

# ANNUAL REPORT OF THE CARRICK HILL TRUST

2014 - 2015



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# THIRTIETH ANNUAL REPORT

of

## THE CARRICK HILL TRUST

2014 – 2015



**Government of South Australia**

Arts SA

CARRICK HILL



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The Hon. Jack Snelling M.P.  
Minister for the Arts  
9<sup>th</sup> Floor,  
Citi Centre Building  
11 Hindmarsh Square,  
Adelaide SA 5000

Dear Minister,

Re: Carrick Hill Trust Act 1985, Section 17

The Carrick Hill Trust has pleasure in presenting its Thirtieth Annual Report and Audited Financial Statements for the year ended 30 June 2015. Due to a delay in audit procedures, Carrick Hill was unable to provide the Annual Report by 30 September 2015.

Yours faithfully,

Peter Kennedy  
**Chair**  
**Carrick Hill Trust**  
Date

Richard Heathcote  
**Director**  
**Carrick Hill**  
Date

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## **2014 - 2015 PLANS AND OBJECTIVES**

### **DIRECTION**

Carrick Hill continued to pursue its three strategic policy directions for operating the site: developing a sustainable business, pursuing environmental sustainability and implementing its Family Friendly policy for broader audience development with a focus on families.

Mr Peter Kennedy was appointed the new Chairman of the Carrick Hill Trust in May 2014 and his first initiative was to take the adopted Master Plan (completed by Walter Brooke & Associates, Oxigen and BDO Organisation Development) and with the Carrick Hill Trust Board develop a Strategic Plan to determine the priorities and the order for implementing the components of the Carrick Hill Master Plan.

The priority project is the design and construction of a multi-purpose visitor centre. A visitor centre will improve the facilities for visitor orientation, retail, administration and hospitality services in order to maximise their effectiveness for business and customer service. Walter Brooke and Associates continued their professional involvement with the concept and location of the building and associated landscape works.

### **SOUTH AUSTRALIA STATE STRATEGIC PLAN (SASP)**

Carrick Hill Trust has included in its business plan a commitment to support the SASP and its strategic priorities in the following areas:

Priority 1- Creating a vibrant city: Carrick Hill contributes to Adelaide's vibrancy through offering a variety of activities and environments just 15 minutes from the city centre. One of our goals is to encourage CBD-based activities and organisations, such as the Adelaide Festival, Adelaide Fringe and the Art Gallery of South Australia, to take advantage of Carrick Hill's proximity to the city to extend their reach.

Priority 2- An affordable place to live : Free entry to garden and grounds has been implemented to provide all South Australians, as well as other visitors, with access to the environmental experience of the Hills Face Bushland trails and historic formal gardens for recreation and leisure activities. The Children's Storybook Trail has also been installed as a family facility to encourage children to explore and experience the natural world.

Priority 3- Every chance for every child: Carrick Hill has a strong commitment to promoting opportunities for children and their families to engage in educational activities that are fun, accessible and promote development in a relaxed and enjoyable environment. Activities for children include the Children's Storybook Trail, school holiday programs, children's activities in the recently refurbished Stables, the annual Ladies of Variety Easter party for children who are disabled or disadvantaged.

Priority 4- Safe communities, healthy neighbourhoods: Since taking the entry fee off the gate at Carrick Hill, enabling the public to access the grounds free of charge, Carrick Hill's amenities - including the formal gardens, Children's Storybook Trail and extensive bushlands - have been utilised by greatly increased numbers of visitors for various forms of recreation in a safe environment.

## **2014 - 2015 OPERATIONS AND INITIATIVES**

Garden restoration project: Sophie Thomson implemented a replanting of the perennial beds of the Sundial garden at the bottom of the north lawn terraces. The garden volunteers group worked throughout the year to maintain the upkeep of these two beds. This project was funded by the 2014 Annual Appeal.

Visitation to Carrick Hill: The total number of visitors to the site rose by 22% to 69 822 in the eleven months that Carrick Hill was open to the public (ie. 267 Days) from 1 August 2014 to 28 June 2015. The public opening hours remained 10am to 4.30pm Wednesday to Sunday except when a public holiday falls on a Monday or Tuesday when the property opens to the public. Carrick Hill is closed on Christmas day and Good Friday and for the winter month of July for an annual program of site repairs and building maintenance. Conservation cleaning and an inventory check of the collection are also carried out. The total number of visitors purchasing tickets to visit the house and exhibitions rose by 30%.

