30% on the previous year and admissions income remained strong with growth of 27% and shop income growth of 42%.

Highlights from the past year, include:

- Successful partnerships with AGSA, Guildhouse and Wakefield Press, as well as Jam Factory and the Nature Festival.
- Christmas Community Open Day, with events and free access the House and supported by Mitcham City Council, attracted over 6,800 visitors in one day.
- Strong social media presence and growth in our online community and good media coverage for our exhibitions.
- Continuing our successful artist-in-residence program, with artist Bridget Currie, working in collaboration with AGSA.
- New additions to the collection, including Catherine Truman's Weeping Orchid, a gift from the Friends of Carrick Hill and a gift of two splendid Francis Roy Thompson paintings.
- the public program has grown considerably which has boosted visitor numbers, especially to the House Museum.

It has also been a successful year for income generation through ticket sales, the shop and café, and the Friends of Carrick Hill as their membership has grown over the year, as well as through the Foundation and their exemplary fundraising.

Investing in the future of Carrick Hill was a focus. Design and funding for the new Visitor Precinct - a complex of capital projects centred around improving the visitor experience and featuring a new visitor welcome space, new and expanded shop, a garden terrace and informal outdoor café/events space - was a major focus for the year. In addition, a new Orientation space is being created for all to learn about the Carrick Hill story and an eyes-up audio experience in the House will provide context

without disrupting the unmediated experience of the house museum itself. All of this was made possible through funding from the Carrick Hill Development Foundation.

This year we researched and developed new plans to help prioritise future planning for Carrick Hill. With a new Bushland Management Plan, an updated Conservation Management Plan, a refreshed Garden Vision, as well as a Disability Discrimination Act (DDA) Report, we are now in a very strong position to enter into the next 10 year master planning phase to ensure we deliver the best possible visitor experience and preserve and enhance our unique heritage assets.

All of these achievements were made possible with funding from the Department of the Premier and Cabinet, the Carrick Hill Development Foundation, and the support of the Friends of Carrick Hill. The remaining funding for this work was self-generated through admission tickets and onsite income generation through the shop, venue hire and the public program. We remain hugely grateful to all Carrick Hill's supporters.

Not everyone is in a position to give money, but they do give their time through volunteering. Our deeply committed volunteers continue to provide an invaluable contribution across all aspects of what we do, from our Bushcare volunteers preserving the endangered Grey Box grassy bushland, to the flower arrangers, furniture polishers, garden volunteers, gift shop volunteers and House Guides. This year we created a new function, the Garden Guides who were recruited and trained and now give popular regular tours for visitors to help them appreciate the arts and crafts inspired garden. Together, our volunteers contributed over 2,500 hours of time to Carrick Hill. And of course, none of this would be possible without the staff, a small, dedicated team who have worked hard to preserve and share Carrick Hill and ensure the best possible experience for all our visitors.

The Carrick Hill Trust Board have provided expertise and skilled oversight of all activities. After reviewing our governance structure, a new Business Development Committee was created, and the existing committees were expanded to provide important scrutiny over key risk areas.

Carrick Hill House Museum and Garden began as a gift in perpetuity from Bill and Ursula Hayward in 1986 to the people of South Australia. Their legacy continues to show the power of supporting and living with art, nature, creativity and connecting with others.



