

OFFICIAL



**Government
of South Australia**

CARRICK HILL TRUST 2024-25 Annual Report

Carrick Hill Trust

46 Carrick Hill Drive, Springfield

www.carrickhill.sa.gov.au

Contact phone number:	08 7424 7900
Contact email:	sonia.sghendo@sa.gov.au
ISSN:	2200-9418
Date approved by the Board:	24 September 2025
Date presented to Minister:	30 September 2025

OFFICIAL

OFFICIAL

2024-25 ANNUAL REPORT for the Carrick Hill Trust

To:

Hon Andrea Michaels MP

Minister for Arts

This annual report will be presented to Parliament to meet the statutory reporting requirements of the *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 by:

Scott Bryant

Chair, Carrick Hill Trust



Date 30/09/2025

Signature _____

From the Chief Executive



This year has been one of remarkable growth for Carrick Hill. Guided by our strategic priorities – Audiences and Programs, Resilience, and Heritage – we have made significant strides across every area of our work.

By expanding our ambitions in exhibitions and programs, Carrick Hill welcomed a 68% increase in visitors, alongside substantial growth in self-generated income, with House Admissions up by 44% and shop income increasing by 170%. Importantly, we also grew the number of people enjoying Carrick Hill free of charge by 47%.

A commitment to serving the whole community has driven a wide range of program activities. This year we enhanced interpretation through the development of an immersive audio guide to tell the story of Carrick Hill, through new guided exhibition tours, and through the creation of a combined garden and house tour package for tour groups.

The appointment of a dedicated Events Officer enabled us to expand our public events program for families and community groups and grow our adult creative workshops. A highlight of the year, the Heritage Apple Fête, attracted more than 3,000 visitors.

Thanks to the generosity of donors, Carrick Hill's exhibitions program has grown in ambition as demonstrated by the success of *Morris & Co: An Adelaide Obsession*, attracting record visitor numbers. Two of our three exhibitions this year showcased the work of living South Australian artists, created through creative residencies at Carrick Hill.

A major strategic audience research project provided new insights into the motivations and behaviours of both existing and potential visitors. These findings will inform future programs and planning, helping us expand our reach, deepen engagement, and meet the varied needs of our audiences.

Ensuring Carrick Hill's resilience for the future is of paramount importance.

Increasing visitation and self-generated income has continued to be a focus and yet again visitor attendance and income through admissions, events and retail has seen

record year-on-year growth. Over the past 3 years, for example, Carrick Hill has increased paying visitors by 290%, catering income by 230%, and shop revenue by 360%. This self-generated income helps preserve and develop the historic house, its collections, the extensive gardens and remnant native Grey Box grassy bushland. Our ambitious plans for the future continued with the creation and opening of a new Visitor Precinct, featuring a new visitor entrance to the House Museum, an expanded shop, terrace garden and kiosk, as well as an Orientation Space and volunteer meeting room.

To inform the long-term conservation and restoration of Carrick Hill, an updated Conservation Management Plan and new Bushland Management Plan were created. This is informing our next 10-year master plan project that was started in 2025.

The new Visitor Precinct, with its shop and garden terrace, exemplifies how Carrick Hill's commercial enterprises both support and enhance our heritage, aligning closely with our brand vision. Diversifying income streams ensures Carrick Hill can continue its mission to broaden access to the House Museum, Collections, Gardens, and Bushland, while conserving and improving this truly unique place.

None of these achievements would have been possible without the extraordinary dedication of our staff, volunteers, donors, the Carrick Hill Development Foundation, the Friends of Carrick Hill, the Department of Premier and Cabinet, and of course our visitors. The Carrick Hill Trust is deeply grateful for their ongoing support.

Next year marks the 40th anniversary of Carrick Hill's opening to the public. With a new Masterplan in place and a continued focus on growth and resilience, this is an exciting time for the organisation and will ensure Carrick Hill fulfils its charitable objectives, welcomes more visitors and exceeds their expectations, and is conserved and maintained in perpetuity for the enjoyment of future generations.



Susan McCormack

Director

Carrick Hill

Contents

From the Chief Executive

Director.....	4
Overview: about the agency	7
Our strategic focus.....	7
Changes to the agency.....	9
Our Minister (s).....	9
Our Board.....	9
Legislation administered by the agency	10
The agency’s performance.....	11
Performance at a glance	11
Agency specific objectives and performance.....	12
Employment opportunity programs	16
Agency performance management and development systems.....	16
Work health, safety and return to work programs.....	16
Executive employment in the agency.....	17
Financial performance.....	19
Financial performance at a glance	19
Consultants disclosure	19
Consultancies with a contract value below \$10,000 each.....	19
Contractors disclosure.....	20
Contractors with a contract value below \$10,000.....	20
Risk management.....	22
Fraud detected in the agency.....	22
Strategies implemented to control and prevent fraud.....	22
Public interest disclosure	22
Reporting required under any other act or regulation	22
Public complaints	23
Number of public complaints reported.....	23
Service Improvements.....	25

