Musing Bathurst:
A review of Museums in the Bathurst Region
for Bathurst City Council

APRIL 2003
1. Executive Summary

The Bathurst Region has a wealth of museums contributing to the preservation of objects of cultural heritage significance.

Bathurst City Council itself has three museums:

- The Bathurst Regional Art Gallery
- The National Motor Racing Museum
- The Chifley Home

Bathurst City Council also has a number of heritage collections including the School of Arts Book Collection, the Edgar and Megan Penzig Collection of Australiana, Cobb and Co. and a distributed collection of outdoor sculptures, fountains and plaques.

These assets should be valued in terms of the preservation of irreplaceable heritage, their role in education and affirming regional identity, as well as their contribution to tourism and the liveability of the city. It is sobering to consider their monetary value in assessing the asset management needs required to maintain and utilise these resources. The combined value of these three Bathurst City Council museum collections is estimated at close to $5 million. Heritage collections owned by Bathurst City Council add at least a further $500,000 to this asset. With an estimated total income of over $750,000 and expenditure of $1.2 million in 2003, the net cost to Bathurst City Council of the three museums will be around $450,000 in 2003.¹ There will be about 50,000 visits per annum to these three museums at an average subsidised cost of $9 per visit. By comparison, the average cost per visitation to the Newcastle Regional Museum is $14 per person. The Queen Victoria Museum and Art Gallery is around $25 per person and the Museum of the Riverina is around $17 per visitor.

Further, Bathurst City Council has an interest in two other significant museums in Bathurst. The Council is a stakeholder in the Australian Fossil and Mineral Museum (home of the Somerville Collection), planned to open in 2003, and has a relationship with Bathurst District Historical Society.

Within the Bathurst City Council boundary there are at least a further six public and private museums, including Miss Traill’s House (National Trust) and the Bathurst Goldfields. In the region loosely defined by Evans Shire, there are around seven community, public and private museums at varying levels of professionalism and sophistication.

The report notes a growth in council-run regional museums, including plans by Dubbo and Orange City Councils.

The ground has been laid for the effective and powerful presence of Bathurst City Council museums through the setting of appropriate policy goals. The Bathurst City Council 2000-2050 50 Year Plan for the City of Bathurst and the Bathurst City Council’s Cultural Plan (2000) both seek greater strategic sophistication and collaboration between museums. The 50 Year Plan states as a goal, the establishment of a quality regional museum.

This review has sought to ascertain the current situation for Bathurst City Council museums and the regional museum context in which they operate in order to identify steps towards these goals.

The museum model suggested by this report is a ‘Smithsonian-style’ multi-campus regional museum comprising a number of institutions drawing on unified management and marketing resources. In addition to the core institutions, the multi-campus regional museum could

¹ Note that this excludes the costs associated with the various heritage collections not housed in these museums.
develop relationships with ‘affiliated museums’. The multi-campus model would allow the Council to develop a regional institution on existing assets and infrastructure.

The Bathurst Regional Museum could develop a number of ‘affiliated institutions’ partnerships and enhance the museum sector in the region by offering leadership to smaller museums in the region through regional outreach development services.

The report suggests the bicentennial of Bathurst in 2015 as a suitable goal by which to establish the ‘Bathurst Regional Museum’.

In order to lay sound foundations towards this goal, the first step is to have the existing Bathurst City Council museums on a solid footing. While the existing council museums are good, there are measures that could take these institutions to the next level.

In addition to developing a model for a regional museum, this report makes a number of key recommendations:

• That the current disparate reporting structure within Bathurst City Council museums be simplified and that a Gallery & Museums Unit be formally created.
• That the key position of Curator (Collections Manager) be made permanent.
• That the professional museum position of Museum Planner be continued beyond the expiration of Ministry for the Arts co-funding in February 2004.
• That Bathurst City Council Gallery & Museums Unit initiate and host a ‘Museums Network’ to facilitate better collaboration and cooperation between museums in the region.
• That Bathurst City Council Gallery & Museums Unit cultivate and develop its relationships with the Australian Fossil and Mineral Museum (Somerville Collection) and the Bathurst District Historical Society.
• The Bathurst City Council Gallery & Museums Unit facilitate, wherever possible, the interpretation of local indigenous heritage.
• That Bathurst City Council Gallery & Museums Unit investigate regional support services to smaller museums in the region, anticipating the development of a Bathurst Regional Museum.
**Major Milestone Recommendations**

Council adopt, as a goal, the concept of ‘multi-campus regional museum’ as a management model for a future Bathurst Regional Museum. (Rec# 3.3a)

Set 2015 as goal by which to establish the Bathurst Regional Museum. (Rec# 3.3b)

<table>
<thead>
<tr>
<th>STAFFING</th>
<th>FACILITIES</th>
<th>POLICIES &amp; PROCEDURES</th>
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<tbody>
<tr>
<td>Director</td>
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<tr>
<td>(Rec# 4.3c)</td>
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<tr>
<td>Curator (Collections Manager)</td>
<td>Research and specify storage and building facilities required</td>
<td>Disaster Preparedness Plan for all BCC collections</td>
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<tr>
<td>(Rec# 4.5a $52,000pa)</td>
<td>(Rec#4.6a $8,000)</td>
<td>(Rec# 4.7a. $11,500)</td>
</tr>
<tr>
<td>Museum Planner (Deputy Director)</td>
<td>(Rec# 4.9a – 4.9e cost to be ascertained)</td>
<td>Conservation Audit (Rec# 5.2g $5,000)</td>
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</tbody>
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Formally establish Bathurst City Council Gallery & Museums Unit

*Ensuring Museum Standard Professional Practices across all Bathurst City Council Museums and Heritage Collections*

Gallery & Museums Unit lead establishment of Bathurst Museums Network

- Regional Museums Officer (Rec# 8.2a)

**Gallery & Museums Unit** develop relationships and projects with museums in the region

**Gallery & Museums Unit** develop consensus among museums and stakeholders in the region for multi-campus museum model and explore potentials of affiliations and partnerships.

**Gallery & Museums Unit** develop Memorandums of Understanding and Partnerships with potential affiliates of the Bathurst Regional Museum

Establish Bathurst Regional Museum

A multi campus institution linking core and affiliated museums across the central west Providing advice and support services to the region
## 1.1 Summary of Recommendations

### 3.3 Bathurst Regional Museum

<table>
<thead>
<tr>
<th>#</th>
<th>RECOMMENDATION</th>
<th>RESOURCES</th>
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<tbody>
<tr>
<td>3.3a</td>
<td>That Council adopt, as a goal, the concept of ‘multi-campus regional museum’ as a management model for a future Bathurst Regional Museum.</td>
<td>Not Applicable (NA)</td>
<td>Short term</td>
</tr>
<tr>
<td>3.3b</td>
<td>That Council set 2015 as the goal by which to establish the Bathurst Regional Museum.</td>
<td>NA</td>
<td>Short to medium term</td>
</tr>
<tr>
<td>3.3c</td>
<td>That, where possible, museum development be encouraged to focus on the ‘Town Square’.</td>
<td>To Be Confirmed (TBC)</td>
<td>Medium term</td>
</tr>
<tr>
<td>3.3d</td>
<td>That the Bathurst Regional Museum develops affiliation partnerships with other museums in the region.</td>
<td>TBC</td>
<td>Medium term</td>
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### 4.2 Cultural Services & Cultural Development

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<tr>
<th>#</th>
<th>RECOMMENDATION</th>
<th>RESOURCES / PRIORITY</th>
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<tr>
<td>4.2a</td>
<td>That Bathurst City Council give consideration to the future development of a Cultural Development Unit that includes museums.</td>
<td>Beyond scope of this report</td>
<td>Medium</td>
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### 4.3 Organisational Structure

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<tr>
<th>#</th>
<th>RECOMMENDATION</th>
<th>RESOURCES / PRIORITY</th>
<th>TIMEFRAME / PRIORITY</th>
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<tbody>
<tr>
<td>4.3a</td>
<td>That the management structure for Bathurst City Council Museums be simplified, reporting to a single Department Head.</td>
<td>Within existing resources</td>
<td>Short term depending of issues arising from negotiations</td>
</tr>
<tr>
<td>4.3b</td>
<td>That Bathurst City Council formally establish a Gallery &amp; Museums Unit.</td>
<td>Within existing resources.</td>
<td>Short term</td>
</tr>
<tr>
<td>4.3c</td>
<td>That the Bathurst City Council Gallery &amp; Museums Unit have a Director.</td>
<td>Within existing resources.</td>
<td>Short term</td>
</tr>
<tr>
<td>4.3d</td>
<td>That the existing position of Museum Planner continues and takes on a Deputy Director role in the Gallery &amp; Museums Unit.</td>
<td>50% increase ($30,000) – 2003/2004 Total $61,000 – 2004/2005 onwards</td>
<td>February 2004</td>
</tr>
<tr>
<td>4.3e</td>
<td>That either the Director or Deputy Director of the Gallery &amp; Museums Unit have a particular focus on the Art Gallery.</td>
<td>NA</td>
<td>2004</td>
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### 4.3 Communication

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<tr>
<td>4.3f</td>
<td>That formal and regular communication processes be developed between the Gallery &amp; Museums Unit and the Visitors Information Centre.</td>
<td>Within existing resources</td>
<td>Short to medium term</td>
</tr>
<tr>
<td>4.3g</td>
<td>That formal and regular communication processes be developed between the Gallery &amp; Museums Unit and the Bathurst City Council Heritage Advisor.</td>
<td>Within existing resources</td>
<td>Short to medium term</td>
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### 4.4 Education, Public Programs & Marketing

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<tr>
<td>4.4a</td>
<td>That the Gallery &amp; Museums Unit develop education, public programs and marketing as a focus</td>
<td>Within existing resources</td>
<td>Short to medium term</td>
</tr>
<tr>
<td>4.4b</td>
<td>That the Gallery &amp; Museums Unit participate in future tourism planning to optimise opportunities offered by the museums sector</td>
<td>Within existing resources</td>
<td>Medium term</td>
</tr>
<tr>
<td>4.4c</td>
<td>That audience research be undertaken to improve efficacy of marketing</td>
<td>Largely cost neutral pending grant application.</td>
<td>2003-04</td>
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### 4.5 Collection Management

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<tbody>
<tr>
<td>4.5a</td>
<td>That the position of Curator (Collections Manager) be made permanent</td>
<td>Commit to continue existing expenditure: $52,000</td>
<td>Short term</td>
</tr>
<tr>
<td>4.5b</td>
<td>That the collection database be available to the public online</td>
<td>Staff time: 1 person for 2 months</td>
<td>Medium term</td>
</tr>
<tr>
<td>4.5c</td>
<td>Curator (Collections Manager) be involved with management of all BCC collections, including the School of Arts and outdoor collection</td>
<td>Within existing resources</td>
<td>Short term</td>
</tr>
<tr>
<td>4.5d</td>
<td>That funds to employ casual assistance to collection management be allocated, particularly to facilitate cataloguing at the National Motor Racing Museum</td>
<td>Casual hours: 3 days pw for 6 months @ $30,000 pro rata = $9,000</td>
<td>Medium term</td>
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### 4.6 Storage

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<tr>
<td>4.6a</td>
<td>That research be undertaken to estimate the amount and types of storage required, estimate needs for the future, costs of various options and potential funding sources.</td>
<td>ISC ballpark $5-8,000 to research and specify</td>
<td>Short to medium term</td>
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### 4.6 Storage

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<tr>
<td>4.6b</td>
<td>That Council address the issue of storage for collections.</td>
<td>Additional capital resources to</td>
<td>Medium to long term</td>
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<td></td>
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<td>be assessed.</td>
<td>pending completion of</td>
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<td>recommendation 4.6a</td>
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<tr>
<td>4.6c</td>
<td>That storage security procedures be reviewed and that staff be trained in these procedures</td>
<td>Within existing resources</td>
<td>Short term</td>
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### 4.7 Disaster Planning

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<tr>
<td>4.7a</td>
<td>That disaster preparedness plans be developed for all Bathurst City Council Museums and collections.</td>
<td>Estimate total 6 – 9 weeks staff</td>
<td>ASAP</td>
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<td>time. or ICS consultants</td>
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<td>ballpark estimate $10,000</td>
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<td>Plus equipment – wet/dry vac,</td>
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<td></td>
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<td>bins and drying racks – about</td>
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<td></td>
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<td>$1,500</td>
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### 4.8 Conservation

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<tr>
<td>4.8a</td>
<td>That a conservation audit of all Bathurst City Council collections be carried out to identify works at risk, priorities for conservation works and further preventative conservation measures to slow deterioration.</td>
<td>Additional resources required.</td>
<td>Short to medium term</td>
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<td>ICS ballpark figure $15,000</td>
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<tr>
<td>4.8b</td>
<td>That sufficient funds be allocated to allow timely conservation work to be carried out</td>
<td>As quoted in conservation audit</td>
<td>Pending conservation</td>
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<tr>
<td></td>
<td></td>
<td>audit as per 4.8a</td>
<td>audit as per 4.8a</td>
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### 4.9 Building Facilities

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<th>RESOURCES</th>
<th>TIMEFRAME</th>
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</table>
| 4.9a | That an adequate office working environment be provided for staff              | Yet to be ascertained | Medium term  
Could be considered in conjunction with storage specifications (4.6a). |
| 4.9b | That consideration be given to wet workshop space at the Bathurst Regional Art Gallery | Yet to be ascertained | Medium term  
Could be considered in conjunction with storage specifications (4.6a). |
| 4.9c | That there be adequate storage for preparation materials and display boxes space at the Bathurst Regional Art Gallery | Yet to be ascertained | Medium term  
Could be considered in conjunction with storage specifications (4.6a). |
| 4.9d | That issues arising from environmental controls shared between the gallery and the library be investigated and addressed. | Yet to be ascertained | Short to medium term |
| 4.9e | That extension to the National Motor Racing Museum includes additional storage and preparation spaces. | Yet to be ascertained | Short to medium term |
| 4.9f | That the Chifley Home collection gain access to museum standard storage. | Yet to be ascertained | Medium term |

### 4.10 Collections

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<tbody>
<tr>
<td>4.10a</td>
<td>That heritage collections owned by Bathurst City Council be managed by the Gallery &amp; Museums Unit</td>
<td>Within existing resources</td>
<td>Short to medium term</td>
</tr>
<tr>
<td>4.10b</td>
<td>That the Curator (Collection Manager) have a role in the management of the School of Arts Book Collection, particularly in the areas of conservation and development of controlling documents.</td>
<td>Within existing resources</td>
<td>Short to medium term</td>
</tr>
<tr>
<td>4.10c</td>
<td>That a decision be made about the future management, use, and housing of the School of Arts Book Collection</td>
<td>NA</td>
<td>Medium term</td>
</tr>
<tr>
<td>4.10d</td>
<td>That a decision be made on the future use and display of the Penzig Collection.</td>
<td>NA</td>
<td>ASAP</td>
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Review of Museums in Bathurst and Surrounds 7
<table>
<thead>
<tr>
<th>4.10e</th>
<th>That the significance of the Penzig Collection be thoroughly assessed</th>
<th>Est. $3,000</th>
<th>Short term</th>
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</thead>
<tbody>
<tr>
<td>4.10f</td>
<td>That the Penzig Collection be stored in archival conditions</td>
<td>$2,500</td>
<td>Short term</td>
</tr>
<tr>
<td>4.10g</td>
<td>That the collection of outdoor sculptures, fountains, plaques and the like be professionally managed as a collection by the Curator (Collections Manager).</td>
<td>Yet to be ascertained</td>
<td>Medium term</td>
</tr>
<tr>
<td>4.10h</td>
<td>That the extent of the outdoor collection be mapped and catalogued.</td>
<td>2 weeks staff time</td>
<td>Medium term</td>
</tr>
<tr>
<td>4.10i</td>
<td>That information and photographs of the outdoor collection be included on the Council’s GIS system.</td>
<td>2 weeks staff time</td>
<td>Short to medium term</td>
</tr>
<tr>
<td>4.10j</td>
<td>That further work be carried out on the extent of Cobb &amp; Co collections in Bathurst.</td>
<td>Staff time to be ascertained</td>
<td>Short term</td>
</tr>
<tr>
<td>4.10k</td>
<td>That the Curator (Collections Manager) be the contact point within Council for Bathurst Goldfields in relation to the Laycock collection.</td>
<td>Some Staff time</td>
<td>Short to medium term</td>
</tr>
<tr>
<td>4.10l</td>
<td>That liaison on the Laycock Collection between the Bathurst City Council Museums Unit and Bathurst Goldfields be developed.</td>
<td>Some staff time as appropriate</td>
<td>Medium term</td>
</tr>
<tr>
<td>4.10m</td>
<td>That the Museum’s Unit provide Bathurst Goldfields with curatorial, conservation and collection management advice as required.</td>
<td>Some staff time as appropriate</td>
<td>Medium term</td>
</tr>
<tr>
<td>4.10n</td>
<td>That council records be checked to establish if a formal long term loan agreement was established with Bathurst Goldfields and, if not, a formal long term loan agreement be negotiated.</td>
<td>Staff time plus possibly 1-$2,000 legal fees</td>
<td>Medium term</td>
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5.1 Australian Fossil and Mineral Museum (Somerville Collection)

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<tr>
<td>5.1a</td>
<td>That the Australian Fossil &amp; Mineral Museum (Somerville Collection) be considered an affiliate institution within a future multi-campus Regional Museum of Bathurst and that this institution be included in the strategic planning of the Gallery &amp; Museums Unit.</td>
<td>Within existing resources</td>
<td>Short term</td>
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5.2 Bathurst District Historical Society

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<tr>
<td>5.2a</td>
<td>That Bathurst City Council Gallery &amp; Museums Unit and the Bathurst District Historical Society, explore avenues of mutual interest and support such as inclusion in Council’s promotion of Bathurst museums.</td>
<td>Yet to be ascertained</td>
<td>Short to medium term</td>
</tr>
<tr>
<td>5.2b</td>
<td>That the Bathurst District Historical Society Museum be invited to be an affiliated institution with a future Bathurst Regional Museum.</td>
<td>Cost implications yet to be ascertained</td>
<td>Medium</td>
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<tr>
<td>5.2c</td>
<td>That the Bathurst City Council Gallery &amp; Museums Unit assist the Bathurst District Historical Society with funding applications</td>
<td>Cost yet to be ascertained</td>
<td>NSW Ministry for the Arts museum program applications due 30 May 2003</td>
</tr>
<tr>
<td>5.2d</td>
<td>That the Bathurst City Council Gallery &amp; Museums Unit offer the Bathurst District Historical Society professional advice as required, in areas of professional expertise such as collection management and preventative conservation.</td>
<td>In kind. Occasional staff time – extent to be negotiated according to resources.</td>
<td>Short to medium term. Following establishment of dialogue.</td>
</tr>
<tr>
<td>5.2e</td>
<td>That, where appropriate, Bathurst City Council offers the Bathurst District Historical Society conservation grade storage for significant items.</td>
<td>Cost to be ascertained Include BDHS in specifications and planning for BCC collections storage</td>
<td>Short to long term.</td>
</tr>
<tr>
<td>5.2f</td>
<td>That Council consider including the Bathurst District Historical Society collection in a collection disaster preparedness planning process.</td>
<td>Estimate $2,000 - $3,000</td>
<td>If possible, in conjunction with BCC disaster planning.</td>
</tr>
<tr>
<td>5.2g</td>
<td>That Council consider including the Bathurst District Historical Society collection in a conservation audit brief.</td>
<td>$4,000 – $5,000</td>
<td>If possible, in conjunction with BCC conservation audit.</td>
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6. Local Aboriginal Cultural Heritage