Susan McCormack

Director

Carrick Hill

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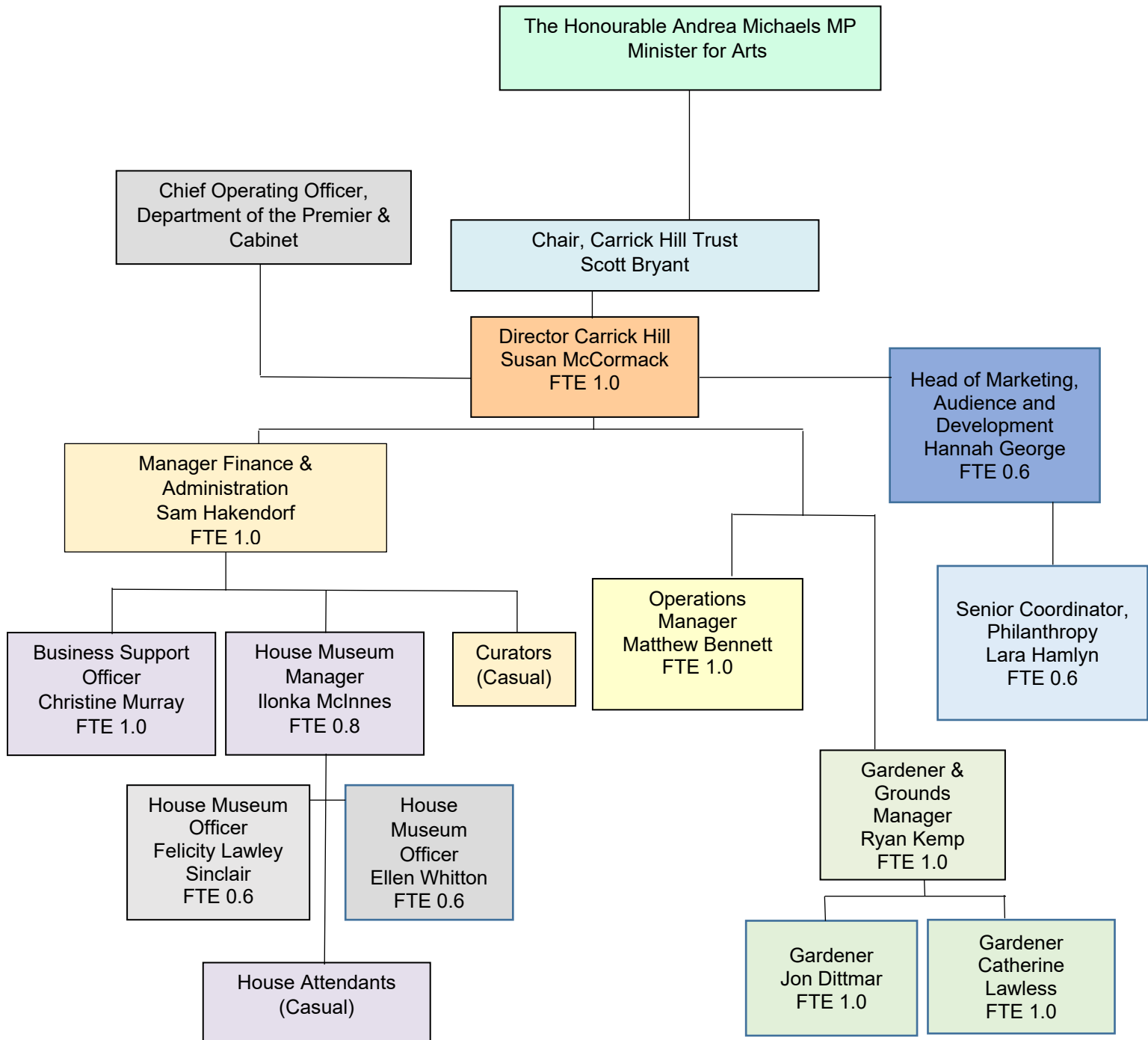
Overview: about the agency

Our strategic focus

Our Purpose	The purpose of the Carrick Hill Trust is to make a significant contribution to the South Australian and wider communities' culture through providing access to the gardens, grounds, historic house and art collections of Carrick Hill; in line with the intention of the Hayward bequest as defined in the <i>Carrick Hill Trust 1985</i> .
Our Vision	To inspire, educate and delight through creating unique experiences and delivering excellent visitor and customer service, establishing Carrick Hill as a major South Australian cultural destination.
Our Values	<p>Carrick Hill aligns with the South Australian Public Sector Values and Behaviours framework, which embraces:</p> <ul style="list-style-type: none"> • Service • Professionalism • Trust • Respect • Collaboration & Engagement • Honest & Integrity • Courage & Tenacity • Sustainability
Our functions, objectives and deliverables	<p>Our key goals are to:</p> <ol style="list-style-type: none"> 1. Reach more people 2. Grow our Reputation 3. Demonstrate our Relevance 4. Focus on Impact 5. Become more Resilient

Our organisational structure

CARRICK HILL ORGANISATION CHART 2024



Changes to the agency

During 2023-24 there were no changes to the agency's structure and objectives as a result of internal reviews or machinery of government changes.