Catering Licence: The Food Business completed their third year, successfully operating the licensed café and functions business. Their philosophy includes using SA suppliers and incorporating fruit and vegetables grown at Carrick Hill in their seasonal menus.

Australia Day Citizenship Ceremony & Community Breakfast: (26 January 2015)  
Carrick Hill provides the location and site management for 1100 visitors attending this event that included 95 candidates for citizenship and their families from 16 countries. The event is organised in conjunction with the Mitcham City Council and supported by the Rotary Clubs of Mitcham & Brownhill Creek for catering.

Community partnerships: Urrbrae *TAFE horticulture* students worked on their practical garden skills in the rose garden and orchard. Maxima training also brought two Certificate 2 groups of students to be based at Carrick Hill for a ten week professional training period during the year to receive a range of experiences including chainsaw handling, scissor lift operating and general gardening. Members of the *Charles Sturt Volunteer program* were provided tuition on rose and fruit pruning by the Carrick Hill gardening team. Other volunteer groups helped planting and weed clearing in the Grey Box Woodland.

School visits:

Six schools visited bringing 185 students for self-guided use of the Children's Story Book Trail and grounds.

Easter Parade Event: (1 April 2015): A Carrick Hill community partnership project with Variety SA for an annual event for 1200 disadvantaged children and those with disabilities and their carers. Organised by the Ladies of Variety the event provides a four hour program of entertainment and catering that is supported by a wide range of sponsors. The event also involves over ninety volunteers including Yr 10 students from three local schools, the Rotary Club of Brownhill Creek and Variety Club members.

Interns: Three interns were involved from the following universities: Flinders Uni (Cultural Tourism – Interpretation project), Adelaide Uni (MA in Museum Studies & Curatorship – Research project on collection), Uni SA (Library & Media studies).

Bushwalking: It is estimated that over six thousand walkers pass through Carrick Hill along the Yurrebilla Trail or up the Max Holbrook Trail to the summit of Brown Hill. This recreational use of the amenity is increasing but most of these visitors are not captured on the

vehicle recording equipment at the main public entrance/exit that provides the measure of attendance at the site.

Artlab Australia: assisted Carrick Hill with its environmental monitoring program throughout the year. The conservation program focussed on the paintings conservators continuing their research and treatment of the oil painting entitled Grand Canal Venice purported to be by the English 19<sup>th</sup> century artist JWM Turner. Full cleaning of the paint surface was completed. The painting and paper conservators also assisted in the condition checking of works on loan for the two temporary exhibitions held over the twelve months (ie. Still Life paintings of Robert Hannaford & Grace & Rebellion – paintings of Francis Roy Thompson). The textiles conservators assisted with the review and repair of Persian carpets in the house and also with the construction of cushions from a donation of William Morris historic fabric from Birksgate (a Barr Smith property where owner Ursula Hayward nee Barr Smith grew up).

Garden & Grounds Conservation and plant collections: The two perennial borders of the Sundial garden had their plantings re-designed by Sophie Thomson, who led the garden volunteer group in this project and in the continuing upkeep of the beds. Other key projects included the tree plantings in the Grey Box woodland and in the grounds surrounding the formal garden.

## **CULTURAL PROGRAM**

The Carrick Hill Trust continued its policy of presenting a public program linked to exhibitions that focussed on artists that are represented in the Hayward Bequest Collection or subjects that have direct association with the Hayward's interests and social history. The 'Looking Glorious' spring public program focuses on the connection between the collection and the garden. The program was funded by the Alfred James & Sons sponsorship and supported by the Friends of Carrick Hill.

Francis Roy Thompson: Painter of Grace and Rebellion: 1 August 2014 to 26 October 2014. Sponsored by the Friends of Carrick Hill

This exhibition of forty paintings and drawings was curated by the Director with support from Adam Dutkiewicz author and art historian. Apart from the Art Gallery of South Australia loans the exhibits were drawn from private collections in South Australia; therefore, a majority of the works had not previously been publicly exhibited. A publication by Moon Arrow Press on the artist's life and work was launched with the exhibition.

Looking Glorious – a spring program linking the garden to the art collection: 1 September 2014 to 28 November 2015.