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<tr>
<td>6a</td>
<td>That the Gallery &amp; Museums Unit develop dialogue and relationships with local Aboriginal organisations and descendants of local indigenous families.</td>
<td>Within existing resources</td>
<td>Short to medium term</td>
</tr>
<tr>
<td>6b</td>
<td>That Bathurst City Council recognise the potential for an Aboriginal Cultural Centre in Bathurst.</td>
<td>NA</td>
<td>Short to medium term</td>
</tr>
<tr>
<td>6c</td>
<td>That the Bathurst City Council Gallery &amp; Museums Unit promote and engage with NPWS Aboriginal discovery programs.</td>
<td>Cost yet to be ascertained</td>
<td>Short to medium term</td>
</tr>
<tr>
<td>6d</td>
<td>That the Bathurst City Council Gallery &amp; Museums Unit develop relationships and partnerships with The Australian Museum’s Aboriginal Heritage Unit.</td>
<td>Within existing resources</td>
<td>Short to medium term</td>
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### 7.3 Other Layers and Relationships

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<tr>
<td>7.3a</td>
<td>That the Gallery &amp; Museums Unit develop links with the Dubbo Regional Museum</td>
<td>Within existing resources</td>
<td>Short to medium term</td>
</tr>
<tr>
<td>7.3b</td>
<td>Bathurst City Council tourism planning increase the focus on cultural tourism and include museums.</td>
<td>Yet to be ascertained</td>
<td>Medium term</td>
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### 8.1 Networking

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<tbody>
<tr>
<td>8.1a</td>
<td>That Bathurst City Council Gallery &amp; Museums Unit host Bathurst Regional Museum Network.</td>
<td>Some staff time and secretariat. 3-4 meeting per year</td>
<td>Short to medium term</td>
</tr>
</tbody>
</table>

### 8.2 Regional Museums Support Services

<table>
<thead>
<tr>
<th>#</th>
<th>RECOMMENDATION</th>
<th>RESOURCES</th>
<th>TIMEFRAME</th>
</tr>
</thead>
<tbody>
<tr>
<td>8.2a</td>
<td>That Bathurst City Council Gallery &amp; Museums Unit provide out-reach support to museums in Bathurst and the region</td>
<td>Apply for funding of RMO position in collaboration with Evans Shire, CENTROC, or Orange City Council.</td>
<td>Medium to long term.</td>
</tr>
</tbody>
</table>
2. Introduction

2.1 Purpose of the Review

As stated in the project brief:

“The aim of this review is to secure an appropriate structure for the future development and management of a regional museum of Bathurst.

The review will examine strengths, weaknesses, threats and opportunities for museums in Bathurst and surrounds, assess current museum resources, identify collection and management gaps, explore visions of possible futures, and make strategic recommendations.”

2.2 Definition of 'Museum'

International Council of Museums (ICOM) definition:

"A museum is a non-profit making, permanent institution in the service of society and of its development, and open to the public, which acquires, conserves, researches, communicates and exhibits, for purposes of study, education and enjoyment, material evidence of people and their environment."

(ICOM Statutes art.2 para.1)

Museums Australia defines a museum as an institution with the following characteristics:

“A museum helps people understand the world by using objects and ideas to interpret the past and present and explore the future. A museum preserves and researches collections, and makes objects and information accessible in actual and virtual environments. Museums are established in the public interest as permanent, not-for-profit organisations that contribute long-term value to communities.

Museums Australia recognises that museums of science, history and art may be designated by many other names (including gallery and Keeping Place). In addition, the following may qualify as museums for the purposes of this definition:
(a) natural, archaeological and ethnographic monuments and sites and historical monuments and sites of a museum nature that acquire, conserve and communicate material evidence of people and their environment;
(b) institutions holding collections of and displaying specimens of plants and animals, such as botanical and zoological gardens, herbaria, aquaria and vivaria;
(c) science centres;
(d) cultural centres and other entities that facilitate the preservation, continuation and management of tangible or intangible heritage resources (living heritage and digital creative activity);
(e) such other institutions as the [Museums Australia] Council considers as having some or all of the characteristics of a museum.”
2.3 Methodology

Bathurst City Council staff Alison Bennett, cultural planner (temporary part-time), conducted the review with assistance from Trish McDonald, Museum Planner, between August 2002 and February 2003.

A briefing document* was developed to guide the project. A detailed survey was conducted with council museums and affiliates. It became evident that a detailed survey of non-council museums could be perceived as intrusive and hence counterproductive. However, the intentions of this review and potentials for the future were discussed. Discussions were conducted with a range of stakeholders and examples of other models were sought from a number of local government museum institutions. **The cultural planner investigated the steps taken by other local government authorities when establishing similar regional museums.

This information has been analysed with regard to the issues and opportunities presented by the specific situation of the Bathurst region and recommendations have been formulated.

In keeping with the definition endorsed by Museums Australia, this review will cover a number of different types of collecting institutions as ‘museums’: for example, art gallery (Bathurst Regional Art Gallery), natural history (Somerville Collection) and social history (Chifley Home). Archives, libraries and research centres are related institutions but are not strictly ‘museums’.

While there are a number of heritage items in private and public hands, this review has focused on institutions dedicated to the purpose of managing heritage collections.

This report focuses on developing a long-term goal and provides short to medium term strategies. While this report makes an indication of resources required to implement recommendations, the cultural planner is not a qualified accountant and professional advice should be sought in these areas.

* Attachment 2
** Attachment 1
2.4 Map of Museums in Bathurst and the Region

Museums in Bathurst
Museums in the Region
2.5 Bathurst City Council Policy Context

The ground has been laid for the effective and powerful presence of museums in Bathurst through the setting of appropriate policy goals. This review endorses the aims of existing council policy in relation to museums.

The *50 Year Plan for the City of Bathurst* has the following **Vision** for Cultural Services:

*To enhance the lifestyle of residents and visitors to Bathurst providing a range of cultural facilities*

The **Challenge** for the City’s museums is:

*To provide museums and displays which conserve items of significance and enrich the community culturally.*

The **Goals, Strategies** and **Outcomes** are:

**Goal 1:** To provide resources for the maintenance and operation of Council’s museums and collections.

**Strategies:**

- To ensure adequate resources are made available in Council’s Financial Management Plan to support Council’s museums and collections.
- To develop a City-wide strategic plan for the maintenance and development of Council’s museums and collections.

**Outcomes:**

- An integrated approach to the provision of museums and collections in Bathurst.
- Effective promotion and celebration of the *City’s history.*

**Goal 2:** To establish a quality regional museum

**Strategies:**

- Employ quality management techniques and policies to manage and maintain the collections.
- Foster partnerships with identified professionals to ensure the provision of quality cultural facilities and management practices.
- Promote cultural tourism that establishes links between key cultural sites within Bathurst and the region.

**Outcome:**

- The provision of a quality cultural facility in Bathurst that increases educational and tourism opportunities in Bathurst.

The *Bathurst City Council Cultural Plan (2000)* stated the following **vision:**

*To ensure Bathurst City is a leading cultural capital of NSW through recognition and support of the community in building a diverse cultural environment.*

The *Cultural Plan* made the following recommendations for museums:

- **Develop coordinated strategic plans for all Council-owned cultural facilities**
- **Develop an overall strategic development and management plan for museum development in the City, including a shared vision for all museums, strategies for collaborations between facilities and the establishment of an effective**
management model for museums.

Furthermore, in the *Bathurst City Council Summary Heritage Strategy for the City of Bathurst* (2002/03 to 2004/05) the aim of Point 6: Tourism and Museum Development is *‘To promote cultural heritage tourism and museum development opportunities’*.

The *2001 Bathurst City Council Annual Report* grouped Council museums under the heading of ‘Cultural Services’ despite the disparate reporting lines. The senior professional museums staff were discussed as the ‘museums unit’ although they are currently based at the Bathurst Regional Art Gallery and provide services to other Bathurst City Council museums.
3. Regional Museum Models

As indicated in the Museums Australia definition above, there are a range of museum models that could be explored as a regional museum. It is possible to utilise components of all the models described below.

**Traditional Museum:**

The traditional museum is a single centralised institution led by a focus on the development, preservation and interpretation of collections. A traditional museum utilises a purpose built or adapted building with facilities for display, storage, research and preparation of objects.

**Heritage Centre:**

A Heritage Centre focuses on research and dissemination of information. The emphasis is on coordination of existing resources such as local studies collections in public libraries and directing audiences to existing heritage assets such as historical sites and heritage trails. Collections include documents and archives. Exhibitions and displays are smaller scale and the institution has more emphasis on research, publications and workshops.

**Interpretive Centre:**

An Interpretive Centre focuses on telling the story of a specific place through a range of media including artefacts, graphics, technology, guided tours and text.

**Virtual Museum:**

The growth in internet and computer technology has made it possible to provide access to heritage information online. A virtual museum might consist of an electronic database of heritage/history information including visual images. While most museums would argue for the primacy of the original artefact, many museums are now also placing their collection catalogues and exhibitions online. Where the aim is creating access to information and research, this is an effective form.

**Eco-Museum:**

This is a relatively new museum concept gaining support within the sector. It is best explained as a ‘museum without walls’. This concept seeks to address ‘cultural landscapes’ as repositories of heritage significance. This concept also supports the growing principle of objects and buildings remaining in their original location and context.

**Keeping Place:**

Aboriginal Keeping Places or Cultural Centres are community-based organisations that have been set up to address a community’s concerns regarding cultural heritage issues.
### 3.1 Some Regional Museums

<table>
<thead>
<tr>
<th>Museum</th>
<th>Council</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Albury Regional Museum</td>
<td>Albury City Council</td>
<td>Plans to build a new cultural precinct ($30 million over 10 years) including a purpose built Regional Museum.</td>
</tr>
<tr>
<td>Dubbo Regional Museum</td>
<td>Dubbo City Council</td>
<td>Collection currently in storage. Plans to build a substantial regional museum by retrofitting existing old high school site.</td>
</tr>
<tr>
<td>Newcastle Regional Museum</td>
<td>Newcastle City Council</td>
<td>Large regional museum established in 1988 through consolidation of a number of smaller collections, provide museum support services to Hunter region through a Regional Museums Officer position.</td>
</tr>
<tr>
<td>Orange Regional Museum</td>
<td>Orange City Council</td>
<td>Museum Development Plan commissioned in 2000. Have employed museums Advisor.</td>
</tr>
<tr>
<td>Parramatta Heritage and Visitors Centre</td>
<td>Parramatta City Council</td>
<td>The Heritage Centre also refers audiences to the Parramatta &amp; District Historical Society, National Trust of Australia NSW, Historic Houses Trust, Commonwealth Department of Defence, New South Wales Lancers Memorial Museum, St Johns Cathedral, Parramatta Park Trust and the NSW National Parks &amp; Wildlife Service.</td>
</tr>
<tr>
<td>Queen Victoria Museum &amp; Art Gallery</td>
<td>Launceston City Council</td>
<td>Large regional museum and art gallery over a number of sites.</td>
</tr>
<tr>
<td>Regional Museum of the Riverina</td>
<td>Wagga Wagga City Council</td>
<td>Provides regional museum support services to Riverina region</td>
</tr>
</tbody>
</table>

See Attachment 4 for more details on council-run regional museums.

### 3.2 A Multi-Campus Management Model

Probably the best-known multi-campus museum is the Smithsonian Institute in Washington DC, USA. While on an entirely different scale to Bathurst in Central West NSW, the Smithsonian may provide an inspiring and useful model for Bathurst to develop a regional museum framework based on existing museum assets and infrastructure.

The Smithsonian Institute is the USA national museum complex based in Washington DC. The Institute encompasses 16 museums, 98 affiliate museums and 7 research centres preserving and presenting scientific, artistic and historic treasures of national significance. While each museum has its own identity and brief, the identity and impact of the complex is greater than the individual parts. Each museum has its own director and staff while an overall management team coordinates the operation of the entire institute.

Twelve of the sixteen museums are grouped in 'the National Mall’. Two others are located elsewhere in Washington DC and a further two are located in New York City.
The term ‘Smithsonian’ acts as a branding concept that links all the museums and programs. The Smithsonian has affiliation partnerships with a further 98 museums. See Attachment 3 for further information.

On a more domestic scale, The Maritime Museum of Victoria is a recently established affiliation between ten maritime museums across Victoria. These ten museums operate independently but sit under the broader umbrella of a Board of Management that enable them to co-operate in attracting funding, sharing marketing and other resources.

The Parramatta Heritage and Visitors Centre has links to several museums, historic houses and heritage sites owned by a range of agencies. Key sites throughout the city include Hambledon Cottage (Parramatta & District Historical Society), Experiment Farm Cottage (National Trust of Australia NSW), Elizabeth Farm (Historic Houses Trust), Lancer Barracks (Commonwealth Department of Defence) & Linden House Museum (New South Wales Lancers Memorial Museum Inc.), St Johns Cathedral, Parramatta Park (Dairy Precinct & Burramatta Visitors Centre), Old Government House (Parramatta Park Trust) and the NSW National Parks & Wildlife Service. Education/curriculum resources covering these museums are available online from the Council’s website. This grouping of museums is promoted as the Parramatta Open-air Museum with the Heritage and Visitor Information Centre acting as a central resource for information about Museums in the region. Representatives of the museum agencies are invited to participate on the Council’s Heritage Advisory Committee.

### 3.3 Bathurst Regional Museum

A Bathurst Regional Museum could be a ‘Smithsonian-style’ multi-campus institution comprised of a number of institutions, which draw on unified management and marketing resources. The multi-campus model would allow the Council to base a regional institution on existing assets and infrastructure.

The Bathurst Regional Museum could develop partnership relationships with a number of ‘affiliated institutions’. While Smithsonian affiliations primarily provide a mechanism for sharing collections, it is a concept that may be usefully developed to suit a Bathurst Regional Museum. The potential for mutually beneficial partnerships with other museums in the region is elaborated later in this report.

The Bathurst Regional Museum could provide leadership to smaller museums in the region, possibly through regional outreach services that contribute to raising the standards of museum practice in the region, enhancing cultural tourism and cultural development.
Where possible, museum development in the city of Bathurst could be focused on a ‘precinct’. Options for a Bathurst Museums precinct include:

- Bathurst CBD
- Keppel Street
- Riverside
- Mt Panorama

The trend towards cultural precincts based in the city central business district, such as that proposed by Albury City Council*, seeks to ensure the continued vitality of this part of the city. A Museum Precinct in Bathurst CBD could be overlaid on the ‘Town Square’ as a historic precinct concept proposed by the Bialowas proposal to Council on Bathurst Town Square 2002. The Bathurst District Historical Society Museum and the Australian Fossil & Mineral Museum (Somerville Collection) already lay the foundations for a museum precinct in the ‘Town Square’.

It should be noted that this proposal for a Bathurst Regional Museum includes the Bathurst Regional Art Gallery as part of the multi-campus regional museum concept. In the examples above, the Queen Victoria Museum & Art Gallery combines visual art, design, social and natural history in the one institution, as does the Museum & Art Gallery of the Northern Territory. Given the existing staff and infrastructure at Bathurst City Council, including the art gallery as part of the regional museum seems appropriate and workable.

There are numerous possibilities for a final title for a Bathurst regional museum, such as: Bathurst Regional Museum, Museum of the Central West, Bathurst Regional Art Gallery & Museum, the Panorama Institute, the Bathurst Heritage Institute or the Central West Heritage Institute. For the purposes of this report, it will be referred to as the Bathurst Regional Museum.

As described below, establishing the relationships that will form the basis of a multi-campus regional museum will take time, careful negotiation and development.

A multi-campus model would allow the museum to encompass a diversity of cultural heritage forms and experiences. The overall focus of the museum could be to investigate and preserve the evidence of the unique cultural heritage experiences of the Bathurst region.

The bicentennial of Bathurst in 2015 may be a suitable goal by which to establish the Bathurst Regional Museum & Art Gallery.

<table>
<thead>
<tr>
<th>#</th>
<th>RECOMMENDATION</th>
<th>RESOURCES</th>
<th>TIMEFRAME / PRIORITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.3a</td>
<td>That Council adopt, as a goal, the concept of ‘multi-campus regional museum’ as a management model for a future Bathurst Regional Museum.</td>
<td>NA</td>
<td>Short term</td>
</tr>
<tr>
<td>3.3b</td>
<td>That Council set 2015 as the goal by which to establish the Bathurst Regional Museum.</td>
<td>NA</td>
<td>Short to medium term</td>
</tr>
<tr>
<td>3.3c</td>
<td>That, where possible, museum development be encouraged to focus on the ‘Town Square’.</td>
<td>TBC</td>
<td>Medium term</td>
</tr>
<tr>
<td>3.3d</td>
<td>That the Bathurst Regional Museum develops affiliation partnerships with other museums in the region.</td>
<td>TBC</td>
<td>Medium term</td>
</tr>
</tbody>
</table>

* See Attachment 4.
3.4 Benefits of Museums

Bathurst City Council was awarded the National Trust of Australia (NSW) 2002 State of the Heritage Award as the "leading council in the practice of heritage conservation in country/regional NSW“. In addition to leadership in managing built heritage and cultural landscapes, Bathurst has a substantial number of collecting institutions that manage moveable cultural heritage (objects).

Museums do not make money as stand alone agencies. In Australia, due to our comparatively small population, limited taxation incentives for private patronage and established principles of free access, cultural facilities are rarely independent of government support. Nearly all cultural facilities in Australia require an annual subsidy to assist with recurrent costs.

However, museums do make a valuable contribution to the cultural capital of a community and there are substantial flow-on benefits for the economic health of surrounding communities.

A museum needs to have sustainability of vision and purpose, maintain visitor interest, community relevance and support.