OFFICIAL

2024-25 ANNUAL REPORT for the Carrick Hill Trust

Compliance Statement25

Appendix: Audited financial statements 2024-2526

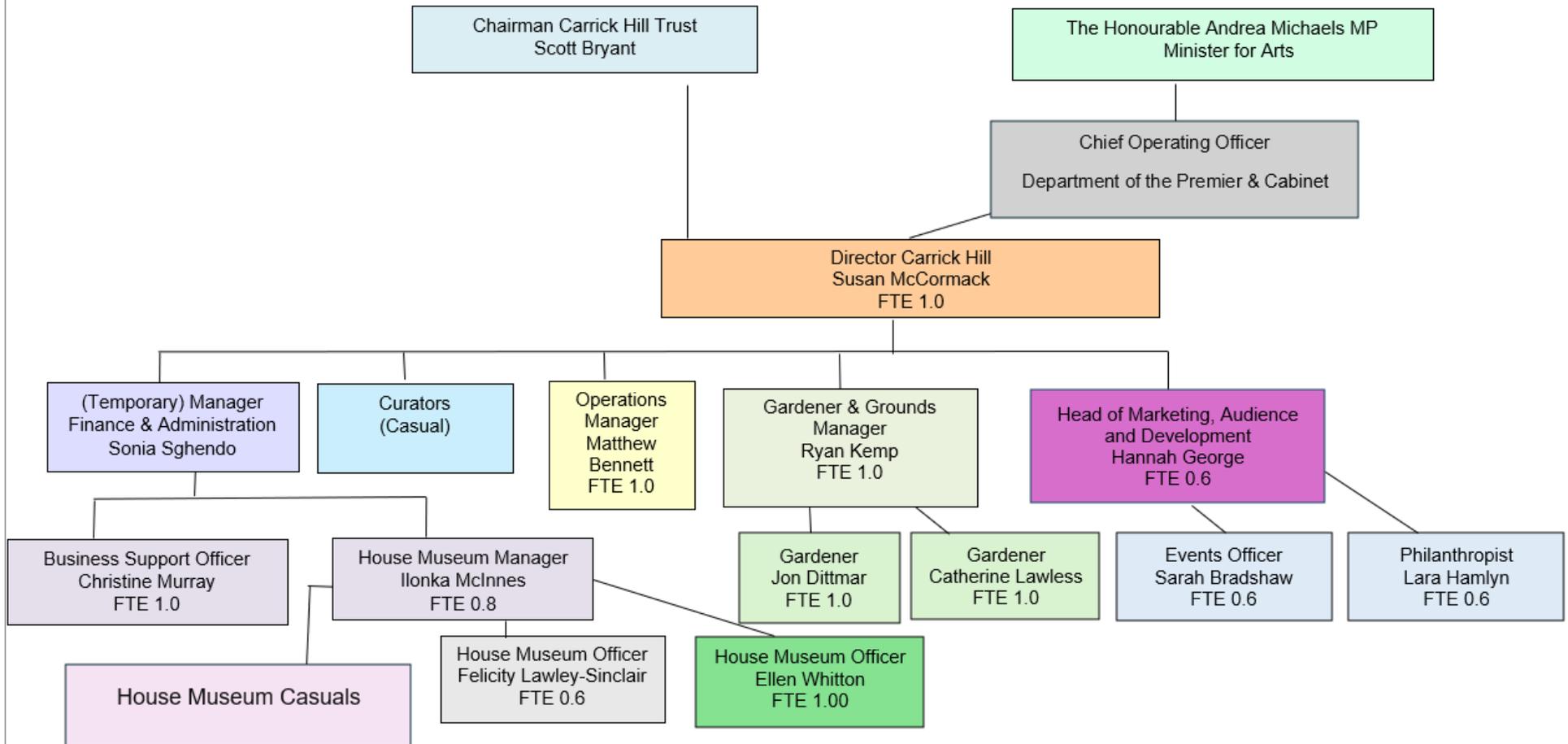
Overview: about the agency

Our strategic focus

<p>Our Purpose</p>	<p>The purpose of the Carrick Hill Trust is to make a significant contribution to the South Australian and wider communities 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 Act 1985</i>.</p>
<p>Our Vision</p>	<p>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.</p>
<p>Our Values</p>	<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
<p>Our functions, objectives and deliverables</p>	<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 2025



Changes to the agency

During 2024-25 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	01/09/2022 - 11/12/2024
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.

