

THE CHIFLEY HOME



MANAGEMENT PLAN

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1 INTRODUCTION

1.1 Mission Statement

The mission for Chifley Home is to conserve, research and interpret this historically important building and grounds with its unique collection of possessions and memorabilia of Prime Minister Ben Chifley and his wife Elizabeth.

1.2 Background Information

Chifley Home 10 Busby Street, Bathurst was the home of Joseph Benedict Chifley (1885-1951) and Elizabeth Chifley (1886-1962) after their marriage. Joseph Benedict Chifley was the Prime Minister of Australia, 1945 – 1949.

Since 1973, Chifley Home, with its unique collection of Chifley possessions, has been open to the community as a house museum, owned and operated by Bathurst City Council. The home reveals the domestic life of a man who rose from humble beginnings as an engine driver on the NSW railways to the nation's most important elected office during the critical, post – World War II reconstruction period.

In 1997, the Chifley Home Management Plan commissioned by Bathurst City Council was completed. This plan made a number of recommendations regarding the conservation of Chifley Home and contents. As well a number of recommendations related to other aspects of the house and museum operations were made.

Since the appointment of Bathurst City Council's Curator (Collections Management) in 2000 many of the conservation recommendations have been put into place. In 2001 the Chifley Home Working Party consisting of the Tourism Manager, Curator (Collections Manager), Museum Planner and the Manager of Miss Traill's House and Garden began to meet informally. This group discusses ways to manage the Chifley Home through strategic planning and implementation of best practice in collection management, house museum interpretation and operations.

It was awarded the Explorer Country Tourism award for Most Significant Regional Tourism Attraction in 2002.

1.3 The Plan

This Management Plan, informed by the 1997 Management Plan, describes the current situation, outlines options for future activities, makes recommendations for strategies to be implemented for the development of:

- Daily Operations;
- Collection Management;
- Facilities Management;
- Research and Public Programs;
- Marketing;
- Community Involvement;
- and Resources and Future Fundraising.

1 INTRODUCTION

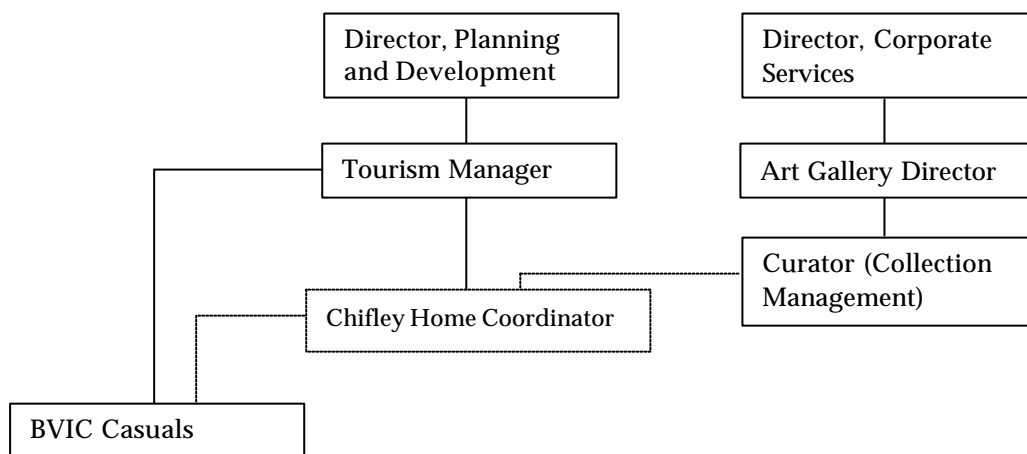
Once decisions regarding recommended strategies to be applied are made, a costed action plan will be produced for their implementation.

2 DAILY OPERATIONS

The day-to-day management of Chifley Home involves organisational structure and staffing, opening hours and visitation levels and policies and procedures.

2.1 Organisational Structure and Staffing

Chifley Home is in the Planning and Development Directorate and is directly managed by the Tourism Manager. The Chifley Home Coordinator position reports to the Tourism Manager for activities related to marketing, staffing, opening hours and public programs. The position reports to the Curator (Collections Manager) for activities related to the conservation and collection management of the house, contents and garden.



Informally, the Chifley Home Working party meets to strategically plan and implement best practice in house museum interpretation and management. These meetings depend on the availability and work priorities of the members. It is not the ideal way to perform this process.

Historically the Chifley Home Coordinator position was more a caretaker role with the emphasis of the duties being on maintaining a well presented house that was open to the public at set times, taking admissions fees and some interaction with visitors regarding the history of the house. In line with preventative conservation practices introduced to the house in 2000 there was a shift in emphasis of the position. Training was provided to the casual staff on meet and greet techniques including explaining to visitors the need to wear protective booties over their shoes and not to touch any of the items in the Collection. In addition training in guiding techniques and historical information on each of the rooms for use in guided tours was provided.

The position holder of the Caretaker/Chief Guide resigned in 2001. Currently the position description is being reviewed with a new title and change in emphasis of the position.

2 DAILY OPERATIONS

2.2 Opening Hours and Visitation Levels

Chifley Home opening hours changed to Saturday, Sunday and Monday every week, from 11.00 am to 3.00 pm each day. These times catch the peak visitation times in general for visitors to Bathurst.

In addition, the home can be opened outside the set hours for group bookings for an opening fee and admission prices. This fact is highly published on all marketing and promotional material.

The table below shows the visitation figures from 1994 to the end of 2003. The change in operating hours during 2001 resulted in a more than 50% increase in visitation levels over the 2-3 previous years. This trend continued with visitation increasing again. As more targeted programs are developed visitation will continue to increase.

Year	Visitor Numbers
1994	1,062
1995	1,588
1996	1,249
1997	1,145
1998	993
1999	1,020
2000	1,012
2001	1,626
2002	1,535
2003	1,787

2.3 Operating Procedures

After Chifley Home's purchase by Bathurst City Council for use as a house museum, operations, marketing and management concentrated around having a clean and well presented house being open at set times to the public for viewing. Priority given to general maintenance and operations functions rather than to the visitor experience and the conservation of the house, contents and grounds.

Since Bathurst City Council employed the Curator (Collections Manager) and the Working Party formed, a change in emphasis has taken place. The importance of correct collection management and preventative conservation procedures are acknowledged in the operations.

Currently a basic operations manual is in use. This manual includes policy and procedures for:

- general operations including the opening and closing of the house to the visiting public; and house keeping and gardening
- and the management of the museum's collection including object loans, the collection database and preventative conservation program.

2 DAILY OPERATIONS

2.4 Options to consider

2.4.1 Organisational structure and staffing

Continuing with the current structure and staffing arrangements is not ideal. This Management Plan is recommending a focus on the mission of the museum - to conserve, research and interpret the building, contents and grounds – rather than purely opening the doors and generally maintaining the house.

A review of the Chifley Home Coordinator position currently being undertaken will see the job emphasis change. The role of this position could change to be more actively involved in the development and implementation of public programs including education programs for students and interpretive panels both inside and outside of the house. This would mean an increase in hours and therefore resources allocated to Chifley Home. See **Section 8 Resources and Future Fundraising** (page 34) on options of funding this position.

The current organisational structure could be maintained with a more formalised acknowledgment of the roles and responsibilities of Council staff members of the Working Party.

The Bathurst City Council Museum's Review includes recommendations on the organisational structure for the management of all Council-run museums. This has implications for the management of Chifley Home.

2.4.2 Opening hours and visitation

The creation of new programs as discussed in **Section 5 Research and Public Programs** and the creation of a Marketing Plan will lead to an increase in visitation levels. An evaluation of the effectiveness of the opening hours may be considered in the long term.

2.4.3 Operating procedures

Depending on the new programs that are developed as discussed in **Section 5 Research and Public Programs**, policies and procedures for their implementation should be added to the Operations Manual.

3 COLLECTION MANAGEMENT

The strength of any museum is its Collection. How the Chifley Home Collection is managed involves acquisitions, loans, documentation, database, storage, emergency procedures, and conservation.

31 Acquisition/Securing title

The Chifley Collection comprises those items owned by Bathurst City Council and are permanently stored and/or displayed in the Chifley home.

Title of the Collection passed over to BCC in 1972 with the house.

All objects within the permanent Chifley Collection need to have their correct title or ownership recognised. It is important that Council acquires clear title to its collections. Without this it may well be restricted in the way it can use its collection, possibly making it difficult to display, lend or publish images of its objects. There is also the possibility of legal tussles over ownership if correct title is not gained properly.

Acquired material is that which has passed into the ownership of Bathurst City Council.

If any material is donated to the collection a *Deed of Gift* contract (see **Appendix 1**) is required to show the passing of title from the donor to Council. Any material donated to the Chifley Collection is to be displayed exclusively in the Chifley home or the promotion/presentation of the home and remains the permanent property of Bathurst City Council. The use and care of these items is to be done using the directions laid out in the Chifley Home Collection Management Plan

Two originals shall be made both being signed by the donor & by the General Manager (BCC) with both parties retaining one original. A detailed itemised listing of all objects being donated is to be included on the schedule.

- Title of the donated item(s) passes to BCC upon signing of the contract.
- Only the bearer of unencumbered legal title can donate any gift.
- No conditions are to be added to any Deed of Gift. Conditions will cause major problems with display, conservation, outward loans etc.
- There is no such thing as a permanent loan.

Once formally acquired, The item is to be registered, catalogued, photographed and placed within the collection. At this point Council's insurance officer is to be notified and the object(s) listed & valued under Council's insurance policy.

32 Outward Loans Policy

The *Outward Loan Policy* and *Loan Agreements* are designed to provide access to the Chifley Collection and to aid Council in lending out objects, while providing protection to the objects, Council and the lenders.

3 COLLECTION MANAGEMENT

Application for loans should be completed on the Bathurst City Council ***Outward Loan Application Form*** (see **Appendix 2**)

32.1 Conditions

Lent objects are to be at all times:

- Displayed & stored in secure and alarmed premises.
- Displayed & stored with Relative Humidity at RH 55% (+/-10%).
- Displayed & stored with Temp Range ideally not exceeding 21° Celsius (+/-3°C).
- Displayed & stored in a pest and insect free environment.
- Displayed or stored in a dry and mould free environment.
- Objects are to be displayed in a secure showcase or frame and are not to be touched by persons without gloves.
- Displayed or stored in a low u.v. area with no direct sunlight.