Our Minister (s)

Hon Andrea Michaels MP, Minister for Arts

Our Board

Name	Position	Term dates
Scott Bryant	Chair	09/02/2023 - 8/02/2026
Vickianne West	Deputy Chair	06/12/2018 - 5/12/2024
Jeffrey Mincham	Board Member	01/08/2019 - 31/08/2025
Ilona Tamm	Board Member	01/08/2019 - 31/08/2025
Chris Sharpley	Board Member	17/09/2020 - 20/09/2026
Joanna Wells	Board Member	26/05/2023 - 25/05/2026
Shaun de Bruyn	Board Member	26/05/2023 - 25/05/2026
Susie Nugent	Board Member	13/07/2023 - 12/07/2026

Our Executive team

Executive Member	Role Responsibilities
Susan McCormack, Director	Responsible for the day-to-day operations and strategic direction of Carrick Hill, including the House Museum and Collection, the Gardens and Grounds and the Bushland.
Sam Hakendorf, Manager Finance and Administration	Responsible for the provision of strategic financial advice to the Director and the Museum Board and ensures high quality and efficient financial and management accounting services as well as efficient and timely financial and audit reporting are provided to the Trust.
Hannah George, Head of Marketing, Audiences, and Development at Carrick Hill	Responsible for developing and executing comprehensive marketing, communications, and audience strategies, as well as managing partnerships, programs, and venue hire.

Legislation administered by the agency

The Carrick Hill Trust Act 1985

The agency's performance

Performance at a glance

	2023-24	2022-23	% Change
Access and Audience			
Number of visits	133,258	152,763	-13%
Garden Visits	116,397	139,812	-17%
House Visits	16,861	12,951	30%
Interstate and international (House only)	4,552	3,833	19%
Interstate visits (House only)	3,035	2,596	17%
International visits (House only)	1,517	1,237	23%
Commercial Income			
Unique Website visits	110,330	62,621	76%
House Admissions Revenue	212,927	167,275	27%
Gift Shop Revenue	68,526	48,412	42%
Social Media			
Facebook			
Reach	711,100	571,998	24%
Visits	49,200	20,236	143%
New Page Likes	1,500	786	91%
Instagram			
Reach	14,200	9,583	48%
Visits	17,800	11,052	61%
New Followers	1,100	593	85%

Overall site visitor attendance was slightly down on the previous year by 13%. Visitation to outdoor gardens is easily adversely affected by weather. Very high temperatures, especially at the end of Summer, impacted attendance as did the lack of a café for three months between the old café closing and Rozelle's opening. Fortunately, House attendance grew by 30% on the previous year and admissions income remained strong with growth of 27% and shop income growth of 42%.

Carrick Hill Trust Board held seven meetings. The number of meetings attended by each member are (number of meetings attended/number of meetings during term)

Scott Bryant	7/7
Vickianne West	7/7
Jeffrey Mincham	7/7
Ilona Tamm	4/7
Chris Sharpley	7/7
Joanna Wells	6/7
Shaun de Bruyn	7/7
Susie Nugent	6/7

Carrick Hill is supported by the Carrick Hill Development Foundation (the Foundation) which exists to generate funds to support Carrick Hill. The Foundation sub-committee stages events for the benefit of Carrick Hill and all profits are reinvested into supporting its activities. The Foundation Board held five meetings over this reporting period.

Agency specific objectives and performance

The main strategic priority for Carrick Hill over this period was to engage wider audiences to ensure a robust and thriving future. Our two overarching strategic aims were:

1. Finalise the Carrick Hill Masterplan of 2014 to protect and safeguard the House, Gardens, Bushland and Collections and transform Carrick Hill facilities for visitors making them more accessible and enjoyable.
2. Deliver our Resilience Agenda which will ensure we grow our audience reach, and deepen engagement, while also achieving greater financial resilience.

The core underlying goals which give structure to all our activity remain:

Access: We will use the House, Collections and Gardens to stimulate curiosity and enjoyment, promoting opportunities for people of all ages, abilities and backgrounds to connect, participate in and enjoy exhibitions, programs, activities and events – both onsite and online.

Our People: Ensure our staff and volunteers were knowledgeable and committed to sharing their knowledge. They had the tools and support to achieve our organisational goals.

Shaping the future: We effectively managed our resources and grew our income to become more financially resilient so that we can continue to develop and share our collections, estate and expertise for the widest possible public benefit.
Estate and Collections: We safeguarded, interpreted, and developed the House, Gardens, Bushland and Collections so that they were made as accessible as possible.