Benefits and outcomes of museums:

PRIMARY EVIDENCE:

Moveable cultural heritage items are an irreplaceable source of primary evidence about our successes and failures as a society. Like other types of heritage, it provides historical information about people's experiences, ways of life and relationships with the environment. It also helps us to learn about people who may have been left out of written historical accounts, including women and migrant communities.

A well managed and interpreted museum collection is a dynamic means of making sense of the world. History is a contested and evolving field that requires primary evidence to test and support new interpretations and re-evaluations of the past.

REGIONAL IDENTITY:

Heritage collections play an integral role in preserving and perpetuating authentic regional identities in an increasingly global culture. The overall focus of the Bathurst Regional Museum could be to explore and preserve evidence of the unique cultural heritage experiences of the Bathurst region.

EDUCATION & LIFELONG LEARNING:

In a 'city of learning', museums are vital and dynamic educational spaces that play an important role in lifelong learning.

INSPIRE WONDER AND CURIOSITY:

'Authentic' objects in well considered displays have the capacity to inspire a sense of wonder and curiosity about the world. There is a special value in coming face-to-face with the 'real thing', as opposed to an image or a reproduction.

LIVEABILITY:

Along with cafés, cinemas and parks, museums make a contribution to the liveability of a community and thus contribute to commercial growth as people choose to move to Bathurst and establish businesses. Cultural development is an important strategy towards securing the future viability and vitality of Bathurst. Museums contribute to a community’s quality of life.
**TOURISM:**

An Explorer Country Tourism survey conducted in 2002 found that around 27% of tourists visiting Bathurst attended museums. It is envisaged this may grow with the opening of the Australian Fossil & Mineral Museum (Somerville Collection) and the more effective promotion of Bathurst's museums as a whole. 24% of tourists visited cultural or heritage sites and 17% visited art or craft galleries.

In Evans Shire, the same survey found that 30% of tourists visited museums and cultural or heritage sites and 20% visited art or craft galleries.

**Domestic Tourism**

2001 figures from Tourism New South Wales* show that in the Explorer Country region, domestic overnight visitor numbers have increased from 1.1 million in 1995/96 to 2 million, translating to 6 million visitor nights. This converts to expenditure of $684.7 million in the region (based on an average domestic overnight expenditure of $114 a day**). Domestic day visits to the region increased by 5% to 2.7 million over the last 2 years. With an average daily spend of $70**, this converts to a total expenditure of $189 million.

**International Tourism**

There was no change in the actual numbers of international tourists travelling in the region over the last two years, staying approximately the same at 34,000. However, the average number of visitor nights more than doubled over this time from 6 to 13.8 nights. With a daily spend of $82 (this figure does not take into account package accommodation and expenses**) this converts to a total expenditure of $38.5 million.

**Tourism Impacts**

All tourism expenditure totalled $912.2 million. As these are 1999 expenditure figures**, an increase since that time could be expected.

Integrated and coordinated promotion of museums in the region could link to the growing numbers of ‘cultural tourists’ coming to the Central West with an interest in food, wine, arts, heritage and nature.

If 10% of day visitors were converted to overnight visits, total tourism expenditure would increase by around $12 million. An increase in the average domestic visitor nights by even 5% would increase total tourism expenditure by $34 million.

An increase in tourism expenditure will create additional tourism related jobs, so that the injection of extra tourism funds along with additional employment will have a multiplier effect in other areas of the regional economy. This will result in improved provision of goods and services and the ability to attract new industries/businesses to the region, thus creating a more positive economic and employment cycle.

**LOCAL GOVERNMENT**

Museums are increasingly considered an essential service for a regional capital, as indivisible as libraries. There is sympathy between local government as the representatives of a community and the regional museum’s role in regional identity and cultural development.

Because moveable cultural heritage is portable, it is easily sold, relocated or thrown away during changes of ownership, fashion and use. For this reason, moveable cultural heritage is vulnerable to loss, damage, theft and dispersal, often before its heritage significance is appreciated.

As discussed above, a growing number of municipal councils have established regional museums. Through the review process, this report has compiled information on a number of regional museums. See Attachment 4 for comparative data.
4. Bathurst City Council Museums & Collections

The City of Bathurst and the surrounding region have numerous museums and historic homes owned and operated by a range of public, private and community organisations.

Bathurst City Council is directly involved with three of these museums, manages a number of discrete cultural heritage collections, is a stakeholder in a significant new museum and has a relationship with the Bathurst District Historical Society museum collection and archives.

4.1 Snapshot of Bathurst City Council Museums

Bathurst Regional Art Gallery:

The formal mission statement of Bathurst Regional Art Gallery, adopted by Bathurst City Council in February 1996, states: Bathurst Regional Art Gallery is a professionally staffed and managed public gallery, which provides a focus for the visual arts. The Gallery reaches out to the community through education and public programs, which challenge thinking and stimulate creativity, and promotes cultural enrichment through the development and care of the permanent collection, temporary exhibitions and research facilities.

Bathurst Regional Art Gallery is a well-regarded regional gallery with a respected program of touring exhibitions and regionally relevant programs. The Hill End Artist-In-Residence program is an important partnership between the gallery, the NSW National Parks & Wildlife Service and independent curator Gavin Wilson. This program not only builds on the significant art history of the region but also facilitates contemporary Australian artists creating works in and about the Bathurst region. The gallery has been particularly successful in attracting state government funding and is one of only two regional galleries to receive Australia Council funding twice in the last two years.

The Chifley Home:

The mission for the 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. The house and contents are of national historic value, providing information on domestic arrangements and lifestyle during the inter-war years in Australia. It provides a remarkable insight into the values and lifestyle of this Australian Prime Minister. A working party has been looking at better ways to manage the Chifley Home through strategic planning and implementation of best practice in collection management, house museum interpretation and operations. The Chifley Home and contents are listed heritage items on the NSW Heritage Office State Heritage Inventory. The Premier of NSW recently announced that the Chifley Home is to be added to the Register of the National Estate.

National Motor Racing Museum:

The National Motor Racing Museum’s mission is the acquisition and presentation of material relevant to Australian motor racing history and to enhance the understanding and significance of motor racing within Australia. It includes motor vehicles, motorcycles, race & safety equipment, trophies and paintings. There is a large paper-based component including photographs, posters, programs, race records and extensive film footage. In addition to Australian motor racing history, the photographic collection constitutes a significant social history record.
### Snapshot of Bathurst City Council Museums

<table>
<thead>
<tr>
<th>Council Museum</th>
<th>Bathurst Regional Art Gallery</th>
<th>Chifley Home Museum</th>
<th>National Motor Racing Museum</th>
<th>TOTALS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Collection size</strong></td>
<td>1,800</td>
<td>500</td>
<td>2,800 including 14 cars and 3 bikes</td>
<td>5,100 objects</td>
</tr>
<tr>
<td><strong>Collection value</strong></td>
<td>About $2.5 million</td>
<td>Collection about $400,000, not including building itself</td>
<td>About $2 million</td>
<td>About $4.9 million (plus $500,000 misc collections)</td>
</tr>
<tr>
<td><strong>Annual visitor numbers</strong></td>
<td>26,019 (in 2002) 27,545 (in 2001)</td>
<td>1,626 (in 2001)</td>
<td>22,000 pa</td>
<td>49,645 pa</td>
</tr>
<tr>
<td><strong>Net cost</strong></td>
<td>$367,838</td>
<td>$19,976</td>
<td>$40,815</td>
<td>$428,629</td>
</tr>
<tr>
<td><strong>Cost per visitor</strong></td>
<td>$14</td>
<td>$12</td>
<td>$1.80</td>
<td>$9 average</td>
</tr>
</tbody>
</table>

#### Management reporting line
- Director of Corporate Services
- Director of Planning via Visitor Centre Manager
- City Treasurer
- —

#### Membership support
- 350 members of BRAGS
- 0
- 120 members
- —

#### Volunteers and est volunteer hours
- Around 70 volunteers provide over 3,000 hours a year.
- None
- 0
- —

#### Policy framework
- Existing collection policy needs updating
- In development
- Existing policies could be further formalised
- —

#### Disaster planning
- Fire plan
- No collection disaster plan
- Fire plan
- No collection disaster plan
- —

#### Conservation practices
- Museum quality storage, use of conservation professional, condition audit of collection required. Preventative conservation issue with shared air-conditioning with library.
- Preventative conservation practices such as limiting light exposure by pulling blinds, good housekeeping practices and visitors wearing booties.
- Preventative conservation practices where possible. Storage of cars in council depot may not be suitable from a conservation point of view.
- Conservation assessment audit required
<table>
<thead>
<tr>
<th>Museum</th>
<th>Collection Management</th>
<th>Museum trained staff</th>
<th>Non-museum trained staff</th>
<th>Staffing expenditure (2002 actual)</th>
<th>Audience profile / research</th>
<th>Museum shop Average sale</th>
</tr>
</thead>
<tbody>
<tr>
<td>Council Museum</td>
<td>98% of collection catalogued</td>
<td>Art Gallery Director&lt;br&gt;Art Gallery Curator&lt;br&gt;Curator (Collections Manager) PT&lt;br&gt;Also houses Museum Planner</td>
<td>Education &amp; Public Programs Manager FT&lt;br&gt;Administration (28 hours pw = 0.75 EFT)&lt;br&gt;Casuals 12 hr pw = 0.32 EFT</td>
<td>$314,319 (Including Curator (Collections Manager) who works across all three museums and the Museum Planner $61,000 with $30,000 from NSW Ministry for the Arts till Feb 04)</td>
<td>Research planned for 2003/2004</td>
<td>Shop in entrance Average sale $8</td>
</tr>
<tr>
<td>Bathurst Regional Art Gallery</td>
<td>Most of collection catalogued</td>
<td>Caretaker/guide (part time 12 hours pw=0.32 EFT )&lt;br&gt;Curator (Collections Manager) PT (as required)</td>
<td>5 staff from visitors centre trained as guides</td>
<td>$12,805</td>
<td>Research planned for 2003/2004</td>
<td>Souvenirs available</td>
</tr>
<tr>
<td>Chifley Home Museum</td>
<td>80% of collection catalogued</td>
<td>Curator (Collections Manager) PT</td>
<td>Manager FT 1f/t, 2p/t, 2 casual (4.04 EFT)</td>
<td>$153,023</td>
<td></td>
<td>Shop in entrance Average sale $10.60</td>
</tr>
<tr>
<td>National Motor Racing Museum</td>
<td>Note that Curator (Collections Manager) services spread across museums according to demand.</td>
<td></td>
<td></td>
<td>$480,147 (2002 actual)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**TOTALS**

<table>
<thead>
<tr>
<th>Collection Management</th>
<th>Museum trained staff</th>
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<th>Staffing expenditure (2002 actual)</th>
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<td>****</td>
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<td><strong>5 staff from visitors centre trained as guides</strong></td>
<td><strong>Manager FT 1f/t, 2p/t, 2 casual (4.04 EFT)</strong></td>
<td><strong>Research planned for 2003/2004</strong></td>
<td><strong>Shop in entrance Average sale $8</strong></td>
</tr>
<tr>
<td><strong>Education &amp; Public Programs Manager FT&lt;br&gt;Administration (28 hours pw = 0.75 EFT)&lt;br&gt;Casuals 12 hr pw = 0.32 EFT</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td><strong>Souvenirs available</strong></td>
</tr>
<tr>
<td><strong>$314,319 (Including Curator (Collections Manager) who works across all three museums and the Museum Planner $61,000 with $30,000 from NSW Ministry for the Arts till Feb 04)</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td><strong>Shop in entrance Average sale $10.60</strong></td>
</tr>
</tbody>
</table>

**Audience research would benefit strategic planning**
### Financial Snapshot: Bathurst City Council Museums

Based on figures provided by BCC cost centre 15 November 2002

<table>
<thead>
<tr>
<th></th>
<th>BRAG</th>
<th>Chifley Home</th>
<th>NMRM</th>
<th>TOTALS</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2002</td>
<td>2003</td>
<td>2002</td>
<td>2003</td>
</tr>
<tr>
<td>NET COST</td>
<td>$367,838</td>
<td>$413,057</td>
<td>$19,976</td>
<td>$19,967</td>
</tr>
<tr>
<td>INCOME</td>
<td>$232,286</td>
<td>$170,554</td>
<td>$35,735</td>
<td>$27,024</td>
</tr>
<tr>
<td></td>
<td>$35,735</td>
<td>$27,024</td>
<td>$30,952</td>
<td>$26,568</td>
</tr>
<tr>
<td>admissions</td>
<td>$0</td>
<td>$0</td>
<td>$3,060</td>
<td>$2,287</td>
</tr>
<tr>
<td></td>
<td>$3,060</td>
<td>$2,287</td>
<td>$122,763</td>
<td>$101,984</td>
</tr>
<tr>
<td>grants &amp; sponsorship</td>
<td>$75,587</td>
<td>$49,900</td>
<td>$25,389</td>
<td>$21,300</td>
</tr>
<tr>
<td></td>
<td>$101,984</td>
<td>$122,763</td>
<td>$21,300</td>
<td>$21,300</td>
</tr>
<tr>
<td>shop &amp; sales</td>
<td>$9,032</td>
<td>$4,699</td>
<td>$106,455</td>
<td>$99,602</td>
</tr>
<tr>
<td></td>
<td>$106,455</td>
<td>$99,602</td>
<td>$106,455</td>
<td>$99,602</td>
</tr>
<tr>
<td>public programs</td>
<td>$8,397</td>
<td>$7,903</td>
<td>$0</td>
<td>$0 **</td>
</tr>
<tr>
<td></td>
<td>$104,495</td>
<td>$107,502</td>
<td>$106,455</td>
<td>$99,602</td>
</tr>
</tbody>
</table>

| EXPENDITURE | $600,124 | $583,611 | $55,711 | $46,991 |
|            | $314,784 | $330,314 | $314,784| $330,314|
| incl. Salaries* | $314,319 | $313,656 | $12,805 | $12,858 |
|             | $153,023 | $155,588 | $153,023| $155,588|

* BRAG salaries includes gross cost of Curator (Collection Manager) $52,000 & Museum Planner $61,000 (30,000 pa from NSW Ministry for the Arts till Feb 04)
** Chifley Home public programs run through Visitors Information Centre

**NOTES:**

**COLLECTIONS**

Note that the above information does not include costs associated with miscellaneous heritage collections such as the School of Arts Book Collection (Library budget), Penzig Collection storage, etc.

Costs associated with maintenance of the outdoor collection are covered by the Parks and Gardens vote.

The above does not include costs associated with storage of NMRM cars in council depot.

**BATHURST DISTRICT HISTORICAL SOCIETY**

Council contribution to Bathurst District Historical Society currently $20,000 pa cash and in-kind.

**SOMERVILLE**

In regards to operational costs for Somerville, Council has provided $490,000 over 5 years on a sliding scale, plus $50,000 in initiating the project.

This provision does not include 50% funding for Museum Planner, nor other miscellaneous staff time.
Council Collections

Bathurst School of Arts Collection:

This is a valuable and rare collection of some 2,050 books published in the period dating from 1760 to the 1950s. It is in storage at the Bathurst City Library. The collection is particularly significant as a near complete School of Arts collection, a ‘snapshot in time’ of the books used by the community in a country town of the period. While a formal valuation has not been undertaken, it is estimated that the collection is worth at least $200,000. It includes a number of valuable and important individual items. The collection is listed on the NSW Heritage Office State Heritage Inventory.

The Edgar and Megan Penzig Collection of Australiana:

The Penzig Collection focuses on bushranger, police, colonial and the Penzig-Brown family histories. It is a research collection comprised largely of facsimiles and copies of significant documents. It is currently stored in the Somerville Collection storeroom.

Cobb & Co:

Bathurst was the national base of the Cobb & Co empire that is central to the settlement of the Australian continent. In terms of a Cobb & Co collection, the most significant component comprises the Bathurst to Sofala Cobb & Co. Coach. This rare and original mail coach from the mid Victorian Period is a listed heritage item on the NSW Heritage Office State Heritage Inventory. It is currently housed at the Bathurst Visitors Information Centre. It was part of the Bathurst Technical Museum from 1927 and was restored in 1994. A Cobb & Co. light is also on display at the Visitors Information Centre.

Outdoor Sculptures, Monuments, Plaques & Fountains:

Bathurst City Council owns a number of outdoor sculptures, monuments and fountains. A state-wide mapping project in 1997 by the Australian Institute for the Conservation of Cultural Materials included Bathurst. A draft printout report of this survey held by Bathurst City Council lists 30 items located at Machattie Park, Kings Parade, Bicentennial Peace Park, the army camp and migrant camp site on Limekilns Road plus a further seven monuments around Bathurst. There will be a number of additional items that have been installed since that time, particularly public artworks.

Laycock’s Engineers & Blacksmiths Shop & Contents:

Laycock’s Engineers and Blacksmiths Shop was located at 112 Seymour Street in Bathurst. The blacksmith business dated back to the early 1800s. In 1917 Laycock’s extended their business to include a machine shop and foundry specialising in the manufacture of grain elevators. In 1985 the building and contents were donated to the City of Bathurst. A Bicentennial grant enabled the building and contents to be relocated to Bathurst Goldfields as an example of early industry enterprise in Bathurst.