If items are lent to larger institutions, it is reasonable to ask for any display material specific to that item to be returned with the object i.e. matting & supports.

32.2 Purpose of loan

Loans from the Chifley collection will be considered if the objects are requested primarily for the purposes of public display and research. Objects loaned for commercial reasons will be charged a loan fee.

32.3 Eligibility

Any lender must be able to meet an acceptable level of physical security and professional care throughout the loan period, including travel.

Borrowers are to satisfy Council that minimum environmental and security standards are met. These include physical and electronic security standard, protection from damage that may be caused by extremes of light, humidity and temperature, fire, mishandling, vermin or insects and dirt etc.

32.4 Travelling exhibitions

Loans will only be approved for Travelling exhibitions if the museum is satisfied that all venues conform to the required minimum standards of security and care and that the proposed method of transport will not expose the objects to damage.

All venues are to provide a facilities report to BCC which includes security systems, environmental conditions, display systems, light levels, and insurance particulars.

32.5 Notice

Council will normally consider an application for loan if the borrower provides initial notice in writing three (3) months prior to the objects leaving Council. In special circumstances approval may be given to requests for loan received with less notice, however priority will be given to applications received with the full period of notice.

3 COLLECTION MANAGEMENT

32.6 Documentation

Borrowers are required to accept loans under Councils Outward Loan Agreement. No loans will be agreed to until the museum receives an Outward Loan Agreement signed by a person with authority to enter into the Agreement.

Lenders are to provide a facilities report to BCC which includes security systems, environmental conditions, display systems, light levels, and insurance particulars.

32.7 Sub Loans

Borrowers are not permitted to lend Council objects to a third party.

32.8 Loan Period

Loans will normally be granted for periods up to three months. The Loan period may be extended on application by the borrower subject to the borrower satisfying Council that acceptable standards of care are being met.

32.9 Credit

Bathurst City Council must be acknowledged as the lender in a prominent and clear manner in any exhibition labels or publications that refer to the objects on loan. The preferred form of acknowledgment is "Lent by Bathurst City Council".

32.10 Costs and Charges

The borrower will be normally liable for all reasonable costs incurred in the preparation of the loan, including any conservation treatment, photography, insurance, storage, packing and transport. Costs will be determined by Council and discussed with the borrower before agreement is finalised.

32.11 Insurance

The borrower as part of the Outward Loan Agreement will insure all objects on loan from Council. No loan will be agreed to if the borrower is unable to prove insurance cover. A copy of policy number and insuring company should be provided.

32.12 Approval

Approval of a loan will be made by the General Manager BCC if he or she is satisfied as to the period of the loan, the purpose of the loan and arrangements made by the applicant for the security and care of the objects.

33 Inward Loans Policy

For the same reason any material that is loaned for either short or long term must have the correct Loan agreement processed so as to recognise its title. The use and care of these items is to be done using the directions laid out in the Chifley Home Collection Management Plan. Any object loaned is to be done so only after an **Inward Loan Agreement** (see **Appendix 2**) is completed by both lender and borrower (BCC).

3 COLLECTION MANAGEMENT

Objects loaned to Chifley Home are not part of the Chifley collection and remain the property of the lender. Prior to the loan certain details need to be ascertained and agreed to by BCC, these include;

- Contact person and details.
- Lenders name.
- Loan period.
- Insurance value, (Council's insurance officer is to be notified prior to loan period commencement date to ensure item is covered under council policy).
- Display/ storage conditions.
- Transport arrangements.

It is the responsibility of BCC to look after the loan items in full accordance with the loan agreement and conditions.

Two originals shall be made both being signed by the lender & by the General Manager (BCC) with both parties retaining one signed original. A detailed, listing of all objects being lent is to be included on the schedule.

34 Documentation

34.1 Registration

All material acquired for the Chifley Home will be registered to the following minimum standards and in accordance with the Management plan.

- each item is to be assigned its own unique identifying number;
- the identifying number is to be clearly written on the item in accordance with conservation guidelines and a label bearing the bar code of the identifying number is to be attached to each item;
- a description of each item sufficient to search for that item in the database and to identify is to be recorded in the database;
- a record photograph of each item with its identifying number is to be made;
- all paper records for each item are to be retained in files that can be readily accessed; and
- All cataloguing is to be done using the *Chifley Home Object Record Sheet*.

The object record sheet is to be kept in folders in The Bathurst Visitor Information Centre. The catalogue database is kept on Microsoft Access and is stored currently on the NMRM database.

Under this system there is both a form and tabular method of presentation with both object information and digital photograph stored together.

Any paperwork regarding collection items (ie. Histories, Receipts etc) are to be kept with the respective *Object Record Sheet* hardcopy.

3 COLLECTION MANAGEMENT

34.2 Physical numbering

Any numbering should as a standard be placed in the Lower Right corner on the rear of the object.

Any numbering needs to be of a non-interventionist/non-permanent type.

Objects such as timber, metal, plastic should be numbered with non-permanent ink. The ink is to be placed over a layer (basecoat) of "Paraloid b72" in a spirit solution or acrylic nail varnish. After the number is written another sealing (topcoat) can be placed over it. This method of numbering can be removed entirely by wiping with spirit.

Paper objects need simply to be marked with a pencil on the verso in small lettering in the lower right corner.

Cloth or fabrics can be numbered with a small cloth tag sewn on to the rear edge and the object number then written onto the tag. Ensure that any sewing is done using very fine thread and needle and the sewing is only done along an existing seam or thread line.

A paper tag can also be used to tie on to an object if there is no other method.

Use of metal pins, clips etc. to hold a tag or label is to be refrained from as they all lead to long term damage from scratching or corrosion marks

34.3 Photography

A digital image of the object with corresponding registration number is to be taken at time of original cataloguing. A copy accompanies the object record sheet in the folders as well as alongside the record on the database.

All objects within the collection are to have a digital image taken of the item with a clearly identifiable object number alongside. A copy is to be kept with the specific object record sheet at the Bathurst Visitors Centre. A JPEG copy is then to be bound to the specific sheet on the collection database.

This is a record shot only, any other image taken of the collection (for publicity etc). should have a hard copy made and stored with any negatives number in a specific Photography folder at the Bathurst Visitors Centre.

Any image taken from the collection needs to have appropriate the appropriate credits, these being *Chifley Home collection, Bathurst City Council*.

35 Chifley Collection database

In 1999 collection catalogued and digitally photographed by Sam Malloy and Anny Dickson through grant funding. The database was created 2000. Currently, final records being entered onto database and images inserted onto database.

351 Database Procedural

All objects within the Chifley collection need to be registered and catalogued into the Chifley Collection database.

This database serves as the primary research and access tool for the collection.

3 COLLECTION MANAGEMENT

The database contains all activities, information, research, movements, conservation etc. relating to all collection objects.

Any entries are to be entered using only the following specific fields. These fields are identical to those on the manual Object record Sheet.

Nothing is to be entered into, altered on or deleted from the Chifley collection Database without the express permission of Collections Manager (BCC) and the Tourism Manager (BCC).

352 Object record entry fields

Name

A simple recognizable common term to describe the object.

Numbering

Each object is to receive a single unique number.

Object numbering is to follow a two-part system where the first number depicts the year of acquisition or processing and the second number is sequential and specific to the object registered.

A third number is applied when the object has parts. This is a suffix that states the number of parts in ascending order inclusive of "1".

I.e. 1999.001.1 – 4. Here the year of acquisition is 1999. This was the first object catalogued, and it has four parts.

Classification

The method used is a three-part classification system that classifies the object in order of usage from broadest term to narrowest term. It provides a standard terminology for naming objects and a structure that assists in searching for objects. Usage should be with a standard thesaurus and nomenclature as well as a standard Dictionary. I suggest the current Macquarie Dictionary.

In the example of a food server

Primary	Secondary	Tertiary
Domestic Equipment	Food & Drink Consumption	Cutlery – Trowel

Location

The location of the object is to be recorded through again a hierarchy system that runs from biggest to smallest in the physical description of the object position.

Here it starts at "Site" or actual building location. This can be either CC - Chifley Home, BCC – Council Chambers, BL – Bathurst Library, RAG - Regional Art Gallery or IVC - Information and Visitors centre.

The next stage down is "store" which is the room or area of location. In the case of Chifley Home these would be DR (dining room), BATH (bathroom), KIT (kitchen), STU (study), BED (bedroom), SIT (sitting room), HALL (hall), EXT (outside), LAU (laundry), SHED (shed).

3 COLLECTION MANAGEMENT

The third stage is the position of the object within the room or area. In a display room “position notes” is used and in static storage “position” is used. “system” denotes storage or display. For example, a hanging picture on display would have the position notes “hanging west wall”. A stored item might have position row 4, bay 4 shelf 3

Source

This field contains information as to the source of the acquisition. This should include 1) type of acquisition (Donation, loan etc.), 2) name of donor, 3) address and contact number.

Dimensions

To be entered in millimetres only. Enter in order of Height then Width then Length.

Inscription Text

Any text inscribed on object or attached literature/label

Description

Description of object, method of construction, colour, shape etc. (should be done using a standard terminology. i.e. Queensland

Made By

Information about the manufacturer, maker or artist. Should include when and where if known.

History/Use Association

Information relating object/s to specific events, individuals, activities. The provenance or history of the object.

Archival material, Published References

This field is to contain known information about publishing. This is to be used for cataloguing.

Exhibition/loans

Here is to be listed any information about any objects placed on exhibition or if any objects have been used for loan purposes

Conservation

The “**object condition**” field should have listed all information regarding the physical condition of the object. A brief description is to be used –Very good, Good, Fair, Poor

Any particular point that needs expanding upon can be done in the “**Conservation Notes**” field. Here mention can be made of matters such as Holes, mould deterioration etc.

All conservation treatment done on any object is to be recorded. Here should be listed any other treatment as well as any damage done or alterations made. Date of activity and persons involved should be mentioned.

3 COLLECTION MANAGEMENT

*Several fields listed on the object record sheet have been dropped from the database as they will not be used for this purpose and were used by the Queensland museum for their specific purposes. These include **Type specific details, Conservation priority** and **Type**

36 Collection Storage

All material is to be stored/displayed following standard conservation practices.

Any handling of paper, metal or fabrics should be done using cotton/rubber gloves.