Sponsored by Alfred James & Sons

This program of five activities and events commenced with an international speaker Evelyn Silbert, an expert on British sculptor Sir Jacob Epstein. Evelyn Silber gave a public talk (27 August) and a 'conversation' at an evening opening (28 August) on Epstein's portrait bronze sculpture which forms a significant component of the Hayward Bequest Collection including 'Mother and Child'. This key work was displayed in the garden in the Haywards day but is now displayed in the house for security reasons.

*Tool Quest* (21 Sept) an open air event was an opportunity for gardeners and collectors to have a preview of the Australian Museum of Gardening's collection; and hear a series of presentation from experts on various groups of tools such as lawnmowers and German tools from the Barossa.

*Fabulous Flowers* (10-19 October) a floral festival of designer installations in the house with an evening opening (10 October) and heavily attended public days.

Carrick Hill Home Show: 4 December 2014 to 23 January 2015

Over the Christmas period and until the end of January, Carrick Hill 'Home Show' was in place, which reinstated an important collection of guest wing rooms. Their interiors (usually temporarily converted into the exhibitions gallery) are presented as guests would have experienced the large and small guest bedrooms, linen room and the guest bathroom during the 1940s and 1950s.

The Real Thing: Robert Hannaford: Still Lifes: 11 February 2015 – 28 June 2015

Sponsored by the Carrick Hill Development Foundation.

Seventy five drawings, watercolours and oil paintings were selected by curator John Neylon to capture this leading Australian artist's view of the world around him. Known predominantly for his work as a portraitist this exhibition explored his equally prolific interest in the natural world. Over two thirds of the works had not previously been exhibited in public that included subjects such as fruit, flowers, plants, trees and a diversity of house and farm items. A Wakefield Press publication on Hannaford's life and work by curator John Neylon accompanied the exhibition.

Celebration of the Motorcar: 26 April 2015

Sponsored and organised by The Rotary Club of Adelaide.

The second year of this event presenting an exhibition of exotic and prestige cars held in the beautiful grounds of Carrick Hill. Celebration of a Motor Car showcased 120 of the crème de la crème of collectable cars. The event was partnered with the Rotary Club of Adelaide and the National Motor Museum Birdwood and attracted over 1000 visitors to the site. The event was a fundraising project for the Rotary Club of Adelaide to support three charities: Huntington's Disease, Meals on Wheels SA and the Trojan Trek.

Nature Play Day: 9 November 2015

Partnered by the Rotary Club of Brownhill Creek and supported by Nature Play SA and Adelaide's Child.

The four hour outdoor event would be based on a round robin of activities that a family register to participate in at the site. They receive the Nature Play SA material to continue ongoing activities post the event (eg. *51 things to do before you are 12; a copy of Nature Play SA Passport to an amazing childhood*). Activities were provided by 2<sup>nd</sup> Adelaide Scout Group, Birds SA, Girl Guides and volunteers of the Friends of Carrick Hill

School holiday programs and theatre productions for ticketed audiences took place in the spring (*Fairies and Pirates*: 275) and Easter school holidays (*Alice's Wonderland*: 389). An interpretive trail with interactive signs was established in the Heritage Orchard for families to explore the netted area where seventy antique varieties of apples and pears grow. The project was funded by the Friends of Carrick Hill.

## **FUNDRAISING GROUPS & VOLUNTEERS**

Friends of Carrick Hill Inc: The Friends have over five hundred members and donate funds from their annual fundraising efforts to support the garden, house and collection projects nominated by the Director and approved by the Carrick Hill Trust. The Friends ran a public program of six evening Oaken Table talks with guest speakers attracting an average of 40 people per talk and five daytime talks attracting an average of 52 people. They also publish a Friends Newsletter four times per year and realised the second impression of their book entitled *Heyday of the Haywards 1940-1970* for which they won a State Government's 2012

'Heritage Heroes Award' (Certificate of Recognition) It retails at \$25 and is sold in the Gift shop at Carrick Hill and at local bookshops.

Volunteer activity at Carrick Hill: Volunteer guides provided two tours daily for visitors as part of the experience included in the admission ticket to the house museum and exhibition. The total number of visitors that participated in these tours from 2014 to July 2015 was 3470. The guides also serviced the 31 pre-booked groups and coach tours which comprised 792 visitors. This volunteer group has served continuously at Carrick Hill for three decades and organised the publication of a booklet entitled *Carrick Hill Guides 1984-2014* to record and celebrate their history of guiding at the heritage site since it was transferred to the SA Government in 1984.