Other Items:

Bathurst City Council also owns other collectable items, which are displayed and stored in various locations particularly in the Administration Building. Examples include gifts from Ohkuma and other Cities.
## Council Collections

<table>
<thead>
<tr>
<th>Council Collection</th>
<th>Bathurst City Library – School of Arts collection</th>
<th>Penzig Bushranger Collection</th>
<th>Cobb &amp; Co. Outdoor Sculptures, Monuments, Plaques &amp; Fountains</th>
<th>Laycock’s Engineers &amp; Blacksmith Shop</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Collection size</td>
<td>2,050</td>
<td>uncatalogued</td>
<td>Coach plus misc</td>
<td>TBC</td>
<td></td>
</tr>
<tr>
<td>Collection value</td>
<td>+$200,000</td>
<td>Insured for $200,000</td>
<td>$100,000 - $150,000</td>
<td>TBC</td>
<td></td>
</tr>
<tr>
<td>Average annual visitor numbers</td>
<td>NA – in storage</td>
<td>NA – in storage</td>
<td>65,000 pa to visitors centre</td>
<td>Undetermined</td>
<td></td>
</tr>
<tr>
<td>Net cost</td>
<td>Embedded in library budget</td>
<td>Misc Curator (Collections Manager) staff time</td>
<td>Partly in Visitors Information Centre budget</td>
<td>Embedded in Parks and Recreation budget</td>
<td></td>
</tr>
<tr>
<td>2002 actual</td>
<td>Contact point within Council to be established</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2003 estimate</td>
<td>Director of Corporate Services - Library</td>
<td>Director of Corporate Services</td>
<td>Director of Planning via Visitors Centre Manager</td>
<td>Director of Planning</td>
<td></td>
</tr>
<tr>
<td>Management reporting line</td>
<td>Director of Corporate Services</td>
<td>Director of Planning via Visitors Centre Manager</td>
<td>Director of Planning</td>
<td>CONTACT POINT WITHIN COUNCIL TO BE ESTABLISHED</td>
<td></td>
</tr>
<tr>
<td>Policy framework</td>
<td>Embedded in Library policy and specific documents being developed</td>
<td>No specific policy developed for Penzig Collection</td>
<td>No specific policy developed</td>
<td>No specific policy developed</td>
<td>No specific policy developed</td>
</tr>
<tr>
<td>Disaster planning</td>
<td>No collection disaster plan</td>
<td>No collection disaster plan</td>
<td>No collection disaster plan</td>
<td>No collection disaster plan</td>
<td></td>
</tr>
<tr>
<td>Conservation practices</td>
<td>Preventative practices – eg. wrapping in acid proof paper</td>
<td>Stored in the Somerville Collection Storeroom under good security by not in archival quality boxes</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Collection Management</td>
<td>Uncatalogued or properly assessed for heritage value</td>
<td>Uncataloged</td>
<td>No clear collection accountability</td>
<td>Uncataloged by BCC</td>
<td></td>
</tr>
<tr>
<td>Notes</td>
<td>Listed on the State Heritage Register</td>
<td>Future to be determined</td>
<td>Listed on the state heritage register</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Notes:**
- Listed on the State Heritage Register
- Future to be determined
- Listed on the state heritage register
- Bathurst Goldfields visitation around 27,000
- No collection disaster plan
- Fire plan
- No specific policy developed
-预防措施——如用酸纸包裹
-整个内容在1985-88年重新登记时全部记录。
4.2 Cultural Services & Cultural Development

Museums are just one component of the cultural services mix. Any consideration of council museum services should bear in mind the wider context of cultural services and cultural development. The Bathurst City Council 2001 Annual Report groups the Somerville Collection, Chifley Cottage, collections management, and The National Motor Racing Museum under the heading of ‘Cultural Services’, alongside Bathurst Regional Art Gallery, Library and the Bathurst Memorial Entertainment Centre.

As articulated in the Cultural Plan vision for ‘a diverse cultural environment’, emphasis should be spread across a wide variety of cultural expressions and include contemporary cultural development.

<table>
<thead>
<tr>
<th>#</th>
<th>RECOMMENDATION</th>
<th>RESOURCES</th>
<th>TIMEFRAME / PRIORITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.2a</td>
<td>That Bathurst City Council give consideration to the future development of a Cultural Development Unit that includes museums.</td>
<td>Beyond scope of this report</td>
<td>Medium</td>
</tr>
</tbody>
</table>
4.3 Organisational Structure

The most obvious issue when looking at the overall management of Bathurst City Council museums is a disparate and uncoordinated reporting and planning structure.

Existing Structure: Bathurst City Council Museums

Please note that the above diagram does not include administration and front of house staff.
The current structure does not support the goals set out in the *50 Year Plan for the City of Bathurst* or the *Bathurst City Council Cultural Plan*.

The *50 Year Plan* seeks ‘an integrated approach to the provision of museums and collections in Bathurst’ through ‘a City-wide strategic plan for the maintenance and development of Council’s museums and collections’. The current structure does not support this outcome.

The *Cultural Plan* recommends the development of ‘an overall strategic development and management plan for museum development in the City, including a shared vision for all museums, strategies for collaborations between facilities and the establishment of an effective management model for museums.

The *2001 Bathurst City Council Annual Report* grouped all the Council museums under the heading of ‘Cultural Services’ despite the disparate reporting lines and the senior professional museums staff were discussed as the ‘museums unit’. This needs to be formally reflected in the reporting structure.

Bathurst Regional Art Gallery is well placed to provide leadership through an excellent team of museum professionals well positioned to take leadership of Bathurst City Council Museums.

The position of Museum Planner is currently 50% funded by the NSW Ministry for the Arts until February 2004. As articulated in the 1999 NSW Ministry for the Arts funding application for this position, “while the initial focus of the position will be on the development of the new museum facilities and developing a strategic overview and structure for Bathurst’s overall museums and collections, it is likely that the position will evolve over time into a management/co-ordination role.” The application stated an intention to continue this as a permanent position beyond 2004 and this expectation is reaffirmed in a letter from David Ellis, NSW Ministry for the Arts Museums Program Manager, dated September 2000. The Council needs to assess and decide upon the future of this position.

The National Motor Racing Museum has identified access to more museum skills as an issue for this institution. Professional input is required in order to clear the backlog of cataloguing, to raise the standard of interpretation and labelling, and provide education and public programs.

Bathurst Visitor information staff currently act as guides for Chifley Home.
Proposed Structure: Bathurst City Council Museums

Bathurst City Council
   General Manager
      Director

NMRM
   Manager
   Continue existing Front of house

Chifley Home
   Chief Guide
   Casual guides (Visitor Centre)

BRAG
   Curator
   Education & Public Programs Manager
   PT Administration
   Casuals
   Volunteers and volunteer guides = 3,000 hours

Art Gallery & Museums Unit
   Director
   Deputy Director/Museum Planner
   Curator (Collections Manager)
   Regional Museums Officer*
   (to be considered in the medium term)

(Note these staffing numbers equivalent to existing positions, excluding the RMO)

Affiliated Museum:
   Australian Fossil and Mineral Museum (Somerville Collection)

Affiliated Museum:
   Bathurst District Historical Society

*New position of Position of Regional Museums Officer and regional services will be discussed under leadership of Bathurst Region Museums.
Bathurst City Council Museums Staff

Bathurst City Council has a strong team of highly skilled and experienced museum professionals. While many regional centres experience a lack of solid museum professional skills, the issue for Bathurst City Council is how best to arrange and engage these skills. This proposal is essentially about refocusing the existing resources to gain greater strategic and management effectiveness.

Gallery & Museums Unit

The basic thrust of this proposal is that there be a Gallery & Museums Unit providing a professional overview for Council museums and collections. The main goals of this Unit would be greater strategic cohesion for Bathurst City Council Museums and ensuring that all Bathurst City Council museums meet essential professional standards, in keeping with the goal of a ‘quality regional museum’

Core museum functions such as collection management could be clearly centralised in this unit and provide services to all Bathurst City Council Museums and collections.

The Unit would also be responsible for developing wider relationships and affiliations with non-council museums in the region.

Ideally, the Director (Art Gallery and Museums Unit) and Deputy Director of the Unit would have complementary skills and experience across the fields of visual art, social history, natural science, cultural planning and management.

The Gallery and Museums Unit should report to a single Council Department Head.

Specifically:

Director, Art Gallery & Museums Unit:

The focus of this position would be the setting broad vision and strategic direction for museums and gallery, overall management of collections and research. The Director would also be responsible for leading the development of wider relationships, partnerships and affiliations with non-council museums in the region. This position, or that of Deputy Director, could have a particular emphasis on the day-to-day management of the Art Gallery, as the gallery requires a figurehead and leadership due to the high rotation of exhibitions and the gallery’s role in contemporary cultural development.

Museum Planner (Deputy Director):

The focus of this position would be the implementation of strategic plans for museums and gallery, overall management of public programs, including education programs and marketing. The position would ensure an integrated and planned approach to the growth and development of the museums of Bathurst within the city’s overall social, community and cultural plans and priorities.

This position could take a specific role in developing education, public programs and marketing as a focus for Bathurst City Council museums.

The position of Museum Planner is currently 50% funded by the NSW Ministry for the Arts until February 2004. As articulated in the 1999 NSW Ministry for the Arts funding application for this position, “while the initial focus of the position will be on the development of the new museum facilities and developing a strategic overview and structure for Bathurst’s overall museums and collections, it is likely that the position will evolve over time into a management/co-ordination role.” The application stated an intention to continue this as a permanent position beyond 2004 and this expectation is reaffirmed in a letter from David Ellis, NSW Ministry for the Arts Museums Program Manager, dated September 2000. The Council needs to assess and decide upon the future of this position, mindful that the Ministry provides significant funds to Council.
OPTIONS:

A) **Full-Time Permanent Position.** This would be the optimum choice for the successful operation of the Museums Unit.

B) **Full-Time Contract.**

C) **Position shared 50/50 with the Australian Fossil & Mineral Museum.** The advantages of this scenario would be the retention of high-level museum skills within Council and the enhancement of the Council’s affiliation with the Australian Fossil & Mineral Museum (Somerville Collection). In effect the position would be 50% AFMM and 50% BCC Museums Unit. One mechanism could be that the staff person is employed by Bathurst City Council and the AFMM purchase professional services from Council. While there are reporting issues with the AFMM Manager reporting to the Somerville management committee and the Museums Unit Deputy Director reporting to Council, the existing Museum Planner works with a similar situation.

D) **Part-Time Position.** This is not an ideal solution. Also limits ability to attract optimum candidate from outside of region.

E) **No Position.** The Museums Unit concept would not be viable without this position, as it would see too great a drain on human resources from the Bathurst Regional Art Gallery and result in significant difficulty in reaching good professional standards.

**Curator (Collections Manager)**

The role of collection management is discussed below in section 4.5. Note that the Curator (Collections Manager) provides services to all council collections.

**Tourism**

The Unit should maintain a strong relationship with tourism. Bathurst City Council museums staff report that the relationship with the Visitors Information Centre Manager through the Chifley Home Working group has been very beneficial.

**Heritage Advisor**

Similarly, the Unit could enhance the relationship between movable cultural heritage and built cultural heritage by developing closer dialogue with the Bathurst City Council Heritage Advisor based in Strategic Planning.

**Benefits of a Gallery & Museums Unit**

The benefits of this proposed structure include:

- Greater strategic cohesion for Bathurst City Council Museums
- Ensuring all Bathurst City Council museums meet essential professional standards, in keeping with the goal of a ‘quality regional museum’
- More efficiencies in letting contracts such as conservation or disaster planning services (economies of scale)
- Potential to share volunteers
- Art Gallery & Museums Unit Director position may be more attractive to a senior professional
- Collaborative advertising
- Strengthens strategic relationship with the Australian Fossil & Mineral Museum (Somerville Collection)
4.4 Education, Public Programs & Marketing

Bathurst City Council museums would benefit from greater education and public programs. Bathurst City Council museums could engage with curriculum themes and topics at both a school and university level. For example, Parramatta City Council has online curriculum guides for museums in the city.

Within a Museums Unit structure, the position of Deputy Director might take a role in developing a focus on education, public programs and marketing in Bathurst City Council museums.

The Museum of the Riverina is currently developing a proposal for the Australian Museum Audience Research Centre to conduct audience research for a number of small museums in NSW, including Bathurst Regional Art Gallery and the National Motor Racing Museum. Pending a successful grant application, this project would be essentially cost neutral to Bathurst City Council. Some Council staff time and venue costs would be involved.
## 4.4 RECOMMENDATION

<table>
<thead>
<tr>
<th>#</th>
<th>RECOMMENDATION</th>
<th>RESOURCES</th>
<th>TIMEFRAME</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.4a</td>
<td>That the Gallery &amp; Museums Unit develop education, public programs and marketing as a focus</td>
<td>Within existing resources</td>
<td>Short to medium term</td>
</tr>
<tr>
<td>4.4b</td>
<td>That the Gallery &amp; Museums Unit participate in future tourism planning to optimise opportunities offered by the museums sector</td>
<td>Within existing resources</td>
<td>Medium term</td>
</tr>
<tr>
<td>4.4c</td>
<td>That audience research be undertaken to improve efficacy of marketing</td>
<td>Largely cost neutral pending grant application.</td>
<td>2003-04</td>
</tr>
</tbody>
</table>

## 4.5 Collection Management

Collection Management is central to the basic functioning of any museum or heritage collection. In terms of controlling and accessing collection assets through cataloguing (both physical and intellectual access), protecting those assets with adequate storage and professional object handling procedures, the Curator (Collections Manager) position is a long term and indispensable function.

The Bathurst City Council Curator (Collections Manager) provides services to all three council museums, although the cost of this position is embedded in the Art Gallery budget. This position is funded on a year-by-year basis and lacks ongoing tenure. This inhibits the capacity for long term planning and creates a stressful environment of uncertainty within the museum professional team. The continued functioning and future success of Bathurst City Council museums depends on Council committing to this position.

<table>
<thead>
<tr>
<th>#</th>
<th>RECOMMENDATION</th>
<th>RESOURCES</th>
<th>TIMEFRAME</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.5a</td>
<td>That the position of Curator (Collections Manager) be made permanent</td>
<td>Commit to continue existing expenditure: $52,000</td>
<td>short term</td>
</tr>
</tbody>
</table>

The Curator (Collection Manager) currently undertakes a number of key functions that will be discussed below to illustrate the importance of this position.

### Cataloguing

In order to use and control a collection, there has to be a usable record of what is in the collection, why it is important and where it is located. The asset can be effectively lost without this control tool, both in terms of where it is and why it is significant.

The collections encompassed by Bathurst City Council museums include more than 7,000 individual items with a combined valued of at least $5.4 million dollars. The Curator (Collections Manager) is undertaking an ongoing cataloguing program to facilitate control and access for the collections. This is an ongoing process as the collection grows.

The catalogue is a simple and flexible database in MS Access. It has the potential to include images and to integrate with an online access interface.
<table>
<thead>
<tr>
<th>Museum</th>
<th>Catalogue Percentage</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bathurst Regional Art Gallery</td>
<td>98%</td>
<td>Collection fully catalogued and new works catalogued as acquired. A cataloguing backlog is developing with staff shortages due to long term leave by the Art Gallery Director.</td>
</tr>
<tr>
<td>Chifley Home</td>
<td>98%</td>
<td></td>
</tr>
<tr>
<td>National Motor Racing Museum</td>
<td>80%</td>
<td>Was at 90% but a cataloguing backlog is developing as the museum receives further donations.</td>
</tr>
</tbody>
</table>

**Movement and Handling of Objects**

The movement of any object, from storage to display or loan, has to be recorded. A breakdown in this system can lead to the effective loss of the asset.

Further, when moved, the object must be handled carefully according to museum standard practices for handling and moving objects.

The Curator (Collections Manager) ensures that these standards are adhered to, thus preserving the value of the asset.

**Preparation and Installation of Exhibits**

The Curator (Collections Manager) leads the installation and dismantling of exhibits. Exhibitions at the Bathurst Regional Art Gallery change about every six weeks. He currently plays a role in exhibitions and events at both the National Motor Racing Museum and the Chifley Home. The Curator (Collections Manager) will supervise the installation of exhibition fit-out of the Australian Fossil & Mineral Museum.

**Property Management**

The Curator (Collections Manager) has played a major role in supervising building works on Murray’s Cottage (former home of artist Donald Friend), part of the Hill End artist-in-residence program; building works on the Chifley Home; and is integral to supervising the adaptive reuse of the Australian Fossil & Mineral Museum’s buildings (which will become a Council asset on the compulsory acquisition of the site).

**Corporate Leasing Program**

The Curator (Collections Manager) administers and implements the Art Gallery’s corporate leasing program and implements the Art Gallery’s annual agreement with Country Energy. There may be potential to extend this program to include heritage artefacts from other collections.

**Travelling Exhibitions**

The Curator (Collections Manager) plays a vital role with the management of Bathurst Regional Art Gallery travelling exhibitions. These exhibitions enhance the reputation and profile of Bathurst Regional Art Gallery, enhance the gallery’s ability to attract exhibition funding and can generate some income through fees paid to the gallery.

There is the potential to extend the travelling exhibition function to other Bathurst City Council museums and possibly even in partnership with other museums in the region.

Touring exhibitions enhance the exposure, significance and value of the collections included.

The Curator (Collections Manager) is also responsible for receiving and dispatching travelling exhibitions to the Bathurst Regional Art Gallery from external agencies.
Collection Management: an expanded role

Online Access

In the future, online access to the collection database could greatly enhance the access to the collection and raise awareness of the heritage assets held by Bathurst City Council. This will lead to an increase in loans, greater exposure of Bathurst’s heritage assets and enhance the value of the objects loaned.

The Newcastle Regional Museum collection is online via the AMOL (Australian Museums Online) website.

Council Collections

In the future, the Curator (Collections Manager) could play a more active role in the management of council’s miscellaneous heritage collections such as the School of Arts books Collections and the outdoor sculptures. There are also many items that have been donated over the years, eg Ohkuma gifts that need to be listed, catalogued and assessed for significance and conservation needs.

Loans, Leasing & Touring Exhibitions

There is potential to extend the loans, leasing and touring exhibition programs currently developed for Bathurst Regional Art Gallery to heritage artefacts from other Bathurst City Council Collections.

<table>
<thead>
<tr>
<th>#</th>
<th>RECOMMENDATION</th>
<th>RESOURCES</th>
<th>TIMEFRAME</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.5b</td>
<td>That the collection database be available to the public online</td>
<td>Staff time: 1 person for 2 months</td>
<td>Medium term</td>
</tr>
<tr>
<td>4.5c</td>
<td>Curator (Collections Manager) be involved with management of all BCC collections, including the School of Arts and outdoor collection</td>
<td>Within existing resources</td>
<td>Short term</td>
</tr>
<tr>
<td>4.5d</td>
<td>That funds to employ casual assistance to collection management be allocated, particularly to facilitate cataloguing at the National Motor Racing Museum</td>
<td>Casual hours: 3 days pw for 6 months @ $30,000 pro rata = $9,000</td>
<td>Medium term</td>
</tr>
</tbody>
</table>

In terms of controlling the collection assets through cataloguing, protecting those assets with adequate storage and professional object handling procedures, the Curator (Collections Manager) position is a long term and indispensable function.

The Curator (Collections Manager) also has responsibilities in the areas of storage, disaster planning and conservation. These issues are dealt with below.

4.6 Storage

In order to maintain the value of a collection, it has to be stored in ‘museum standard’ conditions that do not exacerbate deterioration and devaluation of the object. Objects should be easily accessible and clearly organised. Furthermore, there needs to be well understood and closely followed procedures to guard the security of collections as they contain some valuable items.
**Bathurst Regional Art Gallery**  
Good storage conditions  
Running out of storage space  
Security practices could be improved

**Chifley Home**  
No storage space  
Entire collection on display, no facility to rest objects such as textiles from light damage.

**National Motor Racing Museum**  
Limited storage space for paper based collection  
Council Depot inappropriate conditions for historic cars / museum objects

It is recommended that detailed research be undertaken to estimate the amount and types of storage required, estimate needs for the future, the costs of various options and potential funding sources.