Paper based material when not on display should be housed in an area free from light, moisture and environmental hazards. An acid free housing is the preferred option e.g. Solander boxes or acid free, card - board housing. Individual items should be housed in paper. Mylar sleeves are a better option for photographs and documents as they provide a sturdy cover that stops curling, dog-ears etc. Being clear means that they do not have to be removed from their cover for viewing, thus diminishing wear and tear.

Metal objects such as silverware and decorative pieces that are likely to suffer from tarnishing are not to be touched by bare hands. The oils on bare skin can be quite acidic and will affect the metal.

Fabrics (blinds, curtains etc) are to be kept out of direct sunlight at all times. Fine lace and delicate coverings should be stored generally in clean cupboards and then be displayed on a rotation basis. Thus single items will only be on display for one month in six.

37 Transport and packing objects for movement

No object is to be moved from the Chifley home without the express approval of BCC's Tourism Manager. The Collection Manager is responsible for the logistic aspects of moving & transporting objects.

Any object that needs to travel externally must be packed appropriately. That is it needs to be protected from shock, moisture, dust, biological hazards and human error.

All objects should be wrapped in tissue. If a paper or card object, a cardboard or hard foam sandwich surround placed around this with a layer of bubble wrap sealing the entire bundle from possible moisture damage. Finally this is placed into the travelling box or crate and padded out to avoid any jolting. If there are multiple objects in the same box ensure a packing slip/list is also enclosed at top. Ensure the packing slip and box have details of receiver and sender clearly marked.

Any box/container used for conveying objects should be a) strong enough to hold contents and b) clean of dust/insects/splinters glass etc. before use.

No object is to be transported in an open vehicle, no matter how well packed.

3 COLLECTION MANAGEMENT

38 Emergency procedures

381 Security

The key to the bathroom/laundry is to stay on the hook behind the kitchen door.

The key to the garden shed is to stay on the hook behind the kitchen door. (The gardener has a copy of this key.)

All attendants are to keep the front door (screen or main dependant on weather) locked if not in the house.

If alarms are set off at night, contacts to check the house are:

- Collections Manager (Tim Pike 6332 2562)
- Manager, Development Assessment (Richard Denyer)

382 Hold-up

All staff must be trained in hold-up response as part of any induction. There is a safety procedures manual .

All cash is to be stored in the study in a cash box, cash box not to be left out.

Attendants are to adhere to Council's hold-up procedures located at BVIC.

383 Disaster plan

- All staff must be trained in fire evacuation procedures as part of any induction.
- Use fire extinguisher if available, and situation permits safe use.
- If safe call Collections Manager & Tourist Centre immediately.
- Ensure all other staff and visitors are out of house assemble in adjoining empty block.
- If fire is out of control stay out of building and call the Fire Brigade.
- Do not touch/remove the any collection items until directed by Manager Tourism or Collections Manager and house is deemed safe by Fire authorities/Police.

If collection needs to be removed from house, this is to be done under instruction from Collections Manager. Collection is only to be moved into secure storage such as National Motor Racing Museum store, Bathurst Regional Art Gallery store, Somerville Collection store.

39 Conservation

The biggest conservation issues within the house are those concerned with human contact, Ultra-violet light, Biological (Insect) damage and environmental hazards. All these can have a major detrimental effect upon the fabric of the building and the collection. To allay these hazards, preventative conservation is used to decrease the rate of deterioration in collections, and to protect them. Emphasis is placed on it for the following reasons:

3 COLLECTION MANAGEMENT

It is desirable ethically to prevent deterioration rather than to seek remedy once it has occurred.

It is difficult, if not impossible to restore an object to its original appearance once deterioration has occurred, with some loss of evidence of the original state of the object always taking place.

Measures designed to reduce the rate of deterioration of works of art usually contribute towards the prevention of the buildings in which they are housed.

The cost of remedial conservation is high. Long term it is extremely cost effective to apply preventative measures to historic objects.

Any cleaning or repair of specific collection objects should only be done after consultation with the Collection Manager BCC. This does not include the day to day cleaning of the house, which should occur as a standard procedure. i.e. dusting and vacuuming.

Any such work or repair needs to be recorded on the collection database so as a complete history of all actions can be ascertained for future conservation work.

The key to successful preventative conservation is the exercise of good environmental control of historic buildings. The contents of houses are far more sensitive to relative humidity (RH) levels than they are to temperature, and the environmental conditions aimed for are such that the great majority of materials receive the maximum benefit. Levels of RH significantly than the upper limit specified are liable to give rise to mould growth and insect attack to organic materials, and to corrosion of certain metals, while excessively low RH levels are will cause shrinkage, cracking and embrittlement of materials such as wood, paper and ivory.

The RH range for Chifley Home should be 45-65%RH. While the Temperature range should be in the 16 to 21°C. While visitor comfort is important, attempts to warm the house too much in winter will result in a dramatic drop in RH and damage to contents and internal woodwork.

In the Chifley home, RH & Temperature is to be monitored using digital data-loggers (Hastings Brand). This operates using a small reader remotely placed within the cottage which then records environmental conditions. This is downloaded onto the software on the Collection Managers PC. It is then recorded in graph form.

Light is damaging to organic materials sepecially textiles and works on paper. This damage is proportional to the total light hours. Minimising light intensity and duration is essential for the collection.

This Ultra violet light can be screened using transparent ultra-violet light absorbing film to the insides of windows. This has a 5 to 10 year life. Blinds are another method. Internal lighting is to be kept to a minimum for the same reason.

391 Special collection considerations

- Carpets - Due to the delicate state of the original carpets all persons (staff & visitors) entering the house need to be wearing the cloth shoe covers supplied.

3 COLLECTION MANAGEMENT

This adds longevity to the original carpets as well as increasing the visitors appreciation of conservation matters within the house. Eventually (money pending) identical copies can be made and the originals can be stored.

- Clocks need to be wound and re-set when the house is open to the public and/or groups. It is vital that they are wound only partially. Do not over-wind the clocks as this will damage them. One & half turns will be enough to run for a day.
- External awnings, These will suffer from dust marking and and light streaking. For this reason once a week lower the awnings fully and give a light sweep of the materials. Over time the canvas fabric will deteriorate. The metal fittings and wooden rod are original and as such any repair to the awnings should only involve the replacement of the canvas with the fittings not needing to be altered.
- Internal blinds. The internal blinds must to be drawn down whenever the house is closed up.
- Timber venetian blinds. Once a month, dust these with a cloth or soft-suck vacuum.
- Object handling. No visitor is to touch any object. The attending guide is to be the only person who is permitted to touch an object. When handling objects gloves are to be worn.
- Silverware. A standard silver cleaning cloth will clean some minor tarnish and leave a protective layer on the material. Cleaning and rubbing with Methylated Spirits will remove most tarnish. Occasional cleaning (every five to ten years only if warranted) with an electrolytic silver cleaner is fine as long as this method is used sparingly. Prior to this consult a conservator (see Museums & Galleries Foundation) to check suitability of this process given ongoing research.
- **Never ever use Brasso/ silvo/etc.** These are abrasive cleaners and will wear down any surface and eventually damage an object. Staff found in the possession of such cleaning agents will be summarily horsewhipped on the front verandah.
- Do not sit on furniture items containing fabric ie. lounge, settees, Not only will the fabric be threatened but also any internal springs/support .

4 FACILITIES MANAGEMENT

The heritage building and grounds are an essential component of the museum. Conserving and maintaining them are important management functions.

4.1 Building Maintenance

4.1.1 Building Policy

That the house and grounds be retained at their pre-1962 state or, where later changes have occurred, returned to the condition they were in prior to Elizabeth's death in 1962.*

The house is unchanged from the period of 1940 to 1962.

Any work is to be authorised by the Collections Manager and Tourism Manager, and Director of Planning and processed through Councils Property Manager.

Regular maintenance ie. lighting and plumbing is to be costed to the maintenance budget.

Work is to be carried out by personnel with the relevant skills and is to occur in line with the above Policy.

Major capital work will need to be paid for out of grant funding or BCC (monies pending).

Any work done on the house should be documented with supporting photos of area prior to and after work being done. The documentation should include descriptions of materials and construction methods. This should include any work done on services, building fabric, structure etc. Any documentation is to be kept with Collection files at Visitors centre.

The existing shed, clothes line, laundry/toilet/bathroom are as established at time of the Chifley's time of residence. These structures are not to be altered. Any alteration for change in usage is to be done with a heritage architect. Without the the similar. See site layout of Chifley Home.

A Major works program was undertaken in 2000-2001 funded jointly by the NSW Ministry for the Arts & Bathurst City Council.

This work was recognised in 2002 with the awarding of the National Trust's Best Restoration (Non-Residential) award.

4.1.2 Interior works

Room	Date	Works
Sub-floor	2000	Engineers inspected and discovered the piers had sunk in Dining, Bedroom, Study and Parlour (Front room). This left the bearers and flooring 'floating' and hence the major shaking that existed in the floor. It has been rectified with the lifting of the floor and refixing of the piers. The floors and carpets have been replaced in original order. The timber bearers and floorboards are in good condition.