Overall there are seven activity groups made up of over one hundred volunteers that assist the operations of Carrick Hill in the following ways: Fundraising & membership program, flower arranging, gardening, oak polishing, bush care, gift shop and house guiding. Every aspect of this contribution to the upkeep and vibrancy of the site contributes directly to the successful cultural tourism experience offered by Carrick Hill. It is a key element of the property's modus operandi and a significant below the line budget contribution supporting how Carrick Hill delivers its high level of customer service.

Carrick Hill Development Foundation: Chairman, Hon Robert Lawson QC and his committee continued a program of fundraising activities including its annual appeal. The Foundation donated funds to Carrick Hill which contributed to the success of the exhibition program in the current year (*The Real Thing – Robert Hannaford: Still Lifes*) and provided funds to develop the following year's exhibitions (ie. *Passion & Taste: the making of Carrick Hill & Stanley Spencer: a twentieth century British master*). The Foundation also provided funds to assist the implementation of Master Plan projects for re-instating the original entrance and establishing a multi-purpose visitor centre to improve business facilities at the site.

## **ROLE, LEGISLATION AND STRUCTURE**

The Carrick Hill Trust was established under the *Carrick Hill Trust Act 1985*. The Trust is answerable to the Minister for the Arts, and consists of a Chairman and seven other members all appointed by the Governor with one of the members being from the council of the City of Mitcham. Carrick Hill forms a division of Arts SA, Department of State Development.

The heritage building, internationally significant collections and extensive land comprising Carrick Hill were a bequest to the people of South Australia from Sir Edward and Lady [Ursula] Hayward. The South Australian government accepted the bequest in 1983 and Carrick Hill was opened to the public in 1986.

As set out in the Act the Trust administers, develops and maintains Carrick Hill as

- a gallery of works of art,
- a museum, and
- a botanic garden.

The Trust promotes and encourages the interest of the public in Carrick Hill as a historic house and garden with major art collections and in its other services and amenities.

## **VISION**

Inspiring and Diverse Experiences

## **MISSION**

To increase attendances at Carrick Hill through the provision of a range of attractions and the enhancement of the mansion, garden and grounds, in order to secure Carrick Hill's sustainability both as a business and environmentally.

## **ENABLING STRATEGIES**

- Products and Services
- Marketing
- Visitor Services
- Collections and other heritage assets
- Preservation and maintenance
- Environment and sustainability
- Strategic alliances and partnerships
- Budget and revenue growth strategies

## **MEMBERS OF THE CARRICK HILL TRUST**

**Chair:** Peter Kennedy

**Current Members:** Lindy Taeuber - Mitcham Council Nominee

Robert Pontifex – Consultant

Julie Orchard – Educational Advisor

Brendan Grigg – Senior Lecturer, School of Law, Flinders University

Kylie Kerrigan – Stakeholder Manager, SA Power Networks

Ken Lloyd AM – Consultant

Susan McCormick – Deputy Director, State Recovery Office

**Completed Term:** Michael Picton - Mitcham Council Nominee  
(Expiry of term December 2014)

## **Garden and Grounds Advisory Sub-Committee**

**Chairman: Michael Keelan**

**Members: Dianne Hall**

**Rebecca Kennedy**

**Trevor Nottle**

**Sophie Thomson**

**Hon. Christopher Legoe QC (Retired)**

**Rev. Andrew Cheesman**

**Ex-officio: Richard Heathcote, Director**

ANNUAL REPORTING  
**HR / WHS REQUIREMENTS**

**Carrick Hill**

*June 2015*

## Management of Human Resources

Details of employment in Carrick Hill as at 30 June 2015 are provided in the tables below.

### Workforce Diversity: Age and Gender Profile

#### Number of Employees By Age Bracket By Gender.

Age Bracket	Male	Female	Total	% of Total	2014 Workforce Benchmark*
15-19	0	0	0	0	5.5%
20-24	0	1	1	6.67%	9.7%
25-29	1	0	1	6.67%	11.2%
30-34	2	0	2	13.33%	10.7%
35-39	0	1	1	6.67%	9.6%
40-44	0	0	0	0	11.4%
45-49	0	0	0	0	11.1%
50-54	1	0	1	6.67%	11.4%
55-59	1	1	2	13.33%	9.1%
60-64	1	3	4	26.67%	6.7%
65+	3	0	3	20%	3.6%
<b>TOTAL</b>	<b>9</b>	<b>6</b>	<b>15</b>	<b>100%</b>	<b>100%</b>