Legislation administered by the agency

The Carrick Hill Trust Act 1985

The agency's performance

Performance at a glance

	2024-25	2023-24	% Change
Access and Audience			
Number of Visits	224,461	133,258	68
Garden Visits	200,442	116,397	72
House Visits	24,019	16,861	42
Unique Website Visits	128,345	110,330	16
Offsite Visits (Gauguin exhibition)	63,328		
Self-generated Income			
House Admission Revenue	305,668	212,927	44
Gift Shop Revenue	184,892	68,526	170
Social Media			
Reach	777,467	711,100	9
Visits	47,486	49,200	-3
Content Interactions	12,458	10,695	16
New Page Likes	1,772	1,500	18
Instagram			
Reach	47,029	14,200	231
Visits	18,202	17,800	2
Follows	1,163	1,100	6

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	2/7
Jeffrey Mincham	7/7
Ilona Tamm	3/7
Chris Sharpley	7/7
Joanna Wells	6/7
Shaun de Bruyn	6/7
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 overarching strategic aims were:

1. Develop the new Carrick Visitor Precinct, including new House Entrance, Shop, Garden Terrace and Kiosk, transform Carrick Hill experience for visitors making them more accessible and enjoyable
2. Protect and safeguard the House, Garden, Bushland and Collections
3. 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 continue:

Access: We will use the House, Gardens, Bushland and Collections 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 are knowledgeable and committed to sharing their knowledge. They have the tools and support to achieve our organisational goals.

Shaping the future: We effectively manage our resources and grow 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 safeguard, interpret, and develop the House, Gardens, Bushland and Collections so that they are as accessible as possible.

Agency objectives	Indicators	Performance
Reach more People	Overall visits to Carrick Hill	224,461 visits to Carrick Hill (up by 68% on previous year) 24,019 visits to Carrick Hill House (up 42% on previous year)
	Interstate and international visits	International visitors (4%) and interstate (16%) visitors, a total of 20% of visitors.
	Guided Tours	Total public house tours 448; (people attending - 3,043). Total public garden tours 24 (people attending – 83) Total booked tours 93; (people attending - 2094) Total combined 565: 5,220 (up 17% people on previous year)
Grow our Partnerships	Fringe Partnership	Celestial Gardens 564 Tickets Wind in the Willows, Mr Badger 134 tickets
	Adelaide Central School of Art partnership	Creative workshops throughout the year
	SALA partnership	Oakey sculpture in garden

<p>Engaging families</p>	<p>Christmas at Carrick Hill</p>	<p>Honouring the Hayward’s strong connection with the Adelaide Christmas Pageant and love for the season, the Carrick Hill Christmas program introduced a much-loved family mouse hunt and visits with Father Christmas.</p> <p>Attended by 7300 visitors.</p> <p>Estimated 1500 children attended the Mouse Hunt, with 48 Father Christmas bookings.</p>
<p>Telling the Story of South Australia</p>	<p>Morris & Co An Adelaide Obsession (26 March 2025 – 29 June 2025)</p> <p>Carrick Hill’s most visited exhibition</p>	<p>Featuring a collection of rarely seen objects from the Carrick Hill archive, AGSA, and private collections. This exhibition celebrated Adelaide’s love for the Arts & Crafts movement and its enduring legacy.</p> <p>Curated by Dr Ellen Whitton, Carrick Hill Curator, in collaboration with the Art Gallery of South Australia.</p> <p>Attended by 8425 visitors.</p> <p>Children's workshops, 22 tickets. Curator tours, 71 tickets. Talks 168 tickets.</p>

	<p>Events Program</p>	<p>The events program included 30 events held throughout the year with 4492 people attending.</p> <p>Carrick Hill Heritage Apple Fete attracted over 3000 visitors.</p> <p>Carrick Hill as part of the Nature Festival held 9 events during the 2-week period with 213 attendees</p> <p>Children’s workshops - 53</p> <p>Garden workshop and tour - 28</p> <p>Artist- led experiences – 32</p> <p>Bowerbird concert - 100</p>
<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 new Visitor Precinct</p>	<p>A new Carrick Hill visitor precinct, to provide a destination for all visitors to meet and learn more about Carrick Hill, was constructed in the old garage space and outside area which housed the old marquee cafe. Comprising a new entrance to the House Museum, a new enlarged shop, a Garden terrace designed by SA garden designer Virginia Kennett and a kiosk cafe, it opened in May 2025.</p>
	<p>New immersive audio experience</p>	<p>To provide more interpretation to the House and its Collections, an immersive audio experience, narrated by SA actor Tilda Cobham- Hervey, was launched in January 2025.</p>
	<p>New Museum Shop</p>	<p>Within the new visitor precinct, an enlarged shop with an expanded unique merchandise range was created, as an expansion of the Carrick Hill brand and to drive income.</p>