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		The walls were inspected while the floor was up and there is no moisture in the bases of any of the walls.
Ceiling cavity/roof	2000	Engineers have inspected. Interior and exterior o.k Shared chimney has been recapped and brickwork re-pointed The existing galvanised roof has been painted in matching colour as a form of sealant, due to the appearance of light corrosion.
Security	1997	Installation of ceiling mounted movement/IR detectors in all rooms, Keypad in back atrium. This is phone linked to Bathurst Security network.
Bathroom	Nov 2000	This room has had major work. With the removal of the water tank a piece of tin was placed atop the roof guttering over the bathroom to stop water splashing over the gutter. The result was water splashed in under the eaves, and soaked the ceiling and interior of the South wall. The result was the rotting of the window, frame, wall and ceiling. This damage has been rectified and the cause fixed. The original glass has been replaced in the window. The rotten fabric has been replaced.
Kitchen	Mar 2001	In the 1980's the kitchen ceiling had been replaced. Unfortunately this was done with 1990's cornice. This has been taken back to square-edged corner pattern without cornice, the same pattern as atrium. The small cupboard beside the fireplace has collapsed. Investigation proved that this had been a smoking chamber previously and with the installation of the stove the fireplace was made redundant. The smoking chamber had been made into a small cupboard at this time. The damage was from loose bricks in the ceiling above falling as the chimney dried out. This have been remedied.
All windows	Feb 2001	The counterweights and ropes have rotted over the years. All windows have been re-sashed. The are now operable and have been refitted in window frame. The mesh flyscreens on all windows had corroded badly. All frames have been stripped, re-meshed, re-beaded fitted & painted.
Pantry	May 2002	A single light has been fitted inside above the door (room was impossibly dark) it is not visible from the outside.
Bedroom	Mar 2002	The top of the wall (doorway), has over time moved away from the ceiling a couple of mllimetres, This has let black dust run down the interior of the wall. This was remedied through the sub-floor works.
Dining Room	2000	See sub-floor. At some point after 1972 a new fireplace & heater were installed, these are to be taken back to their original forms.
Toilet	May 2002	At some point in the 1990's the original cistern had been replaced with a contemporary plastic one. This has been replaced with a concrete one sympathetic to the period.
Study	Mar 2001	In the 1980's the kitchen ceiling had been replaced. Unfortunately this was done with 1990's cornice. This has been replaced with a sympathetic period cornice, the pattern of the original is unknown. A large hole existed in the exterior wall beside the air-vent, this appears to be from previous work where a gap had not been filled.
Internal paint scheme	Nov 2002	All rooms and ceilings have been repainted over the past 9 months. The colours chosen have been taken from sample matching. This colour scheme

4 FACILITIES MANAGEMENT

		<p>is to be adhered to unless further research can prove a different pattern.</p> <p>Lounge room: Pascol "Arctic Wind"</p> <p>Bedroom: Accents 52 "Rose skin"</p> <p>Hall: Accents 120 "Blissington"</p> <p>Study: Pascol "Arctic Wind"</p> <p>Back entry area Accents 120 "Blissington"</p> <p>Ceilings off-white matt</p> <p>Laundry & Toilet off white matt</p> <p>Kitchen TBA</p> <p>Bathroom TBA</p> <p>Skirting boards/door & window frames off white gloss</p>
Bed, Lounge and Dining	Apr 2003	Interior blinds installed

4.13 Exterior works

Area	Date	Works
Clothes line	Oct 2001	The two cross beams have been replaced with hardwood timber to the same dimensions. The original had rotted and was not far off falling.
Side path	Oct 2002	<p>The path has lifted quite badly due to ivy on the old fence. This ivy has under-mined the side path and had started to creep into cracks on the house wall.</p> <p>The result has been four of the concrete squares being lifted and cracked. The ivy has been removed. The broken path squares have been re-laid in identical pattern.</p>
Side Fence	Nov 2002	<p>The side (East) fence has been replaced (ivy again). The original had collapsed in parts with the posts all rotting at the base.</p> <p>The new fence is of identical construction and materials.</p> <p>The fence on the (West) has also been replaced after having fallen forward, this has happened without affecting the old grape.</p>
Awnings	Mar 2001	<p>All awnings have had original torn fabric removed. All fittings have had all paint & rust removed and been powder coated.</p> <p>Original fittings including octagonal timber weights have been retained within a new matching fabric and ropes.</p>
Front wall	Mar 2002	<p>Following a vandalism attack, the two bricks piers holding the gate were knocked down. Fortunately the metal fence gate & fittings were not damaged.</p> <p>The brickwork on this remaining wall was constructed of inferior bricks, which have suffered from excess moisture and salinisation. The result has been the faces blowing off of the bricks and the crumbling away of the exposed content over recent years.</p> <p>The wall has been replaced completely with an identical brick of higher quality. The wall has been laid in original pattern. The new piers have been erected with a metal rod interior to give support. The original metal gate has been brushed and reinstalled.</p>

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Benches	June 2001	Two timber benches have been fabricated and fixed to concrete beside front & rear doors. These are for visitor use for rest and putting on booties. These are non-original props.
Tank	May 2001	<p>A Galvanised water tank has been fitted in the position of the original tank (removed in 1982) beside the side gate. While it has a similar cavity (used for firewood) as below the original tank, the concrete footing is different.</p> <p>Because of building standards the wall is three sided not two as the original had been.</p> <p>The tank is presently not connected to roof rain water. This can be done later pending garden water usage. It is weighted with sand to stop movement from wind.</p>
Painting	Mar 2001	<p>The entire exterior has been repainted (including the galvanised roof and sheds). The previous colour was the BCC standard Navy Blue & White imposed when Council took it over in 1972. This had been done more for identification than to follow original colours (source = original painter). The condition of the paintwork was poor, with major areas peeling and damage occurring to the house fabric where exposed to the elements.</p> <p>The colour pattern chosen (cream & green*) was taken from paint scrapping's taken at multiple points around the house. In places there were up to 7 different colours, with some areas colours not matching those in other areas.</p> <p>The colours chosen were 2 to 3 layers under the original council colours giving them a date approximately 1940-1960. Both colours are from Pascol range Traditional Heritage chart, these being Pascol <i>Juniper green</i> and Pascol <i>starch</i>.</p> <p>This colour scheme is to be adhered to unless further research can prove a different pattern.</p> <p>*Section 3.2.2 of "A plan for the management of Chifley Home 1997" Highlights Four areas of future investigation and recommendation in relation to the building. These have all been addressed and if action needed, resolved in the past two years.</p>
Adjoining block	June 2003	Construction of interpretive pathway

The path through the side block allows access to the house for handicapped people without having buses reversing into Logan St. The back lane is not big enough to allow large vehicles to enter and turn around. Historically access was through the back gate because of the steep front stairs. The path will allow external interpretive signs to enhance the house.

4.2 Garden Maintenance

4.2.1 Garden Policy

That the garden and grounds be retained at their pre-1962 state or, where later changes, including natural deterioration) have

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*occurred, be returned to the best-documented scheme or configuration prior to 1962.**

- Any work is to be authorised by the Collections Manager, Tourism Manager, and Director of Planning and processed through Councils Property Manager.
- Any work should not greatly exceed that which characterised the garden in its heyday.
- Regular (ongoing) gardening maintenance is to be costed to the regular gardening budget unless extra funding is made available through sponsorship/ grants/etc.
- The existing garden features such as the rear concrete paths and concrete edges, the front terraced walls and steps, the hedge and side gardens are as established at time of Ben Chifley. See site layout of Chifley Home. Most remnant plants have been planted by the Caretaker from 1972 to 2000.
- The garden was both flowers and vegetables. The vegetation in the garden should remain as such. The hedge (a form of plum) and grapevines on the side (Western) fence are most likely original plantings. The hedge should be replanted (where there are gaps from plant death & privet removal) with identical species.
- The planting scheme (**Appendix 4**) lists all plant species appropriate to the Chifley garden.
- A schematic plan of the property is attached as **Appendix 3**.

4.2.2 Ongoing Maintenance

The ongoing garden maintenance program is to include:

- edge trimming
- lawn cutting
- removal of weeds from beds & path ways
- replanting if needed
- mulching
- trimming of hedges
- raking of any lawn clippings and leaves from paths and lawns
- any other general rubbish is to be removed.

The removal of recognised noxious weeds (such as privet) is to be included in any garden maintenance program.

Any garden maintenance should include the outside of all existing fence lines.

Any work is to be supervised by BCC Property Manager & BCC Collections Manager.

Any work is to adhere to the overall Garden Planting plan (as **Appendix 4**).

5 RESEARCH AND PUBLIC PROGRAMS

The Collections are a valuable tool for conducting research into the history of the Chifleys, and life during the inter-war years. The results of this research are communicated to the visitors through a variety of public programs.

51 Research

Already a great degree of research work has been undertaken on behalf of the Chifley Home. This work has included the initial 1998 Conservation Management Plan for the site, the Chifley Home Visitor Guide Booklet completed in 2000, and the Chifley Oral History Project released in 2002 with an additional volume to be completed later in the year. In 2003 research work will be undertaken for a series of interpretative panels to be installed on the pathway recently constructed in the adjacent block.

52 Public Programs

In recent years the ways in which information is conveyed to the public about the Chifley Home has mainly been:

- Guided tours to casual visitors and groups
- Visitor guide booklet
- Specific programs as part of Bathurst's Autumn Heritage Festival and Autumn Colours Programs

There are different kinds of public programs that are planned to be offered.

52.1 Exhibitions/displays

Currently there is an information panel about recent conservation works to the Chifley Home on display. Apart from this there is little information visitors can access without interacting with staff. The degree of information they receive during house tours depends on the staff member's level of knowledge.

In 2003 a series of interpretative panels will be installed along the recently constructed pathway through the adjacent block, telling the story of the house and its occupants. These exterior panels can be accessed by visitors outside of opening hours.

52.2 General visitor tours

At present visitors to the Chifley Home either receive an introduction to the site or are conducted on a guided tour of the house. The quality and length of the tours depends largely on the number of visitors on the site at the one time and the knowledge of the history of the house by the guide on duty. Currently the staff structure comprises of one casual staff member and relief staff from the Bathurst Visitor Information Centre. In 2001 there was a training afternoon for the Bathurst Visitor Information Centre staff on guiding techniques of the Chifley Home.

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52.3 Special tours and activities

Although successful, special tours and activities at the Chifley Home have been few and far between. Recent ones have included:

- An evening public tour of the house during Bathurst's 2001 Autumn Heritage Festival.
- Free public open day with tours in 2001 to mark the 50th Anniversary of Ben Chifley's death.
- ***At Home with the Chifleys***: a program of special tours co-hosted by guest guides with personal memories of Ben and Elizabeth Chifley. Tours were followed by refreshments. These were based on handwritten recipes, compiled by Mrs Chifley and her housekeeper/companion, Mrs Isabel Clark. These tours ran over three days and were part of the 2002 Autumn Colours Program.
- ***Life in the 1940s***: a special event run during the 2003 Autumn Heritage Festival. A range of activities including french knitting, making model gas masks, copperplate writing, scarf tying, embroidery displays, provision of Oslo lunch and specially themed tours of the house.
- ***Over the Chifley's Backfence***: a weekend of special neighbourhood guided walks in May 2003 as part of the Autumn Colours Program.

52.4 Student programs

Presently the Chifley Home does not have established educational programs for students. Schools that visit the house are taken on a standard guided tour of the site. Often high numbers of students together with the limited physical space within the house, tends to provide a lesser standard of interpretation of the site. As well, problems arise with the safety and security of the collection and building. In conjunction with their visits some schools do provide their students with worksheets specifically focused on the Chifley Home and the role of Ben Chifley as Prime Minister.