Agency objectives	Indicators	Performance
Reach more People	Overall visits to Carrick Hill	133,258 visits to Carrick Hill 16,681 visits to Carrick Hill House
	Interstate and international visits	Visitors to the House and exhibitions comprised international (11%) and interstate (19%) visits, a total of 30% of visits.
	Guided Tours	Total public tours 428; (people attending – 3,023). Total booked tours 57; (people attending – 1,323) Garden Tours 34 (people attending – 197) Total combined 519: 4,543 (up 24% on previous year)

Grow our Reputation	<p>The exhibition program achieving critical and popular success;</p> <p>Adelaide Mid Century Moderns (2 August 2023– 15 October 2023)</p> <p>Carrick Hill In Bloom (1– 15 October 2023)</p> <p>Sublime Scales: Marcel Hoogstad Hay - (4 November 2023- 28 January 2024)</p>	<p>A collaboration with Guildhouse, Wakefield Press and AGSA, was staged in the Wall Gallery and on the first floor of the House. Coinciding with the launch of the major publication. Adelaide Art Scene: Becoming Contemporary, the exhibition told the story of post-Second World War immigrant artists' arrival in Adelaide and their major cultural impact. AGSA were hugely generous in providing extensive loans from their collection to make this possible. Attracted 4,152 visitors during exhibition (Including 5 exhibition related events with 158 attendees).</p> <p>Launched as part of Nature Festival. Featuring the work of floral artist, Skye Allen. As anticipated, this exhibition proved popular on Instagram and other social media and was effective in raising the profile of Carrick Hill to younger adult audiences. Attracted 1,389 visitors during exhibition.</p> <p>Awarded biennially the FUSE Glass Artist Residency collaboration with the Jam Factory aims to create significant opportunities for established, mid-career artists working in glass through a Jam Factory residency and a solo exhibition at Carrick Hill. Working with traditional Venetian glass cane techniques the artist created complex, gestural patterns which reference viewing things at a quantum scale and also topography of the earth's surface. Attracted 4,244 visitors during exhibition.</p>
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	<p>To Bare All: The Hayward Nudes (14 February 2024 – 30 June 2024)</p>	<p>One of an ongoing series that highlights the depth and breadth of the Hayward Collection at Carrick Hill, this exhibition focused the human body, and ranged from paintings and sculptures to glass works and novelty objects. Attracted 6,954 visitors during exhibition.</p>
	<p>Events Program</p>	<p>The events program had 28 events held throughout the year with 7,427 people attending.</p> <p>Carrick Hill Christmas Event hosting over 6,600 attendees</p> <p>Carrick Hill as part of the Nature Festival held 12 events during the 2 week period with 375 attendees</p> <ul style="list-style-type: none"> - Childrens workshops – 93 attendees - Childrens Storybook Trail Tales – 94 attendees - Garden Tours and Floral Masterclasses – 25 attendees <p><i>Other Events</i></p> <ul style="list-style-type: none"> - Valentines Day Picnic – 7 attendees - National Botanic Gardens, Kilmacurragh talk – 66 attendees - Life drawing classes (5 workshops) – 14 attendees
<p>Ongoing improvements to the overall Carrick Hill Estate in both the House, the Garden and the Bushland to ensure high visitor satisfaction</p>	<p>Opening the Pavilion building.</p>	<p>The opening of the long-anticipated Pavilion in November 2023, was formally opened by Her Excellency the Honourable Frances Adamson AC, Governor of South Australia, and the Acting Premier, Susan Close.</p>

	Vacating old café space and marquee removal	In readiness for a new visitor precinct development the old marquee was removed and the café space was vacated in preparation for building works.
	Continue planning for Visitor Precinct	Continue planning for new visitor precinct with design, development and approvals and funding being sought. Works to commence early 2024-25.
	Continue to grow our volunteer programs	New Garden Guides were recruited and trained and have begun offering tours to the public.

Corporate performance summary

As at 30 June 2024, Carrick Hill had a headcount of 12 and FTE equivalent of 11.8. 100% of the workforce completed Performance Management Reviews with their line manager.