The issue of storage is connected to building facilities discussed below.

Options to address future demonstrated demand for storage include:

- Purpose built centralised store. Extend back of gallery into car park in conjunction with future library extension
- Retrofit an existing building as a central store.

The Somerville Collection received significant funding to purchase museum standard storage systems for the collection. There may be some storage space that may be available for other collections.

While archives are a separate issue, note that in recent years Council has developed an archive area compliant with the requirements of the State Records Act.

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<tr>
<th>#</th>
<th>RECOMMENDATION</th>
<th>RESOURCES</th>
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</thead>
<tbody>
<tr>
<td>4.6a</td>
<td>That research be undertaken to estimate the amount and types of storage required, estimate needs for the future, costs of various options and potential funding sources.</td>
<td>ISC ballpark $5-8,000 to research and specify</td>
<td>Short to medium term</td>
</tr>
<tr>
<td>4.6b</td>
<td>That Council address the issue of storage for collections.</td>
<td>Additional capital resources to be assessed.</td>
<td>Medium to long term pending completion of recommendation 4.6a</td>
</tr>
<tr>
<td>4.6c</td>
<td>That storage security procedures be reviewed and that staff be trained in these procedures</td>
<td>Within existing resources</td>
<td>Short term</td>
</tr>
</tbody>
</table>

### 4.7 Disaster Planning

There are no collection disaster preparedness plans in place for any Bathurst City Council museums or collections. With a combined value of over $5.4 million, this is a significant weakness in the management of this asset.
In addition to disaster plans such as fire evacuation plans that deal with protecting staff and the public, museums should have a Disaster Preparedness Plan to address risks to the collection. These risks might include fire, flood, human error (such as dropping an object or failing to lock a door), air-conditioning failure, vandalism or bomb threat.

A disaster preparedness planning process would include an assessment and reduction of the risks, identifying priorities in the collection in the event of a disaster, establishing a disaster response team, preparing a disaster response plan and a disaster recovery plan.

There may be a benefit in reduction of insurance premiums.

While disaster preparedness planning could be carried out in-house, it may be prudent to engage a consultant to facilitate and expedite this process.

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</thead>
</table>
| 4.7a | That disaster preparedness plans be developed for all Bathurst City Council Museums and collections. | Estimate total 6 – 9 weeks staff time.  
Or  
ICS consultants ballpark estimate $10,000  
Plus equipment – wet/dry vac, bins and drying racks – about $1,500 | ASAP     |

4.8 Conservation

Bathurst City Council museum staff have an understanding of preventative conservation practices and environmental controls that lessen the rate of object deterioration.

There has been no conservation audit of any collections to ascertain conservation priorities or the extent of conservation work that may be required.

While qualified conservation services have been used, conservation work has been carried out on an *ad hoc* basis, largely driven by exhibition needs.

It is preferable that conservation work be carried out in a timely manner in order to save on both conservation costs and loss of value to the collections.

It is desirable to prevent deterioration rather than to seek a 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.

A conservation audit would identify risks and priorities for conservation and provide an estimate of the cost of conducting this work.

A conservation audit of the School of Arts Book Collection is particularly pressing.
# RECOMMENDATION | RESOURCES | TIMEFRAME
--- | --- | ---
4.8a | That a conservation audit of all Bathurst City Council collections be carried out to identify works at risk, priorities for conservation works and further preventative conservation measures to slow deterioration. | Addition resources required. ICS ballpark figure $15,000 | Short to medium term

4.8b | That sufficient funds be allocated to allow timely conservation work to be carried out | As quoted in conservation audit | Pending conservation audit as per 4.8a

4.9 Building Facilities

While building facilities are basically good, each of the museums have some issues.

| Bathurst Regional Art Gallery | Running out of storage space  
Receiving dock and preparation area inadequate  
Shortage of office space to house existing staff  
Issue of shared air-conditioning with library  
Need for larger wet area workshop space |
<table>
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<tr>
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</thead>
<tbody>
<tr>
<td>Chifley Home</td>
<td>No storage space</td>
</tr>
</tbody>
</table>
| National Motor Racing Museum | plans to extend exhibition spaces  
Requires better storage:  
- Inadequate storage space for paper based collection  
- Council Depot inappropriate conditions for historic cars / museum objects |

**Bathurst Regional Art Gallery**

**Office Spaces**

The Curator (Collections Manager) and Museum Planner are currently housed in what was the preparation workspace connected to the Bathurst Regional Art Gallery receiving dock. It is a noisy, draughty, poorly lit, unattractive thoroughfare between the storeroom, receiving dock, kitchen, galleries and toilet connected with library workspace. They have one telephone between them leading to ergonomic issues and there are workflow issues created by the need to cross the building in order to access the printer and fax facilities.

If the Gallery & Museums Unit model were adopted and the Curator (Collections Manager) position is made permanent, the Council will need to consider adequate office space and facilities for the Museum Planner (Deputy Director) and Curator (Collections Manager).
Receiving Dock, Workshop and Preparation Spaces

The receiving dock is frequently crowded with boxes and is used to store materials and display boxes. It is also used for holding children’s workshops where a wet area is required. The preparation and framing area is currently used as office space and the preparation area has been moved into the storeroom. There is potential for increased risk of damage to collections with preparatory work being conducted in the storeroom.

Storage

As discussed above, the gallery storeroom is virtually full.

Galleries

Bathurst Regional Art Gallery has excellent purpose built galleries. There are two issues to consider:

Security: The galleries have security video cameras and there is a monitor on the reception desk. Cameras have broken down in the past and do not necessarily cover all works on display. Volunteers undertaking front of house duties monitor the video feed.

Environmental conditions: The gallery shares air conditioning with the library. The two organisations have different environment needs. Fluctuations in heat and humidity will damage works on display and in storage.

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<tbody>
<tr>
<td>4.9a</td>
<td>That an adequate office working environment be provided for staff</td>
<td>Yet to be ascertained</td>
<td>Medium term</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Could be considered in conjunction with storage specifications (4.6a).</td>
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</tbody>
</table>
### 4.9b
That consideration be given to wet workshop space at the Bathurst Regional Art Gallery

Yet to be ascertained

Medium term
Could be considered in conjunction with storage specifications (4.6a).

### 4.9c
That there be adequate storage for preparation materials and display boxes space at the Bathurst Regional Art Gallery

Yet to be ascertained

Medium term
Could be considered in conjunction with storage specifications (4.6a).

### 4.9d
That issues arising from environmental controls shared between the gallery and the library be investigated and addressed.

Yet to be ascertained

Short to medium term

#### National Motor Racing Museum

There are plans to significantly extend the exhibition spaces at the NMRM. However, these plans do not include extension to the office, workshop, exhibition preparation, and exhibition hardware or storage spaces.

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<tbody>
<tr>
<td>4.9e</td>
<td>That extension to the National Motor Racing Museum includes additional storage and preparation spaces.</td>
<td>Yet to be ascertained</td>
<td>Short to medium term</td>
</tr>
</tbody>
</table>

#### Chifley Home

As noted above, there are no storage spaces to rest objects in the Chifley Home collection. This museum would benefit from access to a general museum standard storeroom.

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<tbody>
<tr>
<td>4.9f</td>
<td>That the Chifley Home collection gain access to museum standard storage.</td>
<td>Yet to be ascertained</td>
<td>Medium term</td>
</tr>
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</table>

### 4.10 Collections

Bathurst City Council has a number of heritage collections that are not specifically housed in a museum institution.

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<tbody>
<tr>
<td>4.10a</td>
<td>That heritage collections owned by Bathurst City Council be managed by the Gallery &amp; Museums Unit</td>
<td>Within existing resources</td>
<td>Short to medium term</td>
</tr>
</tbody>
</table>
School of Arts Book Collection

This is a valuable and rare collection of some 2,050 books published in the period dating from 1760 to the 1950s. The collection is particularly significant as a near complete School of Arts collection, a ‘snapshot in time’ of the books used by the community in a country town of the period. An application has been made for the collection to be listed as of state significance on the NSW Heritage Office State Heritage Inventory.

The collection is currently housed in the Bathurst City Council Library. It is uncatalogued and its future use and management is yet to be determined. A preventative conservation program is underway such as wrapping books in acid-free paper. While the collection’s research potential remains unutilised, there are issues to resolve about the handling of these fragile books.

Note that the Bathurst District Historical Society holds the School of Arts newspaper collection. The Bathurst District Historical Society has informally expressed an interest in the book collection.

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<tbody>
<tr>
<td>4.10b</td>
<td>That the Curator (Collection Manager) have a role in the management of the School of Arts Book Collection, particularly in the areas of conservation and development of controlling documents.</td>
<td>Within existing resources</td>
<td>Short to medium term</td>
</tr>
<tr>
<td>4.10c</td>
<td>That a decision be made about the future management, use, and housing of the School of Arts Book Collection</td>
<td>NA</td>
<td>Medium term</td>
</tr>
</tbody>
</table>

The Edgar and Megan Penzig Collection of Australiana:

The Penzig Collection focuses on bushranger, police, colonial and the Penzig-Brown family histories. It is a research collection comprised largely of facsimiles and copies of significant documents. It is not considered to be of display quality. However, the significance of the collection is yet to be assessed.

The collection was donated to Bathurst City Council in January 1999 with the condition that within three years it be placed in a permanent museum and or research rooms for public exhibition. If within three years this is not done, the collection is to be returned to the donor (i.e. January 2003). The collection is currently stored in the Somerville Collection storeroom with the intention that it be made available to researchers in this space. As outlined by a memo from the Art Gallery Director in January 1999, the minimum cost of getting the collection into archival storage would be around $2,500.

The Bathurst District Historical Society has informally expressed an interest in this collection. The Penzig Collection also has a resonance with the Cobb & Co collection. There may also be potential to place the collection online in a ‘virtual museum’, perhaps as a joint project with Charles Sturt University.

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<tbody>
<tr>
<td>4.10d</td>
<td>That a decision be made on the future use and display of the Penzig Collection.</td>
<td>NA</td>
<td>ASAP</td>
</tr>
<tr>
<td>4.10e</td>
<td>That the significance of the Penzig Collection be thoroughly assessed</td>
<td>Est. $3,000</td>
<td>Short term</td>
</tr>
<tr>
<td>4.10f</td>
<td>That the Penzig Collection be stored in archival conditions</td>
<td>$2,500</td>
<td>Short term</td>
</tr>
</tbody>
</table>
Outdoor Sculptures, Monuments, Plaques and Fountains:

Furthermore, the Council owns a distributed collection in the form of outdoor sculptures, fountains and plaques that have similar collection management issues to those discussed above. A statewide mapping project in 1997 by the Australian Institute for the Conservation of Cultural Materials included Bathurst. A draft printout report of this survey held by Bathurst City Council, lists 30 items located at Machattie Park, Kings Parade, Bicentennial Peace Park, the army camp and migrant camp site on Limekilns Road plus a further seven monuments around Bathurst. There will be a number of additional items that have been installed since that time, particularly public artworks.

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<tbody>
<tr>
<td>4.10g</td>
<td>That the collection of outdoor sculptures, fountains, plaques and the like be professionally managed as a collection by the Curator (Collections Manager).</td>
<td>Yet to be ascertained</td>
<td>Medium term</td>
</tr>
<tr>
<td>4.10h</td>
<td>That the extent of the outdoor collection be mapped and catalogued.</td>
<td>2 weeks staff time</td>
<td>Medium term</td>
</tr>
<tr>
<td>4.10i</td>
<td>That information and photographs of the outdoor collection be included on the Council’s GIS system.</td>
<td>2 weeks staff time</td>
<td>Short to medium term</td>
</tr>
</tbody>
</table>

Cobb & Co.

In 1862, Cobb & Co arrived in Bathurst and established the company national base. The factory producing their distinctive coaches was also based in Bathurst. The Cobb & Co collection features the restored Bathurst to Sofala Cobb & Co. Coach, a rare and original mail coach from the mid Victorian period listed on the NSW Heritage Office State Heritage Inventory. It is currently housed at the Bathurst Visitors Information Centre. It was part of the Bathurst Technical Museum from 1927 and was restored in 1994.

The coach features as the beginning of the ‘Cobb & Co Heritage Trail from Bathurst To Bourke’.

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<tbody>
<tr>
<td>4.10j</td>
<td>That further work be carried out on the extent of Cobb &amp; Co collections in Bathurst.</td>
<td>Staff time to be ascertained</td>
<td>Short term</td>
</tr>
</tbody>
</table>
Laycock’s Engineers & Blacksmiths Shop & Contents

This historic building and collection belongs to Bathurst City Council while located and utilised by Bathurst Goldfields. There could be clarification on the Bathurst Goldfields’ contact point within Council in relation to this collection.

Further, liaison between Bathurst City Council and Bathurst Goldfields could be enhanced to ensure that Council receives appropriate acknowledgement for any outcomes flowing from this heritage asset.

<table>
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<tbody>
<tr>
<td>4.10k</td>
<td>That the Curator (Collections Manager) be the contact point within Council for Bathurst Goldfields in relation to the Laycock collection.</td>
<td>Some staff time</td>
<td>Short to medium term</td>
</tr>
<tr>
<td>4.10l</td>
<td>That liaison on the Laycock Collection between the Bathurst City Council Museums Unit and Bathurst Goldfields be developed.</td>
<td>Some staff time as appropriate</td>
<td>Medium term</td>
</tr>
<tr>
<td>4.10m</td>
<td>That the Museum’s Unit provide Bathurst Goldfields with curatorial, conservation and collection management advice as required.</td>
<td>Some staff time as appropriate</td>
<td>Medium term</td>
</tr>
<tr>
<td>4.10n</td>
<td>That council records be checked to establish if a formal long term loan agreement was established with Bathurst Goldfields and, if not, a formal long term loan agreement be negotiated.</td>
<td>Staff time Plus possibly $1-2,000 legal fees</td>
<td>Medium term</td>
</tr>
</tbody>
</table>

Image: Laycocks Blacksmiths Shop
5. **Museums Affiliated with Bathurst City Council**

Bathurst City Council is a stakeholder in the Australian Fossil & Mineral Museum (Somerville Collection) and has a mutually beneficial working relationship with the Bathurst District Historical Society.

The Australian Fossil & Mineral Museum (Somerville Collection) is of importance to Bathurst as a collection of international significance, while the Bathurst District Historical Society collection is of unique importance to Bathurst as the irreplaceable social history collection significant to this region.

Both deserve special attention. The Australian Fossil & Mineral Museum (Somerville Collection) is a juggernaut that needs to be well managed in order to capitalise on the potential cultural capital it will bring to the city. The Bathurst District Historical Society collection represents the evidence of the unique settlement experience that formed the Central West.

In summary:

<table>
<thead>
<tr>
<th>Affiliated Collection</th>
<th>Bathurst District Historical Society</th>
<th>Australian Fossil and Mineral Museum (Somerville Collection)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Collection size</td>
<td>Archives – 30,000 catalogued items</td>
<td>Over 5,500</td>
</tr>
<tr>
<td></td>
<td>Photographic Negatives – (estimated – 250,000)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Objects – (est. 3,000)</td>
<td></td>
</tr>
<tr>
<td>Collection value</td>
<td>Not Available</td>
<td>Over $6 million (current gifted portion. 2nd part of collection to be gifted within 3-4 years. Total collection value estimated at $15 million)</td>
</tr>
<tr>
<td>Average annual visitor numbers</td>
<td>Peak periods in school holidays Visitor numbers in the low thousands annually</td>
<td>NA</td>
</tr>
<tr>
<td>Governance</td>
<td>BDHS is a fully Incorporated Association governed by a constitution and managed by an annually elected Honorary Management Committee answerable to its members</td>
<td>The Somerville Collection is owned by the Australian Museum Trust. The Somerville Collection Company operates the AFM Museum, which will house the collection. The Somerville Collection Management Committee reports to Somerville Collection Company Board. Stakeholders in company: The Australian Museum Trust, Bathurst City Council, Charles Sturt University, the Australasian Institute of Mining and Metallurgy, and Warren Somerville. The NSW Ministry for the Arts is</td>
</tr>
<tr>
<td>Membership support</td>
<td>More than 300 financial members</td>
<td>NA</td>
</tr>
<tr>
<td>---------------------</td>
<td>---------------------------------</td>
<td>-----</td>
</tr>
<tr>
<td>Volunteers and est volunteer hours</td>
<td>More than 50 active volunteers</td>
<td>Some volunteer work</td>
</tr>
<tr>
<td>Collection Management</td>
<td>Honorary curators with professional qualifications and or extensive management experience</td>
<td>A simple listing of this extensive collection is being transferred to a museum standard database. A Documentation Officer has been employed to increase the level of documentation. She is a trained archaeologist with museum experience, employed by BCC with funds from donations via CSU.</td>
</tr>
<tr>
<td>Storage</td>
<td>Running out of space. Environmental conditions not adequate for some delicate items</td>
<td>Recently received grant for museum standard fit-out of storeroom.</td>
</tr>
<tr>
<td>Policy framework</td>
<td>In development</td>
<td>In development</td>
</tr>
<tr>
<td>Disaster planning</td>
<td>In development</td>
<td>In development</td>
</tr>
<tr>
<td>Conservation practices</td>
<td>Aware of environmental issues that need to be addressed – such as strong sunlight on objects in display rooms.</td>
<td>Suitable environmental conditions in storage</td>
</tr>
<tr>
<td>Museum trained staff</td>
<td>Honorary – 3</td>
<td>BCC Museum Planner currently focused on getting the museum open. Warren Somerville is employed as curator by CSU. While not formally trained in museum practice, Prof. Somerville has extensive field experience in palaeontology and mineralogy. Funding for PT Education/Public Programs Officer for 3yrs.</td>
</tr>
<tr>
<td>Non-museum trained staff</td>
<td>Paid Research Officer - 1</td>
<td>NA at this point.</td>
</tr>
<tr>
<td>Partnerships/relationships</td>
<td>Corporate Memberships of the Society– more than 10; Bathurst City Council</td>
<td>Numerous</td>
</tr>
<tr>
<td>Audience profile / research</td>
<td>NA</td>
<td>The AFMM is planned to open to the public later in 2003.</td>
</tr>
</tbody>
</table>
5.1 Australian Fossil and Mineral Museum (Somerville Collection)

The Australian Fossil & Mineral Museum (Somerville Collection) is a world-class natural history asset for the City of Bathurst, supporting the vision of the Cultural Plan of Bathurst City as a leading cultural capital of NSW. The museum will be a destination landmark in the city. As noted above, the collection is a regionalised collection of the Australian Museum and the Australian Fossil & Mineral Museum (Somerville Collection) is an important and innovative partnership between significant stakeholders.