52.5 Publications

The Visitors Guide was revised and reprinted in 2003. It is an excellent information resource and memento of the visit to the Chifley Home.

The publication arising from the Chifley Oral History project have been deposited in various libraries, with a copy at the house.

A booklet, *Ben and Elizabeth's Neighbourhood*, was completed in 2002. It was developed using research from the Chifley Oral History Project. Copies of the booklet, printed in-house, are available for free at Chifley Home.

53 Options to consider

531 Research

Because of Ben Chifley's high profile in Australian political history together with the importance of the Chifleys to Bathurst, ongoing research will continue to play an

5 RESEARCH AND PUBLIC PROGRAMS

important role. The Chifley Home, the unique mostly inter-war collection, and the grounds are all worthy of further research work. One aspect of research that urgently requires attention is that of the house and its role within the working-class community of Milltown particularly in the latter decades of the 19th century.

Research brings with it voluminous amounts of written and related material which requires a centralised repository. Bathurst requires such a storing place so that Chifley research and archival material can be accessed by researchers and the general public. This concept has previously been explored by Dr Robin McLachlan, Senior Lecturer in History at Charles Sturt University: Mitchell. Preliminary discussions with Bathurst City Council, particularly the current Mayor, Ian Macintosh, covered in general terms, the concept of a Chifley Library in association with Charles Sturt University: Mitchell to be administered similar to the John Curtin Library in Perth. This worthwhile vision which would naturally encompasses the role of the Chifley Home needs greater investigation together with seeking financial support from several levels of government.

532 Exhibitions/displays

For house museums such as the Chifley Home with its intact site and collection, exhibitions and displays are a challenge dissimilar to galleries and some museums, which have a purpose-built space and conditions for regular changes of exhibitions and related modes of interpretation. The *Chifley Home Conservation Management Plan* (1998) stated that the semi-attached cottage to the Chifley Home, 12 Busby Street, would provide an ideal venue for further interpretation of the site as well as a space to conduct the day-to-day administration of the site by staff and possibly volunteers. This venue could include associated material, exhibitions and displays expanding on the historical and interpretative themes that the home, collection and the neighbourhood have to offer.

An off-site venue [i.e. Somerville Museum - temporary exhibition space] could display travelling exhibitions related to the Chifleys. Old Parliament House in Canberra and the Powerhouse Museum in Sydney have such exhibitions which add to the historical significance of Chifley home and its Collection. Such exhibitions would generate continued public and media interest of the Chifley Home.

533 General visitor tours

Once the staff structure of the Chifley Home is formalised the guiding component needs to be re-examined and a recommended system established. This process should include the following:

- Training on the history of the house, its occupants and the collection together with a basic history of Milltown.
- Recommended group sizes and methods in dealing with unbooked large groups.
- Timing of tours i.e. on the half-hour or whenever visitors arrive.
- Recommended time length and routes of tours.
- Dealing with visitors with physical disabilities i.e. visually impaired, wheelchair bound.
- Provide ongoing training in all of the above categories

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534 Special tours and activities

For house museums such as the Chifley Home special tours and activities serve the following purposes:

- An opportunity to expand in an imaginative way the various themes that the museum represents. In the case of the Chifley Home this would include a Prime Minister's residence, an inter-war middle-class collection and lifestyle, and everyday life in working-class Milltown.
- To generate ongoing community and media interest in the site.
- To foster repeat visitation to the museum within the local and regional community.
- A means for fund-raising.

There are several avenues available for special tours and activities at the Chifley Home both on and off site. These can include:

- Thematic guided tours of the site focusing on such topics as:
 - Home life for Ben and Elizabeth Chifley
 - A middle-class Australian family living in the 1930s and 40s
 - Changes in household furnishings and domestic technology from the 1930s to the 1950s
 - The story of the house told through oral history recollections
 - Life in 19th century Milltown for a typical railway family
- Walking tours of the neighbourhood focusing on the area's architectural heritage and lifestyles of the early residents.
- School holiday programs specifically for children i.e. typical children's games and crafts of the 1930s.

534 Student programs

There are opportunities for the Chifley Home to construct several education programs based on a number of themes related to the current school syllabus both on primary and secondary school levels. Such themes could encompass:

- Australian politics and the role of Ben Chifley – ***This particularly relevant as changes to the Years 7-10 History syllabus will see a unit dedicated to Australia's Prime Ministers.***
- Domestic life in an Australian household during the inter-war years
- Changes in domestic technology and usage
- Community heritage and the role of the house within the Milltown district of Bathurst
- Oral history and its function in historical interpretation

A critical element in designing education programs for house museums and particularly in the case of the Chifley Home will be the consideration of the limited physical space within the house and grounds. Guidelines will need to be established on the number of students allowed in the house and grounds at the one time and those that could participate in a designated neighbourhood walk.

For large groups of students there is the opportunity for half the students to be at the Chifley Home and the remaining half to be at another educational site in the city i.e. Miss Traill's House and Garden, the Bathurst Regional Art Gallery or the National

5 RESEARCH AND PUBLIC PROGRAMS

Motor Racing Museum, and later for the groups to swap over. This currently occurs with some school groups that visit Miss Traill's House and Garden particularly those from Sydney.

For education programs to be designed and implemented for the Chifley Home initial consultation needs to be undertaken with the NSW Department of Education [Western Division] which is based in Bathurst. This should initially take place at the Chifley Home so that an understanding of the site (including the limited and conservation issues) and its relevance to education programs can be fully determined. Discussions should include the following areas:

- The current school syllabus both primary and secondary and how it can be linked to the Chifley Home and its Collection, occupants and the neighbourhood.
- What is required in designing site-specific education programs for the Chifley Home i.e. materials required [worksheets; hands-on objects] and the numbers of staff needed to implement such programs.
- How best to market the education programs to teachers and schools.

Consultation should also be sought from the Historic Houses Trust of NSW, the National Trust of Australia (NSW), and the ACT Government, so that information and advice can be gained on how education programs are designed and implemented for their respective house museums. Calthorpes' House in Canberra and Meroogal in Nowra are two house museums which are worth seeking advice from as they have very similar issues as the Chifley Home. Specific consultation should also include Miss Traill's House and Garden, the National Trust property in Bathurst, so that their education programs can be assessed. Here exists an ideal opportunity for both these local house museums to market their individual education programs together so to increase the appeal and effectiveness of schools gaining a value-added experience of two completely different house museums in the one city.

For education programs to work effectively and for schools to make a repeat visit, the delivery of such programs by the personnel on site needs to be thoroughly worked through. The number of staff needs to be adequate to cope with the number of students on site. As well staff need to be properly trained in the delivery of such programs. House museums are no different from any other cultural attraction where adequate staff and training will ensure a worthwhile and rewarding experience by schools which will in most cases lead to repeat visitation.

It is also important that schools on inquiring or booking a tour of the Chifley Home are sent a pre-visit educational kit including:

- A booking form
- Teachers' notes containing:
 - information about the education programs and how they each relate to the school syllabus
 - recommended student group sizes
 - number of teachers / parents required to assist with the programs
 - site plans of house, grounds and neighbourhood
- Master copies of student activity sheets for photocopying
- Directions on how to get to the Chifley Home

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- Teachers' evaluation forms to be completed at the conclusion of the visit
- Information on other cultural attractions in Bathurst and their respective education programs

6 MARKETING

Marketing Chifley Home as an important place to visit is achieved by a combination of advertising, promotions and merchandising.

61 Advertising

Advertising of Chifley Home is primarily targeted at the general travelling by car market with a focus on families and 55+ visitors. Information about the attraction is distributed at Bathurst Visitor Information Centre as well as through a number of publications listed in the table below.

Name of Publication	Description of advertising	Publication Specifics	Distribution	Regularity/ Life Span
Bathurst Visitors Guide	2 page spread dedicated to Ben Chifley – editorial and photos a 1/3 page advert within attractions section.	89 page DL Guide 80,000 print run	Widely distributed in NSW	18 month Life Span
Chifley Home Flyer	large photo of house with editorial, opening times and map of location	2 sided DL flyer. 5,000 print run	Distributed at VIC, Chifley Home and other major attractions in Bathurst, targeting those with historical interest.	Annually or until stock depleted.
Bathurst Attractions Guide	Contact details, opening hours and prices	A4 double sided coloured paper printed and updated at VIC	VIC and other major tourism operators in Bathurst and District	Continual publication, printed in house updated as needed.
Bathurst City Map	Basic listing of contact details and opening times	A1 folder to DL size full colour – 25,000 two colour – 45,000	VIC, BCC and major tourism operators	Annually
Chifley Home Interpretive Brochure	A full room by room interpretation of the house with house plan, editorial and photos. history of the home. introduction to the Chifleys. contact details, opening hours and map shows all points of interest around Bathurst relating to the Chifleys.	16 page A5 full colour brochure.	Chifley Home and VIC.	As stocks are depleted.
Bathurst Tour Planner	editorial, contact details, opening time, facilities within attractions section.	A4 spiral bound document.	Specifically targeting bus/coach companies and schools group. Mailed out to bus companies.	Annually

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Educare – Extra Curricular Activity Planner	editorial, contact details opening hours. part of a 4 page Bathurst Section	Full colour publication, ½ A4 advertisement.	Educare look after distribution and send out to NSW Schools	Annually
Bathurst City Website www.bathurst.nsw.gov.au		The City of Bathurst's website	world wide access	Continual
Autumn Colours Program	Listing at beginning of each month detailing opening times for that month, contact details and brief description.	DL brochure highlighting events and activities on offer during the Autumn months of March, April and May.	BVIC, local VIC's and tourism operators in Bathurst and Evans.	Annual

62 Merchandising

Currently Chifley Home is featured on three items in the souvenir range: the Chifley Home Postcard, Historic Home magnet, Bathurst Tea Towel, Bookmark and Mrs Chifley's Recipe Cards.

These souvenirs are sold at Chifley Home, Bathurst Visitor Information Centre and also local retail outlets.

63 Promotion

Due to the size and other constraints of Chifley Home as a tourist attraction the majority of the promotion to date has been targeted at small groups or free independent travellers. The focus of promotion has been historical perspectives of the house and its collection and the fame of Ben Chifley.