Employment opportunity programs

Program name	Performance
N/A	N/A

Agency performance management and development systems

Performance management and development system	Performance
As at 30 June 2024, total number of active employees who had a formal performance management and development review between 1 July 2023 and 31 December 2023.	5
As at 30 June 2024, total number of active employees who had a formal performance management and development review between 1 January 2024 and 30 June 2024.	12

Work health, safety and return to work programs

Program name	Performance
N/A	N/A

Workplace injury claims	2023-24	2022-23	% Change (+ / -)
Total new workplace injury claims	0	0	0%
Fatalities	0	0	0%
Seriously injured workers*	0	0	0%
Significant injuries (where lost time exceeds a working week, expressed as frequency rate per 1000 FTE)	0	0	0%

*number of claimants assessed during the reporting period as having a whole person impairment of 30% or more under the Return to Work Act 2014 (Part 2 Division 5)

Work health and safety regulations	2023-24	2022-23	% Change (+ / -)
Number of notifiable incidents (<i>Work Health and Safety Act 2012, Part 3</i>)	0	0	0%
Number of provisional improvement, improvement and prohibition notices (<i>Work Health and Safety Act 2012 Sections 90, 191 and 195</i>)	0	0	0%

Return to work costs**	2023-24	2022-23	% Change (+ / -)
Total gross workers compensation expenditure (\$)	21,227	56,340	-62%
Income support payments – gross (\$)	0	0	0%

**before third party recovery

Data for previous years is available at: <https://data.sa.gov.au/data/dataset/fa644044-2258-4e3f-be54-b15125348c29>

Executive employment in the agency

Executive classification	Number of executives
N/A	0

Data for previous years is available at: <https://data.sa.gov.au/data/dataset/f8c7689a-8717-46c9-9a67-18a5fa8609eb>

The [Office of the Commissioner for Public Sector Employment](#) has a [workforce information](#) page that provides further information on the breakdown of executive gender, salary and tenure by agency.

Financial performance

Financial performance at a glance

The following is a brief summary of the overall financial position of the agency. The information is unaudited. Full audited financial statements for 2023-2024 are attached to this report.

Statement of Comprehensive Income	2023-24 Budget \$000s	2023-24 Actual \$000s	Variation \$000s	2022-23 Actual \$000s
Total Income	1,782	4,899	3,117	3,945
Total Expenses	1,782	2,614	(832)	2,050
Net Result	0	2,285	2,285	1,895
Total Comprehensive Result	0	8,632	2,285	1,895

Statement of Financial Position	2023-24 Budget \$000s	2023-24 Actual \$000s	Variation \$000s	2022-23 Actual \$000s
Current assets	169	1,050	881	2,862
Non-current assets	68,377	75,675	7,298	65,705
Total assets	68,546	76,725	8,179	68,567
Current liabilities	319	1,027	(708)	1,522
Non-current liabilities	125	138	(13)	117
Total liabilities	444	1,165	(721)	1,639
Net assets	68,102	75,560	7,458	66,928
Equity	68,102	75,560	7,458	66,928

Consultants disclosure

The following is a summary of external consultants that have been engaged by the agency, the nature of work undertaken, and the actual payments made for the work undertaken during the financial year.

Consultancies with a contract value below \$10,000 each

Consultancies	Purpose	\$ Actual payment
All consultancies below \$10,000 each - combined	Various	\$16,493

Consultancies with a contract value above \$10,000 each

Consultancies	Purpose	\$ Actual payment
N/A		
	Total	\$0

Data for previous years is available at: <https://data.sa.gov.au/data/dataset/713fd8aa-3fc8-43a6-8fc1-7d40015da692>

See also the [Consolidated Financial Report of the Department of Treasury and Finance](#) for total value of consultancy contracts across the South Australian Public Sector.

Contractors disclosure

The following is a summary of external contractors that have been engaged by the agency, the nature of work undertaken, and the actual payments made for work undertaken during the financial year.

Contractors with a contract value below \$10,000

Contractors	Purpose	\$ Actual payment
All contractors below \$10,000 each - combined	Various	\$8,542

Contractors with a contract value above \$10,000 each

Contractors	Purpose	\$ Actual payment
Hays Specialist Recruitment	Events Management Staffing	\$25,478
	Total	\$25,478

Data for previous years is available at: [insert hyperlink to specific data.sa page and ensure data sources are referenced. https://data.sa.gov.au/data/dataset/30bac0a4-4768-4b36-bb80-c0fa18550e7a](https://data.sa.gov.au/data/dataset/30bac0a4-4768-4b36-bb80-c0fa18550e7a)

The details of South Australian Government-awarded contracts for goods, services, and works are displayed on the SA Tenders and Contracts website. [View the agency list of contracts.](#)

The website also provides details of [across government contracts.](#)

Risk management

Fraud detected in the agency

Category/nature of fraud	Number of instances
N/A	0

NB: Fraud reported includes actual and reasonably suspected incidents of fraud.