\*Source: Australian Bureau of Statistics Australian Demographic Statistics, 6291.0.55.001 Labour Force Status (ST LM8) by sex, age, state, marital status – employed-total from Feb 78 Supertable, South Australia at November 2013

#### Total Number Of Employees With Disabilities (According to Commonwealth DDA Definition)

Male	Female	Total	% of Agency
0	0	0	0

#### Types of Disability (where specified)

Disability	Male	Female	Total	% of Agency
Disability Requiring Workplace Adaptation	0	0	0	0
Physical	0	0	0	0
Intellectual	0	0	0	0
Sensory	0	0	0	0
Psychological/ Psychiatric	0	0	0	0

### Executives by Gender, Classification and Status

Classification	Ongoing		Term Tenured		Term Untenured		Other (Casual)		Total			
	Male	Female	Male	Female	Male	Female	Male	Female	Male	%	Female	%
No Executives												
<b>Total</b>	0	0	0	0	0	0	0	0	0	0	0	0

### Average Days Leave Per Full Time Equivalent Employee

Leave Type	2011-12	2012-13	2013-14	2014-15
Sick Leave	1.72	5.7	13.4	9.38
Family Carer's Leave	1	1.3	0.63	0.75
Miscellaneous Special Leave	5	2	0.96	0.20

### Documented Review of Individual Performance Management

Documented Review Of Individual Performance Management	% Total Workforce
A review within the past 12 months	72.73%
A review older than 12 months	27.27%
No Review	6 new casual staff members not scheduled for review in this FY

### Leadership and Management Training Expenditure

Training and Development	Total Cost	% of Total Salary Expenditure
Total Training and development expenditure	\$1 606	0.20%
Total leadership and management development expenditure	\$0	0%

Further human resources information is available from the Commissioner for Public Sector Employment – [www.publicsector.sa.gov.au](http://www.publicsector.sa.gov.au)

### Equal Opportunity Programs

The government guidelines for EEO were adhered to in the appointment of full-time, casual and part-time appointments.

**WORKPLACE, HEALTH, SAFETY AND INJURY MANAGEMENT**

Carrick Hill has fulfilled requirements for system reporting, internal audits and addressing issues as they have arisen, either through incidents, hazard reporting or by risk assessments for planned purchases and events.

There were no “lost time” injuries, for staff, during the year.

Carrick Hill has made further steps in continuous improvement, providing a safer environment for employees and visitors by;

- Support received from DSD/WHS unit by Morag Skinner, following transfer from DPC governance.
- Re-profile of Marquee Terrace surface and upper level re-alignment
- Steps from Marquee terrace to Elms lawns installed
- Installation of safety fence around duck pond.
- Installation of Life buoys in Lower Dam compound.
- Installation of electronic security lock on House rear entrance.

**Table 1 Work Health and Safety Prosecutions, Notices and Corrective Action taken**

Number of notifiable incidents pursuant to WHS Act Part 3	0
Number of notices served pursuant to WHS Act Section 90, Section 191 and Section 195 (Provisional improvement, improvement and prohibition notices)	0
Number of prosecutions pursuant to WHS Act Part 2 Division 5	0
Number of enforceable undertakings pursuant to WHS Act Part 11	0

**Table 2: Agency gross workers compensation expenditure<sup>1</sup> for 2014-15 compared with 2013-14<sup>2</sup>**

<b>EXPENDITURE</b>	<b>2014-15 (\$)</b>	<b>2013-14 (\$)</b>	<b>Variation (\$) + (-)</b>	<b>% Change + (-)</b>
Hospital	\$0.00	\$0.00		
Income Maintenance	\$0.00	\$0.00		
Legal expenses	\$0.00	\$0.00		
Lump Sum	\$0.00	\$0.00		
Other	\$0.00	\$0.00		
Registered Medical	\$0.00	\$0.00		
Rehabilitation	\$0.00	\$0.00		
Travel	\$0.00	\$0.00		
<b>Total Claims Expenditure</b>	\$0.00	\$0.00		

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<sup>1</sup> before 3rd party recovery

<sup>2</sup> Information available from the Self Insurance Management System (SIMS)

## Disability Access and Inclusion Plan

Carrick Hill follows the Department of State Development Disability Access and Inclusion Plan 2014-2019.