As set out in the Somerville Collection Stakeholders Deed, the Bathurst City Council’s agreed role is to make the museum building available at peppercorn rent, contribute to maintenance and insurance costs in accordance to an agreed schedule and to assist with the marketing of the museum collection as a tourism attraction. The refurbishment of the old school building and the design and construction of the exhibit displays are well underway and the museum is planned to open to the public in 2003. The management structure and operational costs for this museum collection are still to be finalised.

The Bathurst City Council Museum Planner, part funded by the NSW Ministry for the Arts till February 2004, has been working on the opening of the museum. The Australian Fossil & Mineral Museum has recently received funding from the NSW Ministry for the Arts to employ a part time Education/Public Programs officer for three years.

The Bathurst Visitors Information Centre reports that it is receiving an increasing number of enquiries about the Somerville Collection, reflecting the level of public awareness and interest in this collection.

The Museum will include a temporary exhibition space that will fill a significant gap in the museum facilities of the city. This could be used for temporary exhibitions developed by community groups, neighbouring museums and collections, and provide a museum standard venue for travelling exhibitions.

The greatest challenge facing the Australian Fossil & Mineral Museum (Somerville Collection) at this point is funding to complete the construction of the museum display and the securing of ongoing funds to staff and operate the museum.

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<tbody>
<tr>
<td>5.1a</td>
<td>That the Australian Fossil &amp; Mineral Museum (Somerville Collection) be considered an affiliate institution within a future multi-campus Regional Museum of Bathurst and that this institution be included in the strategic planning of the Gallery &amp; Museums Unit.</td>
<td>Within existing resources</td>
<td>Short term</td>
</tr>
</tbody>
</table>

5.2 Bathurst District Historical Society

The Bathurst District Historical Society (BDHS) Museum is the only collection to take a broad approach to the social history of the Bathurst Region. They have an engaging vision of the potential stories that could be told with the collection. Collection highlights include a tree log carved by the explorer Evans and a ship spar reputedly used to tether convict work gangs crossing the Blue Mountains.

Bathurst City Council makes a financial and in-kind contribution to the Bathurst District Historical Society.

The Bathurst region social history collection is well cared for and the society has exciting plans for its future interpretation. The Bathurst City Council has not developed a duplicate...
Bathurst regional social history collection because the Bathurst District Historical Society has taken effective leadership in this area. It should be noted that the cost to Council of building, cataloguing and managing such a collection would be substantial.

The Bathurst District Historical Society also provide archival services to council by holding a large number of old Council records. The Society waives their usual hourly research fee for Bathurst City Council initiated research requests, drawing on the intimate historical knowledge of the Bathurst District Historical Society. The Bathurst Visitors Information Centre reports that, because Bathurst was historically a significant gateway to inland settlement, the archives attract significant visitors to Bathurst undertaking family research. The Bathurst City Library supports access to the BDHS Gregory Collection of historical photographs by making available to the public a set of prints.

It would be inappropriate and costly to duplicate the work of the Bathurst District Historical Society and there may be considerable mutual benefit in strengthening the existing relationship by offering further support to the work of the Bathurst District Historical Society. The City of Parramatta also has an active historical society that has a positive and mutually beneficial relationship with their council.

The Bathurst District Historical Society wishes to undertake a major reinterpretation of their museum displays commencing in 2003. As an organisation, their most pressing issues include: stabilisation of volunteer base, redevelopment of displays and exhibition themes, addition of better curatorial and archival research, upgrading storage facilities and forging stronger links with other museums and collections in Bathurst.

The Bathurst District Historical Society has a remarkable resource in their current committee and volunteer base. This is contrary to current national trends for historical societies noted by Thomas Graham, Director of the Museum of the Riverina. Their level of volunteer support base is to be commended.

The Bathurst District Historical Society Museum is housed in a wing of the Bathurst Courthouse. The building is owned by the Attorney Generals Department and leased by Bathurst City Council. This raises some issues for Bathurst District Historical Society in respect to the communication path for building maintenance and associated issues.

Furthermore, the Bathurst District Historical Society desires larger exhibition, research and storage facilities. If the Conservatorium of Music were ever to move to larger premises, the Bathurst District Historical Society have informally expressed interest in developing one wing as an archival and research centre and the other as a fully functional museum and educational facility.

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<tbody>
<tr>
<td>5.2a</td>
<td>That Bathurst City Council Gallery &amp; Museums Unit and the Bathurst District Historical Society to explore avenues of mutual interest and support such as inclusion in Council’s promotion of Bathurst museums.</td>
<td>Yet to be ascertained</td>
<td>Short to medium term</td>
</tr>
<tr>
<td>5.2b</td>
<td>That the Bathurst District Historical Society Museum be invited to be an affiliated institution with a future Bathurst Regional Museum.</td>
<td>Cost implications yet to be ascertained</td>
<td>Medium</td>
</tr>
<tr>
<td>------</td>
<td>--------------------------------------------------------------------------------------------------</td>
<td>----------------------------------------</td>
<td>-------</td>
</tr>
<tr>
<td>5.2c</td>
<td>That the Bathurst City Council Gallery &amp; Museums Unit assist the Bathurst District Historical Society with funding applications</td>
<td>Cost yet to be ascertained</td>
<td>NSW Ministry for the Arts museum program applications due 30 May 2003</td>
</tr>
<tr>
<td>5.2d</td>
<td>That the Bathurst City Council Gallery &amp; Museums Unit offer the Bathurst District Historical Society professional advice as required, in areas of professional expertise such as collection management and preventative conservation.</td>
<td>In kind. Occasional staff time – extent to be negotiated according to resources.</td>
<td>Short to medium term. Following establishment of dialogue.</td>
</tr>
<tr>
<td>5.2e</td>
<td>That, where appropriate, Bathurst City Council offers the Bathurst District Historical Society conservation grade storage for significant items.</td>
<td>Cost yet to be ascertained Include BDHS in specifications and planning for BCC collections storage</td>
<td>Short to long term.</td>
</tr>
<tr>
<td>5.2f</td>
<td>That Council consider including the Bathurst District Historical Society collection in a collection disaster preparedness planning process.</td>
<td>Estimate $2,000 - $3,000</td>
<td>If possible, in conjunction with BCC disaster planning.</td>
</tr>
<tr>
<td>5.2g</td>
<td>That Council consider including the Bathurst District Historical Society collection in a conservation audit brief.</td>
<td>$4,000 – $5,000</td>
<td>If possible, in conjunction with BCC conservation audit.</td>
</tr>
</tbody>
</table>
6. **Local Aboriginal Cultural Heritage**

There is a significant gap in the area of Aboriginal heritage collections across museums in the Bathurst region. The Bathurst District Historical Society does hold some Aboriginal material.

As articulated by the Australian Museum Aboriginal Heritage Unit, it is desirable that Aboriginal people manage the interpretation of Aboriginal heritage.

The Aboriginal Local Land Council would like to develop plans for a Wiradjuri Cultural Centre.*

According to Bill Allen, National Parks & Wildlife Service Aboriginal Ranger and Wiradjuri man, the Australian Museum holds a collection of Wiradjuri artefacts collected from the Bathurst Region. He would like to see the establishment of a keeping place in Bathurst with a view to these objects being returned to the place of collection. An interesting emerging principle in cultural heritage management emphasised by NSW Heritage Office, that "it is important to explore all possible options for retaining movable heritage in its heritage place, cultural group, community or region." It also resonates with the emerging concept of the ‘eco-museum’ that seeks to address cultural landscapes as a wider museum concept.

The National Parks & Wildlife Service manages a number of Aboriginal cultural sites in the region, employs a number of Aboriginal Rangers and conducts public programs such as tours of Windradyne’s Grave.

Bill Allen emphasised the need to open up dialogue and emphasised his willingness to talk. He also offered to assist the Bathurst District Historical Society to identify and interpret their Aboriginal material.

Possible projects in this area might include a temporary exhibition developed in partnership with local indigenous communities in the AFMM temporary exhibition space using the collection of the Bathurst and District Historical Society and/or the Australian Museum. The Bathurst City Council Gallery & Museums Unit could assist with the development of grant applications to fund such a project.

There is potential for a deeper understanding of indigenous history and significance in the Bathurst region to enhance regional identity and cultural tourism.

<table>
<thead>
<tr>
<th>#</th>
<th>RECOMMENDATION</th>
<th>RESOURCES</th>
<th>TIMEFRAME</th>
</tr>
</thead>
<tbody>
<tr>
<td>6a</td>
<td>That the Gallery &amp; Museums Unit develop dialogue and relationships with local Aboriginal organisations and descendants of local indigenous families.</td>
<td>Within existing resources</td>
<td>Short to medium term</td>
</tr>
<tr>
<td>6b</td>
<td>That Bathurst City Council recognise the potential for an Aboriginal Cultural Centre in Bathurst.</td>
<td>NA</td>
<td>Short to medium term</td>
</tr>
<tr>
<td>6c</td>
<td>That the Bathurst City Council Gallery &amp; Museums Unit promote and engage with NPWS Aboriginal discovery programs.</td>
<td>Cost yet to be ascertained</td>
<td>Short to medium term</td>
</tr>
<tr>
<td>6d</td>
<td>That the Bathurst City Council Gallery &amp; Museums Unit develop relationships and partnerships with The Australian Museum’s Aboriginal Heritage Unit.</td>
<td>Within existing resources</td>
<td>Short to medium term</td>
</tr>
</tbody>
</table>

* See Attachment 6: Dreamtime Cultural Centre as an example of a successful Aboriginal Cultural Centre.
| 6e | That Bathurst City Council Gallery & Museums Unit facilitate development of a temporary exhibition of Wiradjuri cultural material that could be exhibited at the AFMM temporary exhibition space. | Some staff liaison time | Short to medium term |
### 7. Non-Council Museums

#### 7.1 A Snapshot of Museums in Bathurst not affiliated with Bathurst City Council

There are several museum style institutions and significant heritage collections based in Bathurst:

<table>
<thead>
<tr>
<th>Bathurst Museums</th>
<th>Focus</th>
<th>Governance</th>
<th>Visitor numbers</th>
<th>Opening hours</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Abercrombie House</strong></td>
<td>Grand family home – listed in the National Estate Register, carries an A classification from the National Trust, State Heritage Register Listing (pending)</td>
<td>Private – Morgan family</td>
<td>Approx 5,000 per annum</td>
<td>Sunday afternoon tours by appointment. Coach and group bookings by appointment</td>
</tr>
<tr>
<td><strong>Bathurst Goldfields</strong></td>
<td>C19th gold rush. Based on collection acquired from Trunkey Creek area Includes Laycock’s Engineers and Blacksmiths Shop owned by BCC</td>
<td>Anglican church</td>
<td>27,000 in 2002.</td>
<td>By group tour booking</td>
</tr>
<tr>
<td><strong>Bathurst Observatory</strong></td>
<td>Fossil and mineral collection</td>
<td>Private</td>
<td></td>
<td>Evening when observatory open</td>
</tr>
<tr>
<td><strong>CSU collections</strong></td>
<td>Art collections, bird collection</td>
<td>Charles Sturt University</td>
<td>NA</td>
<td>Distributed throughout campus</td>
</tr>
<tr>
<td><strong>Miss Traill’s House</strong></td>
<td>Historic house with intact collection. Social history of Bathurst.</td>
<td>National Trust of NSW</td>
<td></td>
<td>Friday, Saturday, Sunday 10am-3pm, Winter Saturday and Sunday only</td>
</tr>
<tr>
<td><strong>RSL Club</strong></td>
<td>War memorabilia located in cabinets adjacent to reception club desk. Note that the sculpture in the window of the RSL</td>
<td>RSL</td>
<td>NA</td>
<td>As per club operating hours</td>
</tr>
<tr>
<td><strong>St Stanislaus' College</strong></td>
<td>Slattery Museum on the medical research work of Father Slattery – first diagnostic x-ray in Australia. Also substantial mineral &amp; fossil collections, bird collection.</td>
<td>St Stanislaus' College</td>
<td>By appointment</td>
<td></td>
</tr>
<tr>
<td>--------------------------</td>
<td>-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td>------------------------</td>
<td>----------------</td>
<td></td>
</tr>
<tr>
<td><strong>Government Cottage</strong></td>
<td>1st government settlement period (Now believed not ‘government’ but built in that early period)</td>
<td>BDHS</td>
<td>Weekends</td>
<td></td>
</tr>
</tbody>
</table>
7.2 Snapshot of Museums in the Bathurst Region

This review seeks an understanding of the regional context for museums in the Bathurst area. The following provides an overview of museums in the region loosely defined by Evans Shire. There are also four museums in Oberon and Lithgow.

<table>
<thead>
<tr>
<th>Museums in the Region</th>
<th>Focus</th>
<th>Governance</th>
<th>Visitor numbers</th>
<th>Opening Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Hill End Historic Site and houses, including Craigmoor House museum and the Hill End Visitors Centre &amp; Museum</strong></td>
<td>Hill End history: gold rush, social history, art history, and architectural history. Includes Craigmoor Historic House tours by community volunteers, and the Artist-in-Residence partnership with BRAG based at the Donald Friend Cottage (leased by BCC) and Haefliger Cottage.</td>
<td>NSW National Parks &amp; Wildlife Service</td>
<td>Over 50,000 pa</td>
<td>na</td>
</tr>
<tr>
<td><strong>History Hill, Hill End</strong></td>
<td>Gold rush and mining</td>
<td>Private: M&amp;D Drinkwater</td>
<td></td>
<td>Most days</td>
</tr>
<tr>
<td><strong>Rockley Mill Museum</strong></td>
<td>Social history of Rockley</td>
<td>Evans Shire Council owns building and collection. Volunteer run</td>
<td></td>
<td>Weekends</td>
</tr>
<tr>
<td><strong>Sofala Museum</strong></td>
<td>miscellaneous</td>
<td>Private: Richard Wigglesworth</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Turon Technology Museum, Sofala</strong></td>
<td>Steam engine technology: 1850 - 1950</td>
<td>Private: J&amp;J Walker</td>
<td>Around 3,000</td>
<td>Weekends</td>
</tr>
<tr>
<td><strong>Oberon Museum</strong></td>
<td>Regional pioneer history</td>
<td>Volunteer owned and run: Oberon &amp; District Museum Society</td>
<td></td>
<td>Saturday 2-3pm or by appointment</td>
</tr>
<tr>
<td><strong>Lithgow Small Arms Factory Museum</strong></td>
<td>Manufacturing history</td>
<td>Lithgow Small Arms Factory Museum Committee Inc.</td>
<td></td>
<td>Weekend 10-4</td>
</tr>
<tr>
<td><strong>State Mine Heritage Park and Railway, Lithgow</strong></td>
<td>Mining and industrial heritage</td>
<td>Non-profit body: City of Greater Lithgow Mining Museum Inc. approximately 100 ordinary members and ten corporate members.</td>
<td></td>
<td>10-4 Saturday, Sunday, Public Holidays and School Holidays</td>
</tr>
</tbody>
</table>
### 7.3 Other Layers and Relationships

There are a number of museums in the Central West region, such as the Gulgong Museum (private) and the Dubbo Museum (council). The Age of Fishes Museum in Canowindra is similar to the Australian Fossil & Mineral Museum (Somerville Collection) as a regional collection of the Australian Museum.

Orange City Council has plans for developing a regional museum and is exploring the heritage tourism potential of Lucknow gold history.

Gold history is a heritage theme shared by many councils in the Central West and a potential theme for collaborative projects.

Interpretive trails are a successful model for linking and exploring regions. The ‘Cobb & Co Heritage Trail from Bathurst To Bourke’ is a partnership between Bathurst City Council, Orange City Council, Narromine, Bogan and Bourke Shire Councils and the Heritage Office of NSW. It is an evocative and effective interpretive model.

The Australian Museum has plans to develop a ‘Fossil Trail’ that will include the Australian Fossil & Mineral Museum (Somerville Collection).

Bathurst Regional Art Gallery is a member of the Regional Galleries Association and the Museums & Galleries Foundation of NSW.

The Arts Out West Website has a page listing museums of the Central West but it is a little out dated.

The growth in ‘cultural tourism’ underlines the successful link between food, wine, history, arts and natural heritage. Indeed, the Museum of the Riverina in Wagga Wagga recently hosted a series of innovative events and public programs entitled ‘Grape Expectations’ to accompany the exhibition *Wine! An Australian Social History*.

<table>
<thead>
<tr>
<th>#</th>
<th>RECOMMENDATION</th>
<th>RESOURCES</th>
<th>TIMEFRAME</th>
</tr>
</thead>
<tbody>
<tr>
<td>7.3a</td>
<td>That the Gallery &amp; Museums Unit develop links with the Dubbo Regional Museum and the proposed Orange Regional Museum</td>
<td>Within existing resources</td>
<td>Short to medium term</td>
</tr>
<tr>
<td>7.3b</td>
<td>Bathurst City Council tourism planning increase the focus on cultural tourism and include museums.</td>
<td>Yet to be ascertained</td>
<td>Medium term</td>
</tr>
</tbody>
</table>
8. **Bathurst City Council Leadership of Bathurst Region Museums**

There are a number of strategic advantages in Bathurst City Council Gallery & Museums Unit taking a leadership role amongst the museums of Bathurst and the region.

For example, there is an argument for additional state funding to be made for extending the reach of professional museums expertise beyond the walls of a centralised museum. Further, an increasingly sophisticated and dynamic grouping of museums is an added attraction and asset in the growing cultural tourism sector.

8.1 **Networking**

As a first step in establishing a leadership role, Bathurst City Council Gallery & Museums Unit could host a Bathurst Museums Network. This could be a working group of Bathurst region museum representatives that meet on a regular basis to explore opportunities for collaboration and advancement of their mutual aspirations. In many respects, the initial agenda for the Museums Network might be to define their mission and objectives.

In the longer term, this Network may lay the basis for affiliations that comprise a Bathurst Regional Museum.

Further, a Bathurst Museums Network offers the opportunity to link into the wealth of professional museum skills, experience and innovative ideas in the wider community. In addition to Council staff, museum professionals in the region include Sam Maloy, National Trust of NSW; Christopher Morgan, Bathurst District Historical Society; James and Jennifer Walker, Turon Technology Museum; Penny Packham, Arts Out West; and Hanut Dodd, NPWS Area Manager of the Hill End Historic Site.

Networking already happens at an informal level. For example, Sam Maloy is the Chifley Home Chief Guide, Manager of Miss Traill’s House (National Trust), a volunteer for the Bathurst District Historical Society and a volunteer guide for the Bathurst Regional Art Gallery. Alex Torrens, Curator and Acting Director of the Bathurst Regional Art Gallery, is also on the National Trust. Chris Morgan is President of the Bathurst District Historical Society, Manager of Abercrombie House, on the management committee of the National Trust and Chair of the Autumn Heritage Festival.