Strategies implemented to control and prevent fraud

Carrick Hill is committed to zero tolerance to fraud. In addition to the biannually reviewed Financial Management Compliance Program, Carrick Hill regularly reviews the Department of the Premier and Cabinet's Corruption and Maladministration Policy and the South Australian Public Sector Fraud and Corruption Control Policy. Senior Management and Carrick Hill Trust Board members are required to submit Fraud Declarations annually confirming whether there have been any incidents of fraud throughout the year.

Data for previous years is available at: <https://data.sa.gov.au/data/dataset/6c6a3438-5a19-4d2b-81fe-b19a14cdeeb1>

Public interest disclosure

Number of occasions on which public interest information has been disclosed to a responsible officer of the agency under the *Public Interest Disclosure Act 2018*:

0

Data for previous years is available at: <https://data.sa.gov.au/data/dataset/f6f6f7eb-cc15-44be-ab02-6abb088fb0f0>

Note: Disclosure of public interest information was previously reported under the *Whistleblowers Protection Act 1993* and repealed by the *Public Interest Disclosure Act 2018* on 1/7/2019.

Reporting required under any other act or regulation

Act or Regulation	Requirement
N/A	N/A

Reporting required under the *Carers' Recognition Act 2005*

Not Applicable

Public complaints

Number of public complaints reported

Complaint categories	Sub-categories	Example	Number of Complaints 2023-24
Professional behaviour	Staff attitude	Failure to demonstrate values such as empathy, respect, fairness, courtesy, extra mile; cultural competency	1
Professional behaviour	Staff competency	Failure to action service request; poorly informed decisions; incorrect or incomplete service provided	0
Professional behaviour	Staff knowledge	Lack of service specific knowledge; incomplete or out-of-date knowledge	0
Communication	Communication quality	Inadequate, delayed or absent communication with customer	0
Communication	Confidentiality	Customer's confidentiality or privacy not respected; information shared incorrectly	0
Service delivery	Systems/technology	System offline; inaccessible to customer; incorrect result/information provided; poor system design	0
Service delivery	Access to services	Service difficult to find; location poor; facilities/ environment poor standard; not accessible to customers with disabilities	0
Service delivery	Process	Processing error; incorrect process used; delay in processing application; process not customer responsive	0
Policy	Policy application	Incorrect policy interpretation; incorrect policy applied; conflicting policy advice given	0
Policy	Policy content	Policy content difficult to understand; policy	0

Complaint categories	Sub-categories	Example	Number of Complaints 2023-24
		unreasonable or disadvantages customer	
Service quality	Information	Incorrect, incomplete, out-dated or inadequate information; not fit for purpose	0
Service quality	Access to information	Information difficult to understand, hard to find or difficult to use; not plain English	0
Service quality	Timeliness	Lack of staff punctuality; excessive waiting times (outside of service standard); timelines not met	0
Service quality	Safety	Maintenance; personal or family safety; duty of care not shown; poor security service/ premises; poor cleanliness	1
Service quality	Service responsiveness	Service design doesn't meet customer needs; poor service fit with customer expectations	0
No case to answer	No case to answer	Third party; customer misunderstanding; redirected to another agency; insufficient information to investigate	0
		Total	2

Additional Metrics	Total
Number of positive feedback comments	152
Number of negative feedback comments	5
Total number of feedback comments	157
% complaints resolved within policy timeframes	100%

Data for previous years is available at:

<https://data.sa.gov.au/data/dataset/df355f25-0341-48b5-89c4-ce91f7532f6c>

Service Improvements

N/A

Compliance Statement

Carrick Hill is compliant with Premier and Cabinet Circular 039 – complaint management in the South Australian public sector	Y
Carrick Hill has communicated the content of PC 039 and the agency’s related complaints policies and procedures to employees.	Y

Appendix: Audited financial statements YYYY-YY