On a much smaller scale the benefits of the house as an educational resource have highlighted. The following table outlines promotional activities.

6.31 Continous Promotions

Promotion	Target Market	Promotional Offer/Activity	Marketing	Duration
Bathurst Gold Pass	all Bathurst and Evans Shire residents over 16 years old	Discounted entry fee to holders of a gold pass.	Launch TV, newspaper and radio. Continually advertised by newsletters and radio.	Continual with annual updates.
Autumn Colours Promotion/ Autumn Heritage Festival	Families 55+ Residents Touring by car.	Guided tours either themed or with special guests.	Within Autumn Colours Program promotion and marketing.	Annual during 3 months of Autumn.
Bathurst Historic Homes Pass	Touring by car 55+	Discounted entry into 3 Bathurst house museums with Chifley, Abercrombie House and Miss Traill's	DL flyer distributed at 3 houses and other tourism operators in Bathurst and district.	Continual with updates.

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		House and Garden.	Also advertising.	
What's On Board	BVIC visitors	General information about the Home	Small card on the What's On regular events noticeboard	Continual with Updates
What's On Monthly flier	General Public	General information about the Home	A4 double sided sheet with 2BS radio announcements	Monthly

6.32 Topical and/or Seasonal Promotions

Examples of topical and /or seasonal promotions are listed below. Opportunities for additional promotion of this type will be capitalised upon.

TNSW Touring by Car Campaign	Touring by car Families 55+	2 for 1 entry offer in the bonus book.	State wide advertising campaign, then receive map and bonus book.	12 months
Food for Thought (Western Advocate lift out)	Families	Advertisement in supplement highlighting Mrs Chifley, the Kitchen and Pantry collections.		1 month

6.4 Options to consider

The development of a range of new programs recommended in this plan will require new marketing strategies to reach the particular target markets. Marketing new schools programs will involve teacher previews, mailouts to schools, writing editorial for Teachers Association publications, liaising with the Department of School Education to promote the programs as well as other strategies. Marketing special tours and activities will involve producing a yearly program for wide distribution, capitalising on Council's community radio ads and 'on-hold' messages as the events draw close, liaising with Council's Communications Manager to write and issue press releases, as well as other strategies.

Once the range of public programs are decided upon the marketing plan can be worked on to ensure the widest possible potential audience is aware of the program.

7 COMMUNITY INVOLVEMENT

Actively involving the community in the life of Chifley home through Volunteer programs and Community Interest groups will create many opportunities to improve its profile and service provision.

7.1 Volunteer Programs

Since its inception as a house museum in 1973 the Chifley Home has been exclusively managed by Bathurst City Council staff. The property has no established volunteer base.

7.2 Community Interest Groups

Except for its administrative link with Bathurst City Council, the Chifley Home is somewhat isolated from the Bathurst community. Except for regular opening hours and a range of limited public programs in recent years, there has been no cause for the Bathurst public or groups to become actively involved in the life of the Chifley Home.

7.3 Options to consider

Most cultural attractions and facilities now have Volunteer and/or Community Interest Groups. Before implementing such support groups for the Chifley Home, it has to be ascertained what roles and duties such groups would perform for the Chifley Home. Such roles could include:

- Volunteer guides for casual visitors, coach groups and schools
- Volunteer gardeners
- Volunteer based Advisory Committee to support paid staff
- Fund-raising for the property
- Designing and implementing public programs i.e. special talks, excursions to other historical attractions, school holiday programs

When engaging volunteers to work with paid staff it is not only crucial to determine the most effective roles that they can play in that organisation but also the type of training and on-going training that is required. If volunteers are utilised at the Chifley Home it is important to keep in mind that they are there to enhance the overall objectives of the site and to support paid staff - there must not be a dependence on volunteers for basic functions of the Chifley Home to operate effectively.

Similar to volunteers, the community generally and the various groups it contains needs to be assessed so that appropriate support roles can be determined for the Chifley Home. Likely interest groups within the Bathurst community would include:

- Bathurst Branch of the National Trust
- Miss Traill's House and Garden
- Bathurst District Historical Society
- Bathurst Regional Art Gallery

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- Abercrombie House
- Charles Sturt University: Mitchell
- Bathurst TAFE
- University of the Third Age
- Bathurst and district schools: primary and secondary
- Bathurst Information and Neighbourhood Centre
- Volunteering Bathurst
- Bathurst Garden Club
- ARTS OutWest
- Local and regional media

On a wider level, other interest groups could include:

- National Trust of Australia (NSW)
- Historic Houses Trust of NSW
- ACT Government: Historic Homes Unit
- Old Parliament House, Canberra
- Tourism NSW

Interest groups could become involved with the Chifley Home at various levels. Some in the operational life of the site, others in an advisory capacity, whilst some just simply want to be kept informed of the activities associated with the Chifley Home i.e. public and educational programs. To keep all facets of interest groups informed of what is happening at the Chifley Home, the delivery of information is important via such means as a regular newsletter and other appropriate material. As the operational and interpretational aspects of the Chifley Home develop, similar to volunteers, the need for outside interest groups will naturally evolve.

8 RESOURCES AND FUTURE FUNDRAISING

Refocussing the management of Chifley home towards furthering its mission of conservation, research and interpretation will require greater resources than current levels. This section discusses ways that additional resources may be found.

8.1 Current resources

Chifley Home's recurrent expenditure on staff, services and regular maintenance is approximately \$21K per annum (2001/2002 is anticipated to be \$5K higher due to high estimated leave costs (part of staff on-costs) and costs of establishing the garden). Recurrent income is approximately \$2K per annum from admissions.

Other expenditure is on a project basis and only proceeds when grant monies are received and if necessary, matching funds are found by Council.

The table below shows the estimated expenditure and income for 2001/2 to 2004/5 based on Council's Budget 2002/3 as well as grant monies received for 2002 and applied for, for 2003 (note NSW Ministry funds are given per calendar rather than financial year).

Expenditure	2001/2	2002/3	2003/4 Est.	2004/5 Est.
Operational				
Wages	\$10,526	\$12,258	\$12,748	\$13,258
Staff On-costs	\$4,440	\$750	\$778	\$807
Telephone	\$946	\$970	\$994	\$1,019
Electricity	\$210	\$215	\$220	\$226
Security	\$837	\$858	\$879	\$901
Rates	\$1,268	\$1,310	\$1,353	\$1,398
Maintenance				
Garden and yard	\$6,750	\$3,120	\$3,198	\$3,278
Building	\$2,650	\$2,783	\$2,800	\$2,800
Projects				
Oral history	\$6,017			
Conservation works	\$21,344			
Interpretation		\$15,000	\$	
Total	\$54,988	\$37,264	\$22,970	\$23,687
Income				
Operating				
Admissions	\$2,241	\$2,287	\$2,354	\$2,413
Council				
Matching conservation	\$10,672			
Grants				
NSW Arts - Conservation Works	\$10,672			
Federal - Oral History	\$6,017			
NSW Arts - Interpretation		\$15,000	\$	
Total	\$29,602	\$17,287	\$2,354	\$2,413
Balance met by Council	\$25,386	\$19,977	\$20,616	\$21,274

8 RESOURCES AND FUTURE FUNDRAISING

In order to implement many of the recommendations made in the proceeding section additional resources, particularly staff and financial resources, are required. There are a number of avenues that could be explored to raise additional funding.

8.2 Options to consider

8.2.1 Grants - NSW Ministry for the Arts

The NSW Ministry for the Arts has provided a number of grants to assist with the ongoing development of Chifley Home. Future grants are available through a number of avenues:

- Capital Infrastructure – The Ministry will fund 50% of large-scale capital works projects requiring matching funds.
- Museum’s Program – *Annual Operations* – The Ministry will fund 50% of the annual salary and on-costs for **newly created** professional positions for 3 years. It is expected that after this time Council would continue the position.
- Museum’s Program – *Projects* – The Ministry will fund consultancy fees and implementation costs for projects related to Collections, Exhibitions and Museum Management.
- Museum’s Program – *Minor Capital Works* – The Ministry will outright fund small-scale capital works less than \$10,000.

Small-scale projects under \$20,000 could be applied for on an annual basis. These require no matching funds from Council, but do require the involvement of suitably qualified museum professionals - the Curator, Collections Management and Museum Planner - for the Ministry to consider the applications. There needs to be evidence that previous year’s grants have had a significant impact in order to justify the Ministry’s continued support. Examples of projects that have and could be applied for in the future are listed below:

- 199/2000 – Received
- 2001 for 2002 – Received \$15,000 for development of interpretive pathway and signage (external)
- 2002 for 2003 – Applied for \$12,000 for development of Education packs and promotion to schools – DID NOT RECIEVE
- 2003 for 2004 – Applied for \$15 000 for funding to develop new Education Materials.
- 2004 for 2005 - Could apply for funding for researching and developing small travelling exhibition about the Chifley’s to tour regional centres.

If the creation of a new position is to be considered an application for 50% funding of a new position could be applied for in early 2004 to begin in 2005. This would require Council to commit to 50% of costs for first 3 years and 100% thereafter. The position could be a part-time, responsible for the development and delivery of public programs at Chifley Home as well as working with the Museum’s Unit staff to develop cross-cultural-facility exhibitions and education projects. This position could replace the current Coordinator’s position for the first three years at no additional cost to Council (50% of the part-time salary would be \$10-12,000 per annum, the current caretaker’s wage). However after three years the total cost \$20-24K would fall

8 RESOURCES AND FUTURE FUNDRAISING

to Council but could be spread across NMRM, Somerville Collection and Chifley Home.

As the Home has recently undergone large-scale conservation works, the need to plan an application for Capital Infrastructure or small-scale Capital Works projects is low at this stage.

8.2.2 Grants - Other funding bodies

A range of other funding bodies can be pursued in order to raise money for specific projects.

8.2.3 Supporter's fund

The respect and admiration of Ben Chifley, as one of Australia's much-loved Prime Ministers, could be capitalised upon by the creation of a supporter's fund. There should be a range of support levels to suit different types of supporters. It should be promoted as annual support as this will assist with ongoing operations and long-term planning. Politicians, industries associated with the Chifley's and a range of other potential supporters could be approached by mail with a brochure. Although for tax reasons it is not advisable to advertise that supporters will be offered benefits in return for their donation, supporters should be serviced with invitations to events, newsletters etc.