A Bathurst Museums Network should also include a Wiradjuri representative.

Examples of networking partnerships might include:

- Joint volunteer guide training between historic house museums such as Miss Traill’s House, The Chifley Home and Craigmoor House, Hill End.
- Collaborative promotion and marketing
- Joint exhibition developments
- Inter-museum loans of objects for exhibition
- Joint exhibition development projects
- Joint funding applications
- Joint ticketing, such as the existing ‘Historic Homes Pass’
- Group insurance negotiation
- Group advertising to gain greater purchasing power. Eg. Purchase one page advertisement but design to look like a number of separate advertisements.
- Development of a brochure/information sheet detailing all museums in Bathurst and Evans
- Joint listing on tourism webpages to gain a greater internet presence in order to take advantage of increasing use of internet in tourism
- Joint visitor and marketing research projects

<table>
<thead>
<tr>
<th>#</th>
<th>RECOMMENDATION</th>
<th>RESOURCES</th>
<th>TIMEFRAME</th>
</tr>
</thead>
<tbody>
<tr>
<td>8.1a</td>
<td>That Bathurst City Council Gallery &amp; Museums Unit host Bathurst Regional Museum Network.</td>
<td>Some staff time and secretariat. 3-4 meeting per year</td>
<td>Short to medium term</td>
</tr>
</tbody>
</table>

8.2 Regional Museums Support Services

The Museum of the Riverina in Wagga Wagga and the Newcastle Regional Museum both offer regional museum support services to smaller museums in the region beyond the boundaries of their council borders. The primary mechanism for these services are Regional Museums Officers (RMO) funded by the NSW Ministry for the Arts. The Regional Museum Officers act as brokers and facilitators for specific projects with a range of small museums in their regions. Not only do these programs contribute to raising the standard of museum practice and the preservation of moveable cultural heritage, they contribute to capacity building within regional communities and play a role in community development.

The City of Bathurst may be well placed to host such a position and extend museum development services to the region.

While this review has used Evans Shire as a loose regional grouping, there are a number of other regional groupings that may be considered:

Central Tablelands Chapter of Museums Australia: incorporates Rylston, Lithgow, Evans, Bathurst, Orange, Cabone, Blayney. According to James Walker, president of the Central Tableland Chapter, there are around 50 museums in this region.

CENTROC. The region covered by the Museum of the Riverina is defined by the local ROC grouping.

Orange City Council is considering an application for a Regional Museums Officer. There may be potential for this position to be shared between Orange and Bathurst.

Council may wish to expand the regional services model developed by Bathurst City Library service. There may also be potential to explore joint funding applications with Evans Shire Council.

<table>
<thead>
<tr>
<th>#</th>
<th>RECOMMENDATION</th>
<th>RESOURCES</th>
<th>TIMEFRAME</th>
</tr>
</thead>
<tbody>
<tr>
<td>8.2a</td>
<td>That Bathurst City Council Gallery &amp; Museums Unit provide out-reach support to museums in Bathurst and the region</td>
<td>Apply for funding of RMO position in collaboration with Evans Shire, CENTROC, or Orange City Council.</td>
<td>Medium to long term.</td>
</tr>
</tbody>
</table>
8.3 Partnerships

Potential partners to support development of regional museum services include:

- Australian Museum
- Charles Sturt University
- Heritage Office of NSW (heritage Advisors)
- Historic Houses Trust of NSW
- Museums and Galleries Foundation of NSW
- National Museum
- NSW Ministry for the Arts
- NSW National Parks & Wildlife Service
- Powerhouse Museum
- Regional Arts Development Officers (Regional Arts NSW)

The Museums & Galleries Foundation of NSW is currently trialling a museums accreditation program (Essential Practice) through the Newcastle Regional Museum. Museums Australia (Victoria) has a Museums Accreditation Program (MAP) that has been running for a number of years. For museums that choose to undergo the assessment process, accreditation results in recognition of professional museum industry standards and can enhance the museum’s ability to attract funding, touring exhibitions and loans of objects from other museum collections.

If Bathurst City Council Gallery & Museums Unit seeks to raise the standard of museum practice in the region, this is an initiative worthwhile supporting. If appropriate, the unit could offer to act as a facilitator in this program.

* See Attachment 7
9. Conclusion

This report sets out a long term direction for the development of a Bathurst Regional Museum concept and identifies steps to position Bathurst City Council for the future development of this concept.

Once Bathurst City Council makes a decision on the recommendations it wishes to implement, it will be up to the council’s professional museum staff to develop specific strategies and initiate or develop the industry relationships and community support necessary to more towards these goals.
10. Bibliography


*A study into the Key Needs of Collecting institutions in the Heritage Sector.* Deakin University Faculty of Arts Cultural Heritage Centre for Asia and the Pacific, 2002.


11. ATTACHMENTS

Musing Bathurst: A review of Museums in the Bathurst Region for Bathurst City Council

1. Organisations and stakeholders contacted
2. Museums Review Brief
3. Smithsonian Institute
4. Some Regional Museums
5. Further notes on Bathurst region museums
6. Dreamtime Cultural Centre
7. MGF NSW Essential Practice
ATTACHMENTS

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5. Further notes on Bathurst region museums
6. Dreamtime Cultural Centre
7. MGF NSW Essential Practice
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<thead>
<tr>
<th>Institution</th>
<th>Category</th>
<th>Contact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bathurst Observatory</td>
<td>Bathurst collection</td>
<td>Site visit</td>
</tr>
<tr>
<td>CSU collections spoke with curator</td>
<td>Bathurst collection</td>
<td>Telephone interview</td>
</tr>
<tr>
<td>RSL Club memorabilia Spoke with Treasurer</td>
<td>Bathurst collection</td>
<td>Site visit</td>
</tr>
<tr>
<td>Slattery Museum Pam Green, Archivist</td>
<td>Bathurst collection</td>
<td>Site visit</td>
</tr>
<tr>
<td>Abercrombie House Christopher Morgan, Manager</td>
<td>Bathurst museum</td>
<td>Interviewed Survey received</td>
</tr>
<tr>
<td>Bathurst Goldfields Sue Merricks</td>
<td>Bathurst museum</td>
<td>Interviewed</td>
</tr>
<tr>
<td>Bathurst Historical Society Museum Christopher Morgan, President</td>
<td>Bathurst museum</td>
<td>Interviewed Survey received</td>
</tr>
<tr>
<td>Miss Traill’s House (National Trust) Sam Maloy, Manager</td>
<td>Bathurst museum</td>
<td>Interviewed Survey received</td>
</tr>
<tr>
<td>Somerville Collection Trish McDonald, Museum Planner, BCC</td>
<td>Bathurst museum</td>
<td>Interviewed Survey completed</td>
</tr>
<tr>
<td>Arts Out West Penny Packham</td>
<td>Bathurst stakeholder</td>
<td>Consulted via telephone</td>
</tr>
<tr>
<td>Bathurst Arts Council</td>
<td>Bathurst stakeholder</td>
<td>Consulted over brief – letter received</td>
</tr>
<tr>
<td>National Parks &amp; Wildlife Service Bill Allen, Aboriginal Ranger, Wiradjuri man</td>
<td>Bathurst stakeholder</td>
<td>Discussion</td>
</tr>
<tr>
<td>Aboriginal Local Land Council Bathurst Warwick Peckham, chair</td>
<td>Bathurst Stakeholder</td>
<td>Discussion</td>
</tr>
<tr>
<td>Wynne Allen, Wiradjuri woman</td>
<td>Stakeholder</td>
<td>Discussion</td>
</tr>
<tr>
<td>Barbara Hickson, Heritage advisor, Bathurst City Council</td>
<td>BCC</td>
<td>Reviewed draft 19 January</td>
</tr>
<tr>
<td>Felicity Baines, Tourism Manager, Bathurst City Council</td>
<td>BCC</td>
<td>Preliminary conversations, reviewed draft of 19 January, attended ‘reference group’ meeting 23 January</td>
</tr>
<tr>
<td>Janet Bingham, Manager Strategic Planning, Bathurst City Council</td>
<td>BCC</td>
<td>Preliminary conversations, reviewed draft of 19 January, attended ‘reference group’ meeting 23 January</td>
</tr>
<tr>
<td>Bathurst Library heritage collections Tracy Aitken</td>
<td>BCC collection</td>
<td>Interviewed Survey completed</td>
</tr>
<tr>
<td>Cobb &amp; Co memorabilia</td>
<td>BCC collection</td>
<td>Visitors centre</td>
</tr>
<tr>
<td>Bathurst Regional Art Gallery Alex Torrens, Acting Director</td>
<td>BCC museum</td>
<td>Interviewed, survey completed, reviewed draft of 19 January, attended ‘reference group’ meeting 23 January</td>
</tr>
<tr>
<td>Chifley Home Museum Sam Maloy, Chief Guide</td>
<td>BCC museum</td>
<td>Interviewed, survey received, reviewed draft of 19 January, attended ‘reference group’ meeting 23 January</td>
</tr>
<tr>
<td>National Motor Racing Museum Rod Harvey, Manager</td>
<td>BCC museum</td>
<td>Interviewed, survey completed, reviewed draft of 19 January, attended ‘reference group’ meeting 23 January</td>
</tr>
<tr>
<td>Dubbo Museum Christine Raszewski, Museum Services Officer</td>
<td>Comparative</td>
<td>Discussion Dubbo Museum Development Plan Received</td>
</tr>
<tr>
<td>Institution</td>
<td>Role</td>
<td>Contact Details</td>
</tr>
<tr>
<td>-------------------------------------------------</td>
<td>-----------------------------------</td>
<td>-----------------------------------------</td>
</tr>
<tr>
<td>Hay Museums</td>
<td>Martha Sears, Community Curator</td>
<td>Comparative Discussion</td>
</tr>
<tr>
<td>Liverpool Museum</td>
<td></td>
<td>Comparative Annual report</td>
</tr>
<tr>
<td>Parramatta Heritage Centre &amp; Parramatta Open-air Museum</td>
<td>Keri Whiteley, Director</td>
<td>Comparative Website, discussion</td>
</tr>
<tr>
<td>Albury Regional Museum</td>
<td></td>
<td>Comparative Website; cultural precinct plan</td>
</tr>
<tr>
<td>Museum of the Riverina</td>
<td>Thomas Graham, Executive Officer</td>
<td>Comparative Annual report &amp; discussion</td>
</tr>
<tr>
<td></td>
<td>Madeline Scully, Regional Museums Officer</td>
<td></td>
</tr>
<tr>
<td>Museums Australia (Vic)</td>
<td></td>
<td>Comparative Sought advice re Museums Accreditation Program and comparative museum models</td>
</tr>
<tr>
<td>Newcastle Regional Museum</td>
<td>Gavin Fry, Director</td>
<td>Comparative Discussion</td>
</tr>
<tr>
<td>Queen Victoria Museum &amp; Art Gallery</td>
<td>Martin George, Acting Director</td>
<td>Comparative Annual report; discussion</td>
</tr>
<tr>
<td>Craigmoor House</td>
<td>Hanut Dodd Area Manager NPWS</td>
<td>Region museum Interviewed &amp; site visit</td>
</tr>
<tr>
<td>Hill End Historic Site and Museum</td>
<td>Hanut Dodd Area Manager NPWS</td>
<td>Region museum Interviewed &amp; site visit</td>
</tr>
<tr>
<td>History Hill</td>
<td>Malcolm Drinkwater, Proprietor</td>
<td>Region museum Site visit by Trish McDonald</td>
</tr>
<tr>
<td>Old Sofala Gaol</td>
<td></td>
<td>Region museum Site visit</td>
</tr>
<tr>
<td>Rockley Mill Museum</td>
<td>Patsy Moppet, Evans Shire</td>
<td>Region museum Discussion</td>
</tr>
<tr>
<td>Turon Technology Museum</td>
<td>James and Jennifer Walker</td>
<td>Region museum Interviewed &amp; site visit</td>
</tr>
<tr>
<td>Age of Fishes</td>
<td>Manager</td>
<td>Region stakeholder Discussion</td>
</tr>
<tr>
<td>Evans Shire Council</td>
<td>Patsy Moppet</td>
<td>Region stakeholder Discussion</td>
</tr>
<tr>
<td>Orange City Council</td>
<td>Heather Nichols</td>
<td>Region stakeholder Initial conversations and copy of Orange Museum Plan</td>
</tr>
<tr>
<td>Dubbo City Council</td>
<td>Christine Raszewski, museum services officer</td>
<td>Regional stakeholder History and plans for Dubbo Regional Museum</td>
</tr>
<tr>
<td>Central Tablelands Chapter of Museums Australia</td>
<td>James Walker, president</td>
<td>Stakeholder Interviewed Reviewed draft of 19 January</td>
</tr>
<tr>
<td>Museums &amp; Galleries Foundation</td>
<td>Peter Scrivner, Regional Services Manager</td>
<td>Stakeholder Feedback on brief and draft of 25 February.</td>
</tr>
<tr>
<td>NSW Ministry for the Arts</td>
<td>David Ellis, museums program</td>
<td>Stakeholder General feedback</td>
</tr>
<tr>
<td>Powerhouse Museum</td>
<td>Rebecca Pinchin, Regional Services Coordinator</td>
<td>Stakeholder Discussed project; discussed Bathurst Branch Museum</td>
</tr>
<tr>
<td>Australian Museum</td>
<td>Mike Archer, Director</td>
<td>Stakeholder Feedback on drafts</td>
</tr>
</tbody>
</table>
Attachment 2: Museums Review Brief

Briefing document

THE PROJECT: Review of Museums in Bathurst and Surrounds

The aim of this review is to secure an appropriate structure for the future development and management of a regional museum of Bathurst.

The review will examine strengths, weaknesses, threats and opportunities for museums in Bathurst and surrounds, assess current museum resources, identify collection and management gaps, explore visions of possible futures, and make strategic recommendations.

DEFINITIONS

What is a museum?

“Museums exist to preserve, document, and research the material evidence of our world and to make it accessible to the public through programs of interpretation, education and exhibition. Everything that museums do flows from their collections.”


The International Council of Museums (ICOM) definition:
“A museum is a non profit making, permanent institution in the service of society. It is open to the public and it acquires, conserves, researches, communicates and exhibitions, for the purpose of study, education and enjoyment, the material evidence of people and their environment”

(Strategic Planning Manual, Museums Australia Inc., 1998)

WHY A REVIEW?

The policy context for museums run by Bathurst City Council identifies museums as a means of enhancing the livability/lifestyle experience of residents (cultural vitality); protecting and interpreting local heritage; and cultural tourism.

The 50 Year Plan for the City of Bathurst has the following Vision for Cultural Services:

To enhance the lifestyle of residents of and visitors to Bathurst providing a range of cultural facilities

The Challenge for the City’s museums is:

To provide museums and displays which conserve items of significance and enrich the community culturally.

The Goals, Strategies and Outcomes are:

Goal 1: To Provide resources for the maintenance and operation of Council’s museums and collections.

Strategies:

• To ensure adequate resources are made available in Council’s Financial Management Plan to support Council’s museums and collections.
• To develop a City-wide strategic plan for the maintenance and development of Council’s museums and collections.

Outcomes:
An integrated approach to the provision of museums and collections in Bathurst.

Effective promotion and celebration of the City’s history.

**Goal 2: To establish a quality regional museum**

**Strategies:**
- Employ quality management techniques and policies to manage and maintain the collections.
- Foster partnerships with identified professionals to ensure the provision of quality cultural facilities and management practices.
- Promote cultural tourism that establishes links between key cultural sites within Bathurst and the region.

**Outcome:**
- The provision of a quality cultural facility in Bathurst that increases educational and tourism opportunities in Bathurst.

Bathurst City Council’s *Cultural Plan (2000)* made the following recommendations for museums:
- Develop coordinated strategic plans for all Council-owned cultural facilities
- Develop an overall strategic development and management plan for museum development in the City, including a shared vision for all museums, strategies for collaborations between facilities and the establishment of an effective management model for museums.

**The Aims of this review are:**
- Gain an overview of museum resources
- Identify needs and opportunities for museums
- Enhance and facilitate sharing of expertise, information, networking and marketing of museums
- Enhance the professional standards of Bathurst museums
- Identify opportunities for cooperative funding and resource sharing
- Identify opportunities for increased cultural tourism
- Enable council to make informed decisions on the management of its museums
PROJECT SCOPE

The review will have three components:

A) Review of museums within Bathurst City
B) Review of museums within Evans Shire
C) Review of museum models relevant to the future management needs of Bathurst and surrounds

These institutions will be assessed in terms of:
- Collections
- Exhibitions
- Public Programs
- Staffing
- Governance/policy frameworks & reporting
- Financial resources

See Attachment: survey checklist

A) Review of museums within Bathurst

⇒ Conduct a comparative analysis of Museums owned and operated by Bathurst City Council.

- National Motor Racing Museum
- Chifley Home Museum
- Bathurst Regional Art Gallery
- The Somerville Collection
- Bathurst Library

⇒ Compare with non-council run museum in Bathurst to establish context

- Bathurst Historical Society Museum (receives council funding)
- Abercrombie House - Morgan Family
- Miss Trail’s House – National Trust
- Bathurst Goldfields (Laycocks Museum Council owned?)
- Slattery Museum
- RSL Club war memorabilia?
- Old films/video held by John Claigue
- CSU collections?
- Western Advocate photographic archive
- 2BS archive?
- Bathurst Observatory
- Cobb & Co memorabilia

⇒ Other stakeholders and resources to consult:
- Felicity Baines, Tourism Manager, Bathurst City Council
- Barbara Hickson, Heritage adviser, Bathurst City Council
- Janet Bingham, Manager strategic planning, Bathurst City Council
- Arts Out West
- Museums & Galleries Foundation
- Frances Murray, Australian Heritage Commission Senior Policy Officer, Tourism and Sustainable Heritage Section
- Peter Hodgeson, CSU
- Kath Pitkin, TAFE
B) Review of museums within region

⇒ In order to gain an overview of museums in the region, the review will include a survey of museum resources within Evans Shire.

Institutions to be surveyed:
- Turon Technology Museum
- History Hill
- Hill End Hospital Museum
- Craigmoor House
- Old Sofala Goal
- Rockley Mill Museum

⇒ Other stakeholders and resources to consult:
- Evans Shire Council
- Explorer Country Tourism – Peter Austen, Jenolan Caves Trust
- Central West Museums Chapter - Bev Holland, Orange Historical Society
- Heather Nicholls, Orange City Council
- NPWS
- Museums and Galleries Foundation
- Frances Murray, Australian Heritage Commission Senior Policy Officer, Tourism and Sustainable Heritage Section
- Maybe talk briefly to neighboring regional councils: Dubbo, Mudgee, Orange, Lithgow, Blayney, Cowra.