## Asbestos Management in Government Buildings

Carrick Hill has contributed to the production of the annual across government asbestos management report by providing Department of Planning, Transport and Infrastructure with the relevant data as at 30 June 2015.

## Freedom of Information – Information Statement

There is no fee charged for copies of the annual report, however formal requests under the *Freedom of Information Act 1991* will attract the set application fee of \$33.00. The Annual Report is also available free from our website at [www.carrickhill.sa.gov.au](http://www.carrickhill.sa.gov.au)

Any *Freedom of Information* requests can be forwarded to:

The Director, Carrick Hill  
46 Carrick Hill Drive  
Springfield SA 5062

## Whistleblowers Protection Act 1993

Richard Heathcote, Director of Carrick Hill, is designated as a responsible officer for the agency for the purposes of the *Whistleblowers Protection Act 1993*.

Richard Heathcote meets the Commissioner for Public Sector Employment qualification of a responsible officer for the purposes of the Whistleblowers Act 1993, and possesses the following attributes and qualities:

- Knowledge of the content and operation of the *Whistleblowers Protection Act 1993* and other relevant legislation and policies;
- Appropriate seniority and standing within the agency and with recognised status and reputation; and
- Tact, discretion and sophisticated communication skills.

## Public Complaints

Category of complaints by subject 2014-2015	Number
Service quality/delivery	0
Behaviour of staff	0
Service access/processes/procedures	0
Other complaints	0

Carrick Hill has a Complaints Policy which is followed and used to manage any complaints received.

## **Sustainability Reporting**

Carrick Hill has implemented the following in 2014-15:

- Recycle bins are used for the removal of relevant waste generated from the Catering Function and the day to day operations of Carrick Hill.
- All toner cartridges are sent to a collection centre.
- Mulching of plant beds in the garden is undertaken.
- The irrigation system has been upgraded with more efficient sprinklers, drippers and controllers that allow a more efficient delivery of water.
- Rain water is captured and stored, including the use of erosion control covers.
- A sustainable Water Wise management project has been instigated, which includes shandyng bore water, mains water and rain water in a state of the art dam which is lined and covered and stores a mega litre of water.
- Green waste is mulched on site and used on the property.
- A second dam has been constructed to assist with irrigation of the gardens.
- A large area of olive has been cleared along the northern, joined boundary between Carrick Hill and the Waite Institute. This work was undertaken in conjunction with the Waite Institute.
- A nursery has been established to allow for the propagation of plants on site. Benefits include a saving on the purchase of plants from commercial nurseries, the re-use of plastic pots and the provision of useful positive activities for volunteers.
- A chipper has been purchased to reduce the amount of green waste that has to be burnt. The wood chip is turned into compost or used as garden mulch.
- All scrap metals are now recycled, including old gates, fencing, concrete reinforcing mesh and drink cans and bottles
- Long term monitoring of water usage (weekly measurements) to identify periods of high/low usage, allowing staff to better assess and identify possible wastage.

## **FINANCIAL PERFORMANCE REQUIREMENTS**

- **Audited Financial Statements**

*(see Appendix A)*

- **Other Financial Information**

### Gross Attendance Figures:

(2014-2015)	69,822
(2013-2014)	56,801
(2012-2013)	65,159
(2011-2012)	61,212
(2010 - 2011)	62,931
(2009 - 2010)	57,826
(2008 - 2009)	59,458
(2007 - 2008)	61,655
(2006 - 2007)	56,173
(2005 - 2006)	44,832

### Exhibitions

Hosted three Exhibitions

## Fraud

There were no instances of fraud detected. The Carrick Hill Trust maintains a comprehensive system of checks and balances to control and prevent fraud under the advice of the Auditor-General's Department.

## Consultants

<b>Consultant</b>	<b>Purpose of Consultancy</b>	<b>Number</b>	<b>Total \$</b>
<b>Value below \$10,000</b>			
Various	Various	3	\$19 816
<b>Value \$10,000 and above</b>			
Nil			
<b>Total</b>		<b>3</b>	<b>\$19 816</b>

## Overseas Travel

Nil overseas travel.

## **OPTIONAL REPORTING ITEMS**

### **Reconciliation Statement**

The Department of State Development has produced an overarching reconciliation statement and reconciliation action plan. Carrick Hill followed the guidelines as set by the DPC.