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 2025, total number of active employees who had a formal performance management and development review between 1 July 2024 and 31 December 2024	12
As at 30 June 2025, total number of active employees who had a formal performance management and development review between 1 January 2025 and 30 June 2025.	12

Work health, safety and return to work programs

Program name	Performance
Safe work environments	Carrick Hill has continued to support safe work environments through regular auditing, assessments and quarterly meetings with DPC and Divisional Cultural WHS meetings. Risk Assessments are performed and reviewed to identify and mitigate risks and to communicate solutions to staff.
Wellbeing and Engagement	Carrick Hill salaried staff are provided with flexible working arrangements as per the DPC policies. Carrick Hill supports flexitime, part time, compressed hours and working from home arrangements wherever possible. Wellbeing programs such as the DPC Influenza Vaccination program and access to Employee Assistance programs have been maintained.

Workplace injury claims	2024-25	2023-24	% 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 meeting the relevant threshold under the Return to Work Act 2014 (Part 2 Division 5)*

Work health and safety regulations	2024-25	2023-24	% 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**	2024-25	2023-24	% Change (+ / -)
Total gross workers compensation expenditure (\$)	27,592	21,227	+25%
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/whs-declaration/resource/87aeaf7d-82f4-4636-90a0-9eadbb1818fa>

Executive employment in the agency

Executive classification	Number of executives
SAES1	1

Data for previous years is available at: <https://data.sa.gov.au/data/dataset/executive-employment-2020/resource/f94006e4-06be-4878-bbcd-564989d01a1c>

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 2022-2023 are attached to this report.

Statement of Comprehensive Income	2024-25 Budget \$000s	2024-25 Actual \$000s	Variation \$000s	2023-24 Actual \$000s
Total Income	3 018	4 234	1 216	4,899
Total Expenses	3 098	3 315	(217)	2,614
Net Result	(80)	919	999	2,285
Total Comprehensive Result	(80)	8 061	8 141	8632

Statement of Financial Position	2024-25 Budget \$000s	2024-25 Actual \$000s	Variation \$000s	2023-24 Actual \$000s
Current assets	705	1 131	426	1 050
Non-current assets	68 630	82 947	14 317	75 675
Total assets	69 335	84 078	14 743	76 725
Current liabilities	1 387	316	1 071	1 027
Non-current liabilities	126	141	(15)	138
Total liabilities	1 513	457	1 056	1 165
Net assets	67 822	83 621	15 799	75 560
Equity	67 822	83 621	15 799	75 560

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	\$19,768

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

Consultancies	Purpose	\$ Actual payment
Alinea	Masterplan	\$43,316
JF Improve	Administration Efficiency Review	\$20,000
Art Processors	Film	\$32,617
Art Processors	Masterplan	\$40,320
Art Processors	Audio Guide	\$81,528
Grieve Gillet Architects	Slate Paving Project	\$11,450
	Total	\$229,231

Data for previous years is available at:

<https://data.sa.gov.au/data/dataset/consultants-contractors/resource/276a0a99-a59b-4a2b-8c6f-c3c8c8ee0a09>

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	\$10,717.32

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

Contractors	Purpose	\$ Actual payment
Hills Sustainable Gardens	Mowing Contract	\$46,935
	Total	\$46,935

Data for previous years is available at:

<https://data.sa.gov.au/data/dataset/consultants-contractors/resource/276a0a99-a59b-4a2b-8c6f-c3c8c8ee0a09>

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

Reporting on the number of complaints received is mandated. If your agency does not have an approved set of complaint categories in place, please use the complaint categories in the table below.

Complaint categories	Sub-categories	Example	Number of Complaints 2024-25
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

OFFICIAL

2024-25 ANNUAL REPORT for the Carrick Hill Trust

Complaint categories	Sub-categories	Example	Number of Complaints 2024-25
Policy	Policy content	Policy content difficult to understand; policy unreasonable or disadvantages customer	0
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	0
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	1

Additional Metrics	Total
Number of positive feedback comments	445
Number of negative feedback comments	9
Total number of feedback comments	454
% complaints resolved within policy timeframes	100%

Data for previous years is available at:

https://data.sa.gov.au/data/dataset/?q=carrick+hill+metrics&sort=extras_harvest_portal+asc%2C+score+desc%2C+metadata_modified+desc&page=2

Service Improvements

A new Carrick Hill visitor precinct, to provide a destination for all visitors to meet and learn more about Carrick Hill, was constructed in the old garage space and outside area which housed the old marquee cafe. Comprising a new entrance to the House Museum, a new enlarged shop, a Garden terrace designed by SA garden designer Virginia Kennett and a kiosk café.

Carrick Hill has also prepared a Volunteer Room and Orientation Space to show an introductory film.

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 2024-25