8.2.4 Sponsorship

The creation of a generic Business Case – a document that outlines the goals of the Chifley Home, its community and cultural benefits and the range of benefits the Home could offer businesses which might want to sponsor the Museum could be developed. Careful research into corporate organisations that may be suitable to approach for sponsorship, rather than a scattergun approach, is vital to the success of such a campaign. The generic business case needs to be tailored for each different business approached. Meetings should always be made to present the case rather than just sending it and hoping for a result. This approach aims to develop an ongoing relationship with a business rather than a one-off sponsorship (although these sometimes maybe desirable). A number of businesses could be approached for a small annual financial contribution plus in-kind support. In order to acknowledge business support a small supporters board will need to be produced and a suitable location determined.

9 RECOMMENDATIONS

Based on the options presented in each of the proceeding sections the following recommendations are presented for Council's consideration, approval and adoption.

91 Daily Operations

91.1 Organisational structure and staffing

1. The position of Chifley Home Coordinator be reviewed to change the focus and increase the involvement of this position in the development of public programs.
2. The hours of the new position be changed to 24hrs fortnight, this will include 8 hours when the Home is not open to the public to allow for planning and development of public programs. Casual guides will continue to be employed for 8hrs a fortnight to assist with guided tours when the house is open to the general public.
3. The recommendations of the BCC Museum's Review be considered regarding the organisational structure for management of Council's museums.
4. Full training for BVIC permanent and casual staff in conducting guided tours of Chifley Home.

92 Collections Management

92.1 Acquisitions

5. The collection and house both be valued by qualified valuer for insurance purposes as the current valuation is grossly inadequate.

92.2 Collection Database

6. Database placed on BCC's SQL server so it runs in a more secure and smoother format.
7. Database made accessible on internet.

92.3 Conservation

8. The large photo albums in the study to be digitally copied. These are of great interest and are frequently requested for copying. This use will eventually cause damage to both the album and individual photos. By cataloguing and copying digital images of the individual photos the handling of these can be minimised.

92.4 Disaster Plan

9. A Disaster Plan for the House and Collection to be completed as part of the overall Disaster Plan for Council's Museums.
10. A small CO2 fire extinguisher to be purchased.

9 RECOMMENDATIONS

93 Facilities Maintenance

931 Building policy

11. The Dining Room gas heater, an early 1970's intrusion, and surrounding fire place additions be removed and fireplace to be taken back to pre-1962 pattern with the heater replaced with period piece.
12. The garage where Chifley's famous Buick was parked be rebuilt.
13. The commemorative plaques mounted on the front of the house be removed and mounted on a single block/plinth/stand on the adjoining block alongside the proposed path.
14. New carpets, manufactured to the exact pattern be laid, preserving the existing carpets to be stored in an appropriately conditioned store.

932 Garden Maintenance

15. BCC to approach Bathurst Garden society to seek volunteer participation in maintaining garden according to Management plan.

94 Research and Public Programs

94.1 Research

16. The concept of the Chifley Library be explored further with Charles Sturt University to produce a long-term plan.

94.2 Public programs

17. A temporary exhibition on Ben and Elizabeth Chifley and their association to Bathurst be developed for the temporary exhibition space in the new museum to house the Somerville Collection for 2005.
18. The concept of acquiring 12 Busby St for office/interpretive display spaces be explored to produce a long-term plan.
19. Grant funding be sought to develop interpretive video to be shown onsite.
20. The review of staffing at Chifley Home to reflect an increased role in public program development and delivery.
21. Guidelines for general guided tours be developed and staff trained.
22. The following special tours and activities be developed and/or conducted:

Name	Description
Ben Chifley's Bathurst	To coincide with the anniversary of Ben Chifley's birthday on 22 September, a weekend of special guided tours would focus on Ben Chifley's life at 10 Busby Street from his days working on the railways to weekends home as Prime Minister. The tours would emphasise Chifley's role within the Bathurst community and the local organisations that he was involved in.
Life in a Bathurst 1940's House	What was it like living in Bathurst in the 1940s? A weekend of special guided tours of the Chifley Home focussing on what was fashionable in a typical middleclass 1940's house. How did people dress, how were they entertained, and what type of foods did they enjoy eating. Tours would also include household furnishings of the period and what was

9 RECOMMENDATIONS

	grown in a 1940's garden.
Over the Chifleys' Back Fence	A guided walk through the streets and laneways that made up the Chifleys' neighbourhood. The walk would include the houses and lifestyles of the people who lived in the surrounding neighbourhood that made up the historic district of Milltown. The tour would encompass the commercial area of Milltown as well as its workplaces.
I remember the Chifleys	Guided tours would be co-hosted by those who had personal memories of Ben and Elizabeth Chifley. The tours would specifically focus on life at 10 Busby Street and the surrounding neighbourhood.

23. The development of syllabus-linked student programs be a priority, particularly related to Years 7-10 History Syllabus. Other avenues of funding be explored if current grant application is unsuccessful.

95 Marketing

24. A marketing plan be developed once recommendations to be implemented are known.

96 Volunteers and Community Interest Groups

25. A Volunteer and Community Interest Group program be implemented.

26. Guidelines for volunteers and community interest groups be developed once programs to be implemented are known.

97 Resources and Future Fundraising

27. Small project grants continue to be applied for through the Ministry for the Arts, Museums Program. A five-year plan of small projects, which build on past projects, should be developed in order to present a strong development case to the Ministry.

28. Consideration be given to an application for an Annual Operations grant in 2004 for 2005 for an new part-time position to replace the Coordinator's position.

29. The specific projects identified elsewhere in the plan be assessed for suitable grant applications and sponsorship opportunities.

30. A brochure for the 'Friends of Chifley Home' with Platinum \$1000, Gold \$500, Silver \$100 and Bronze \$50 levels of support be produced and mailed out to identified lists of potential supporters.

31. A generic Business Case for Chifley Home be developed and potential business researched for a personalised approach for sponsorship.

APPENDICES

Appendix 1: DEED OF GIFT FORMs



Bathurst City Council

Bathurst Visitor and Information Centre
Private Mail Bag 17
BATHURST NSW 2795
Telephone: (02) 6332 1444
Fax: (02) 6332 2333

Deed of Gift

no. _____

DONOR: I, _____ (Full name of donor)
of _____ (Full address of donor)

(hereinafter called "the Donor") Hereby give to Bathurst City Council (hereinafter called Council) who is the owner and operator of "Chifley Home", 10 Busby St, Bathurst NSW 2795 (hereinafter called "Chifley Home")

The goods and property described in the schedule attached and I, the Donor do:

1. Warrant that I am the sole unencumbered owner of the goods and property in the schedule, free from all claims.
2. Hereby give, convey, dispose and deliver unto the Council all my right title and interest in the goods and property in the Schedule hereto including rights of copyright, if applicable, to the Council absolutely.
3. Declare that this gift shall not be determined upon my death and shall bind my legal representatives.
4. Declare that this gift shall ensure for the benefit of the Council, its successors and transferees in perpetuity.

Dated this _____ day of _____ 20____

Signatures

Donor _____ Date _____

Witness _____ Date _____

The Council hereby accepts the gifts and property described in the attached **Schedule of Gifts** from the Donor:

Signed for and on behalf of

Bathurst City Council _____ Date _____

APPENDICES

Schedule of gifts

no. _____

Description of Donation/Gift

-
-
-
-
-
-
-

Signed by Donor: _____

Witness: _____

Date: _____

Appendix 2: Loan Agreements and Forms



Bathurst City Council

Bathurst Visitor and Information Centre
Private Mail Bag 17
BATHURST NSW 2795
Telephone: (02) 6332 1444
Fax: (02) 6332 2333

Outward Loan Application Form

Contact Details

Name of institution: _____

Postal address: _____

Contact person: _____

Telephone work/ home: _____

Fax: _____

Email: _____

Loan Details

Purpose of loan (exhibition title etc): _____

Objects requested (include object number if known): _____

APPENDICES

Venue details

Security/ fire

Security response company: _____

Security phone number: _____

Movement/ IR. detectors YES/ NO

Is exhibition area monitored at all times YES/ NO

Insurance company/ underwriter: _____

Policy number: _____

Fire extinguishers type/no.: _____

Fire hose reels no.: _____

Fire alarms: YES / NO

Fire sprinklers: YES / NO

Environment

Air-conditioning brand: _____

Monitoring devices: _____

Temp. Range: _____

R.H. range: _____

Lighting type: _____

Achievable lux levels: _____

Transport

Method of transport: _____

Company/ contact: _____

Bathurst City Council Use Only.

Loan recommended: YES NO

Name _____

Signature _____

Date _____

Loan authorised

Signature _____

Date _____



Bathurst City Council

Bathurst Visitor and Information Centre
Private Mail Bag 17
BATHURST NSW 2795
Telephone: (02) 6332 1444
Fax: (02) 6332 2333

Inward Loan Agreement

OBJECT: as per attached schedule

Loan No.1

Is the Sole property of _____ (the lender)
of _____ (address)

The said object is hereby granted on loan by the lender to Bathurst City Council for display purposes only at the Chifley Home 10 Busby street, Bathurst NSW 2795.

Conditions of Loan Agreement:

- The object is not to be removed from the Chifley home during the term of the loan, with the exception of storage, unless prior written approval of the lender is obtained.
- The object must not be used for any other purpose than stated above.
- Approval and a signed agreement is required of the said lender if any of above should alter during the period of loan.
- Agreed value of object \$ (dollars).
- Period of Loan is from / / to / / and thereafter on a month to month basis, terminable by either party giving one months notice.
- Insurance of the object is to be placed under Bathurst City Council's Insurance Policy, against all customary risks of physical loss or damage from external causes while in transit or on location during the period of the loan.
- Council has the right to display or not display the object during the period of the loan as it sees fit, including how any display is established.
- Council, in conjunction with the owner, will arrange for the correct maintenance to be carried out.

Special Conditions

Signatures

Lender _____ Date _____
Witness _____ Date _____
Bathurst City Council _____ Date _____

APPENDICES

Inward Loan schedule

Loan no. 1

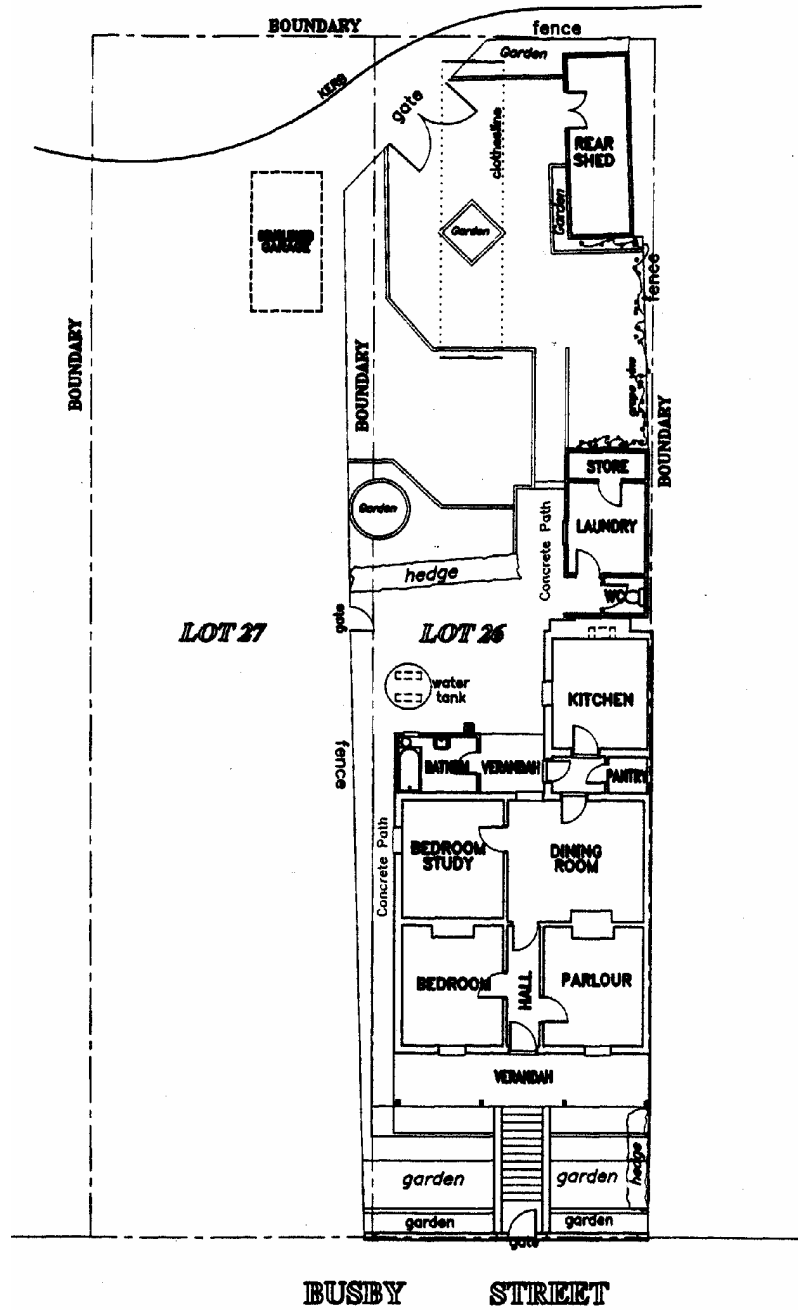
(example only)

- 1 x movie poster, “For whom the bell tolls”, print on paper. 500mm x 700mm
- 2 x gold cufflinks, inscribed “Painters & Dockers” gilt on EPNS

APPENDICES

Appendix 3 Chifley Home Site Plan

Taken from *A plan for the Management of Chifley Home*. Times Past Productions with McGregor projects, Architects & Builders 1997.

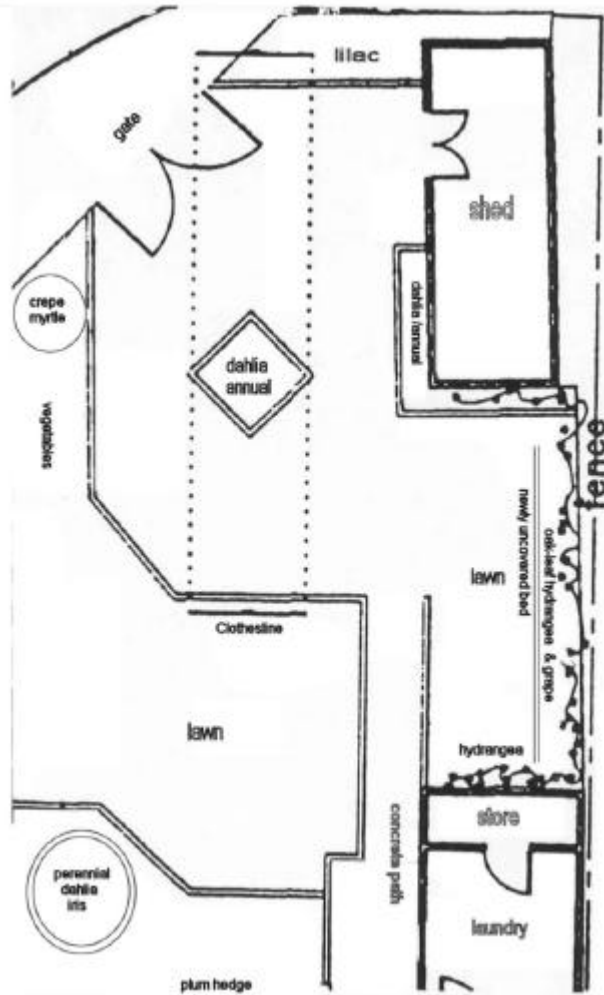


SITE LAYOUT
CHIFLEY COTTAGE
10 BUSBY STREET, BATHURST

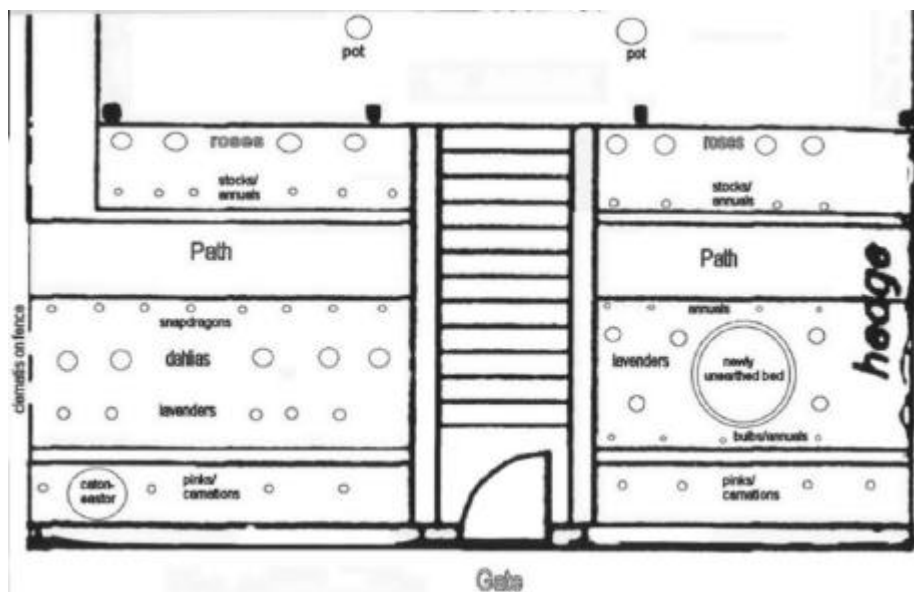
APPENDICES

Appendix 4: Garden Planting Plan

Back Garden Layout



Front Garden Layout



APPENDICES

Plant list

Given the target period of the house (1930 to 1951) the species most suitable for planting are those more representative of this period and those that are accepting of the local climate. Naturally any garden is organic (that is evolving) hence this is a general guide to planting.

While the feature plants (trees/hedge) are seen as semi-permanent the use of smaller decorative plants such as annuals and stocks can differ slightly over time.

As more specific information is received regarding the garden this list can be updated.

Species appropriate for planting in Chifley garden

Acanthus (oyster plant)	Delphinium (larkspur)	Myosotis (forget me not)
Achillea (yarrow)	Dianthus	Narcissus
Actinotus (flannel flower)	Echinacea (coneflower)	(daffodil/jonquil)
Agapanthus	Erica (heath)	Nepeta (catmint)
Alcea (hollyhock)	Felicia (Blue margarite)	Nigella (love in a mist)
Aloysia (lemon scented verbena)	Freesia	Papaver (poppy)
Aquilegia (columbine)	Gazania (black eyed sussan)	Paeonies
Arctotsis (aurora daisy)	Gladiolus	Pelargonium (geranium)
Argyranthemum (Margueritte Daisy)	Grape (as per existing)	Petunia
Aster	Hebe	Phlox
Azalea	Helianthus (sunflower)	Primula
Backhousia (lemon scented myrtle)	Helichrysum (paper daisy)	Prunus (as per existing)
Bellis (English daisy)	Helleborus	Rhododendron
Bracteantha (everlasting daisy)	Hyacinth	Rosa (older varieties)
Calendula (marigold)	Hydrangea	Rosmarinus (Rosemary)
Camelia	Hypericum	Salvia (sage)
Campanula (canterbury bells)	Impatiens	Solanum
Canna Lily	Iris	Sternbergia (crocus)
Clematis	Jasminum (Caroline)	Syringa (lilac)
Carnation (Dianthus)	Lampthranus	Tanacetum (pyrethrum)
Chrysanthemum	Lavender	Daisy)
Convolvulus	Leucanthemum (shasta daisy)	Thrift
Cosmos	Leucojum	Thymus (thyme)
Cotyledon (pigs ears)	Lillium	Thracelospermum
Cydonia (quince)	Lobelia	Tropaeoleum (nasturtium)
Cytisus	Lonicera	Tulip
Dahlia	Lupinus (lupin)	Viburnum
Daphne	Lunaria (honesty)	Verbena
	Mathiola (Stock)	Viola (pansy, violet)
	Meconopsis (poppy)	Wisteria
		Zinnia

APPENDICES

Landscape

Several landscape features of the garden have been identified as being placed there in the period of Ben & Elizabeth Chifley's residence. These are considered vital to the gardens integrity and are to be retained and/or restored. These items are:

The concrete paving at rear

Clothes line

2 Rear gates

Hedge, back yard

Rear side garden beds (opposing).

Terracing, front yard

Front gate and wall

Circular bed (front)