C) Review of museum models

Research comparable museum structures for working models - Eg. Tasmanian Museum & Art Gallery, Launceston Museum & Art Gallery, Northern Territory Museum & A Gallery, Newcastle Regional Museum, Wagga Wagga museum, Liverpool museum. Museums Australia (Vic) and MGF.

How will the museums review be implemented?

The museums review will be conducted by council staff Trish McDonald, museum planner, and Alison Bennett, cultural planner. They will conduct a survey of the institutions listed above, analyse the results and report their findings and recommendations.

Timeframe

Stage 1: draft terms of reference for discussion by 22 August
Stage 2: agree to terms of reference for museums review by 13 September
Stage 3: conduct survey of Bathurst Council owned museums
Stage 4: Conduct survey of museums in the region
Stage 5: Analyse results
Stage 6: Submit draft report and recommendations by December
Stage 7: Finalise museum review report by February
ATTACHMENT : Survey Checklist

1. Museum Contact Details

Museum Name:
Address:
Phone:
Fax:
Email:
Website:
Contact person:

2. General

2.1 Brief description of the museum and its purpose.

2.2 Does the museum have a formal mission statement? May we have a copy?

2.3 When was the organisation founded?

2.4 When did the collection first open to the public for either research or display?

3. Collection

3.1 Brief description of the collection:

3.2 Number of items in the Collection:

3.3 What are the main types of items in the Collection:

3.4 Do you want to mention any items of special significance?
3.5 Do you have a formal collection policy? Acquisitions, de-accession, etc

3.6 Is the Collection catalogued? % Partially catalogued? How?

3.7 What sort of information do you record about the object?

3.8 What percentage of the Collection on display / storage / loan?

3.9 How is the collection stored?
4. Exhibitions

4.1 What are the main themes of the museum’s exhibitions?

4.2 Who decides on the exhibition themes and puts exhibitions together?

4.3 How often do the exhibits change?

4.4 Is there a space for temporary & touring exhibitions?

4.5 What are the public opening hours?

4.6 Do you open outside normal hours by appointment?

4.7 What are your admission charges?
5. Conservation practices

5.1 Describe the collection conservation regime

5.2 What are the museum’s object handling procedures? Is this a formalised policy?

5.3 Does the museum consider preventive conservation practices:
   - Housekeeping
   - Light levels
   - Environmental monitoring
   - Displays – for example, use of archival glues, reproductions of fragile objects for display purposes, regular checks for deterioration, maintenance regime

5.4 Does the museum use the services of a qualified conservator?

6. Disaster Planning

6.1 Does the museum have a disaster plan?

6.2 Do you have a first aid kit on the premises?

6.3 Describe the building security measures.
7. Research

7.1 How does the museum facilitate research on the collection?

8. Organisation information

8.1 What organisation manages the museum?

8.2 How many people work in the museum?

8.3 What paid positions are there?

8.4 What is the qualifications and experience of the staff?

8.5 How many volunteers are there?

8.6 What tasks do volunteers do?
8.7 Is there a handbook or procedures manual for staff and volunteers?

9. Public Programs

9.1 In addition to exhibitions, what kind of public programs does the museum offer?

9.2 What are the annual visitor numbers? When are the peak periods?

9.3 Is it possible to have a breakdown of the types of visitors that come to the museum?

9.4 Does the museum issue any publications and brochures? May we have a copy?

10. Policy and procedures frameworks

10.1 Does the museum have written plans, policies and procedures?

10.2 How often and how are these reviewed and evaluated?
10.3 What kind of insurance do you use?

11. **Financial Resources**

11.1 What is the museum’s current annual budget?

11.2 How has the budget changed over the last 5 years?

11.3 May we have a copy of your annual report?

12. **Marketing, Partnerships and Relationships**

12.1 Is the museum a member of the local or regional tourism association?

12.2 Is the museum a member of any museum associations?

12.3 Does the museum network or share resources with any other museums, in a formal or informal capacity?

12.4 What sort of marketing strategies does the museum use? Which have been the most effective?

12.5 How does visitors find out about the museum?
13. **Building infrastructure**

13.1 Is the building adequate to the museum’s needs?

13.2 Will the building be adequate into the future – 5 years?

13.3 Describe the building’s location and visibility.

13.4 How effective is the museum’s directional signage?

13.5 Are the parking facilities adequate?

13.6 Is the museum served by public transport?

13.7 Does the building have disabled access?

13.8 What are the main issues for building maintenance?

14. **Associated businesses**

14.1 Does the museum have a café or gift shop associated with the museum?

15. **Visions for the future?**

15.1 Hopes, dreams, visions and plans for the future of the museum and museums in the region?
15.2 What areas does the museum need assistance and development?

15.3 how might you see a possible regional museums officer assisting your ‘business’?

16. **Anything else?**

16.1 Is there anything else that you would like to suggest, comment on or bring to our attention?

_________________________
Date of survey: 
Person completing the survey: AB / TM
Attachment 3: The Smithsonian Institute
http://www.si.edu/

The Smithsonian Institute is the USA national museum complex based in Washington DC. The Institute encompasses 16 museums, 98 affiliate museums and 7 research centres preserving and presenting national scientific, artistic and historic treasures of national significance. Note that Americans use the term art museum while Australians tend to use the term art gallery.

While each museum has its own identity and brief, the complex as a whole is greater than the individual parts. Each museum has its own director and staff, while an overall management team coordinates the operations and external relations of the entire institute.

Twelve of the sixteen museums are located in ‘the National Mall’. Two others are located elsewhere in Washington DC and a further two are located in New York City.

Smithsonian Affiliations

At present, the Smithsonian has affiliation partnerships with 98 museums. This is the “framework through which long-term relationships are developing with museums large and small throughout the USA. Affiliations mean that the Smithsonian Institution can more broadly share its artifacts, programs and expertise. Working in association with museums nationwide, the Smithsonian is becoming ‘America's Museum’... Affiliations are two-way streets. They provide museums a network and forum to showcase themselves on a national stage and at a national level...bringing the best from museums across America back to the National Mall.”

Affiliate Benefits

Beyond coordinated access to Smithsonian national collections, expertise and the ability to develop educational and programmatic initiatives, Smithsonian Affiliates enjoy the following benefits:

- Use of a special Smithsonian tag line and logo
- Prominence on the Smithsonian Affiliations web site
- Eligibility for the Smithsonian Affiliations Intern Partnership, Visiting Professional, and National Fellowship Award programs
• Participation in the annual national conference
• Quarterly newsletter
• Participation in the Smithsonian Affiliate Membership Program for museum patrons
• Access to an Affiliates-Only Web Site
• Participation in Affiliations On-Line Discussion Groups
• Smithsonian publications
• Smithsonian Affiliations Exhibit Program
• Participation in the Smithsonian Affiliations/AARP Cultural Alliance Initiative
See http://affiliations.si.edu for further information on affiliation guidelines and policy.
**Attachment 4: Regional Museums**

A growing number of municipal governments provide museum and gallery services. The following is some basic information about a couple of regional municipal museums.

<table>
<thead>
<tr>
<th>Regional Museums</th>
<th>Queen Victoria Museum &amp; Art Gallery, Launceston Tasmania</th>
<th>Museum of the Riverina, Wagga Wagga NSW</th>
<th>Newcastle Regional Museum, NSW</th>
<th>Bathurst City Council Museums</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Annual operating budget</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2001 net cost: $1,597,683</td>
<td>Museum: $350,000 (Note Wagga Wagga Art Gallery: $600,000)</td>
<td>Income from council: $1.8 million (90% net) $175,000 from Ministry for the Arts for regional support program</td>
<td>$453,811 (2003 net estimate) Includes Bathurst Regional Art Gallery</td>
<td></td>
</tr>
<tr>
<td>2001 grants and donations income: $1,128,886</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2001 total expenditure: $2,701,685</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2001 income: $27,588</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Visitor numbers</strong></td>
<td>2001-2002: 62,133</td>
<td>Museum: 20,000</td>
<td>Museum: 120,000</td>
<td>Estimate 50,000</td>
</tr>
<tr>
<td><strong>Cost per visitor</strong></td>
<td>Est. $25</td>
<td>Est. $17</td>
<td>$14</td>
<td>$9</td>
</tr>
<tr>
<td><strong>Population size</strong></td>
<td>Municipality: 63,000 Region: 98,000 (ABS 1999)</td>
<td>Est 59,000</td>
<td>Newcastle – 140,000</td>
<td>30,000</td>
</tr>
<tr>
<td><strong>Structure within council</strong></td>
<td></td>
<td>Museum Director, Art Gallery Director, Library Manager and Theatre Manager all report to the Division of Recreation and Culture that is part of External Services.</td>
<td>Reports to Manager of Community Development</td>
<td>Disparate reporting structures for each institution</td>
</tr>
<tr>
<td><strong>Council annual Budget</strong></td>
<td>Total revenue: $68,964,268</td>
<td>Total revenue $101.9m</td>
<td>Total revenue $118,492,000</td>
<td>Total revenue $71,026,448</td>
</tr>
<tr>
<td></td>
<td>Total operating expenditure: $65,235,290</td>
<td>Total expenditure $74.5m</td>
<td>Total expenditure $120,140,000</td>
<td>Total expenditure $70,746,984</td>
</tr>
<tr>
<td></td>
<td>Capital expenditure: $21,939,301</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Staff numbers

<table>
<thead>
<tr>
<th>Full time: 29</th>
<th>Part time: 63</th>
<th>three permanent, professional staff members:</th>
<th>Effectively 13.2 full time positions (15 people)</th>
<th>4.3 museum professional staff plus a further 6 staff positions</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Museum Manager</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>Curator</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>Regional museums Officer</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>casuasl for front of house &amp; administrative duties</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>volunteers</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Note that both Newcastle and Wagga Wagga have separate management of their museum and gallery while the Queen Victoria in Launceston is a ‘Museum and Art Gallery’. The Museum and Art Gallery of the Northern Territory in Darwin is also a combined institution.

**Queen Victoria Museum & Art Gallery**


The Queen Victoria Museum and Art Gallery is the largest museum and art gallery in Australia located outside a capital city and is administered by the Launceston City Council, with continuing financial support from the Tasmanian State Government. It enjoys a national profile for its collections of Australian colonial art, contemporary craft and design, Tasmanian history and natural sciences. Special features include a Chinese Temple, Planetarium and the interpretation of one of Tasmania's most intact nineteenth century industrial environments, the Launceston Railway Workshops.

The Museum is located on two sites, the original purpose-built building in Royal Park and the Inveresk site, once the Launceston Railway Workshops. The Museum also houses the Tasmanian Conservation Centre, which provides the State with national standard conservation laboratories and workshops.

The Museum has recently developed a new Art Gallery and associated facilities. One-third of the building is now The Art Gallery and the other two-thirds house the Academy of the Arts, a joint venture between the University of Tasmania and TAFE Tasmania.

The Museum also has a community museum support program.

"The Queen Victoria Museum and Art Gallery is Launceston's cultural heartbeat and gateway to Tasmania's history and character. It tells the story of our lives and the time and place in which we live. It draws a map of who we are and where we've been."

From the Queen Victoria Museum and Art Gallery Annual Report 2001-2002:

Mission Statement: to be a leader in intellectual and creative development of Launceston and the state by increasing our enjoyment and understanding of our natural and cultural heritage.
Queen Victoria Museum and Art Gallery Staff

Director
Admin officer x 2
Project Officer
Youth Audience Officer

**Botany:**
Honorary Curator of Botany

**Community History:**
Curator of Community History
Oral historian (PT)
Reference officer (PT)
Reference Officer (PT)
Migrant Liaison Officer (PT)
Project Officer (PT)
Project Officer (PT)

**Conservation**
Curator of Conservation
Assistant Conservator
Conservator (objects)
Technical officer (objects) (PT)
Technical Officer (objects) (PT)
Technical Officer (objects) (PT)
Curator of Conservation (paintings)
Curator of Conservation (paintings)
Assistant Curator of Conservation (paintings) (PT)
Framemaker (paintings) (PT)
Curator of Conservation (paper)
Technical Officer (paper) (PT)
Technical Officer (textiles) (PT)

**Decorative Arts, Craft & Design**
Curator of Craft & Design

Development

Admin assistant, Museum Shop
Admin assistant, Museum Shop (PT)

**Education**
Education Officer
Learning Program
Booking Officer (PT)
School Holiday Program Co-ordinator (PT)
School Holiday Program Supervisor (PT)
School holiday Program Carers (PT x 4)

**Exhibitions**
Railway Exhibitions Co-ordinator
Curator of Exhibits (PT)
Photographer
Photographic Assistant
Graphic Artist (PT)
Graphic Artist (PT)
Graphic Artist (PT)
Graphic Artist
Gallery Assistant
Gallery Assistant

**Fine Art**
Curator of Fine Art
Associate Curator of Fine Art (PT)
Fine Art (PT)
Fine Art Assistant (PT)

**Geology**
Curator of Geology
Technical Officer (PT)

**History**
Collection Manager (PT)
Technical Officer (PT)
Technical Officer (PT)
Project officer (Railways) (PT)
Research Officer (Railways) (PT)

**Information Services**
Information Technology Officer (PT)
Information Technology Officer (PT)

**Library**
Library Co-ordinator
Library Assistant (PT)

**Physical Sciences**
Curator of Physical Sciences

**Preparation**
Senior Preparator
Preparator (PT)
Technical Officer (PT)
Technical Officer (PT)

**Public Programs**
Public Programs Manager
Animal Loans Service & Venue Coordinator (PT)
Administrative Assistant (PT)
Pubic Programs Assistant (PT)
Playgroup Co-ordinator (PT)
School Holiday Program Assistant (PT)

**Zoology**
Curator of Zoology
Curator of Malacology (PT)
Research Associate and Curatorial Specialist (PT)
Technical Officer (PT)
Research Officer (PT x 4)

**Visitor Services**
Visitor Services Manager
Admin Assistant
Visitors Services Staff (PT x 9)
Museum of the Riverina, Wagga Wagga NSW


The Museum of the Riverina is a regional museum attached to the Wagga Wagga City Council.

The museum operates out of two sites; the Historic Council Chambers site is located within the Civic Centre precinct that includes the library, art gallery, theatre, amphitheatre, CPM coffee shop, Victory Memorial Gardens and main street. The neo-classical building was the seat of local government between 1882 and 1999 before its adaptation into a museum facility. The site is used to host a regular program of exhibitions and as a meeting venue based in the former Town Hall and Council Chamber.

The Botanic Gardens site focuses on the people, places and events that give Wagga Wagga its unique character. Formerly run by the Wagga Wagga & District Historical Society, the site was recently renovated and reopened in September 2001. Additional attractions include the Botanic Gardens containing a zoo, model steam railway, model engine club and music bowl.

Current exhibitions include the Wagga Wagga Sporting Hall of Fame containing sixty-five inductees, many of which are household names, for example, Wayne Carey, Paul Kelly, Peter Sterling and Mark Taylor amongst others. In addition there is a Wiradjuri section where some of local Aboriginal elders or community tell their stories in their own words. The remainder of the displays focus on general historical themes about the city. Outdoors are a range of buildings and agricultural machinery.

The Museum has an active regional museum program assisting thirty-four local museums in a variety of ways through the services of a Regional Museum Officer. Part of this service is the production of a quarterly newsletter Riverina Connection.

The museum has three permanent, professional staff members:

Museum Manager
Curator
Regional Museums Officer

The museum employs a number of casuals to fulfil front of house and administrative duties and makes use of a wide range of volunteers who undertake a broad range of tasks.

The Museum of the Riverina was established through a process of negotiation between Wagga Wagga City Council and the local historical society. A memorandum of understanding saw the historical society surrender ownership of their collection in exchange for higher professional standards and resources. The historical society retains four positions on the Museum’s advisory board.

The acquisition of an existing collection has had significant hidden costs in the time and resources that have been required to catalogue and assess a collection with very little provenance.

Of particular interest to this report is the regional support program. Regional support services are an important component of the mission of the Museum and a significant aspect of their rationale in attracting funding.

Regional museum services are provided to community museums in the region defined by the local Regional Organisation of Councils (ROC). The Riverina RMO advocates adding value to existing networks rather than creating new networks.
The Museum of the Riverina RMO assists 38 museums with joint projects, field visits, she works with shire councils to garner support, assists with writing funding applications, and conducts workshops. The role requires an outgoing and seasoned generalist.

The Regional Museum Officer position is co-funded by Wagga Wagga Council and the NSW Ministry for the Arts on a triennial basis.

Partners in regional museum services include the Powerhouse Museum, the National Museum, the Historic Houses Trust, Regional Arts Development Officers (Regional Arts NSW), the Historic Houses Trust, the Museums and Galleries Foundation, the NSW Heritage Office (heritage advisers) and Charles Sturt University offer specialized advice and skills as required.

The establishment of the Museum of the Riverina occurred around 1998 under a council that was very interested in cultural development. While the museum serves a region beyond the boundaries of Wagga Wagga, the council sees the benefits in terms of the funding and program development generated by the museum and the leadership and relationship building that it provides.

**Wagga Wagga Art Gallery**

[www.waggaartgallery.org](http://www.waggaartgallery.org)

In addition to the Museum of the Riverina, Wagga Wagga City Council also runs the Wagga Wagga Art Gallery. It is a larger and more resourced institution than the Museum of the Riverina.

**STAFF**

- Gallery Manager
- Exhibitions Curator
- Curator of Education and Public Programs
- Administration Assistant
- Gallery Assistants
- Glass Project Curator

**Newcastle Regional Museum, NSW**


Newcastle City Council established the Newcastle Regional Museum as a bicentennial project. The museum brought together a number of collections, including that of the local historical society.

The museum employs a full time Regional Museums Officer.

3.2 Newcastle Regional Museum staffing structure

Newcastle Regional Museum is the best resourced museum in regional New South Wales. It has no management committee because it is a department of the Newcastle City Council. Paid staff are assisted by volunteers.

Sample Duty Statements, Newcastle Regional Museum

The following pages contain extracts from sample duty statements currently used by the Newcastle Regional Museum. It should be noted that these have been prepared and used over a number of years and that such documents are updated and reviewed on a continuous basis.

Newcastle Regional Art Gallery

The Newcastle Regional Art Gallery has an $18 million collection comprising 3000 artworks and attracted 63,500 visitors during the 1998/99 financial year. They claim to be one of the most successful galleries in regional Australia.

The Newcastle Regional Museum, the Newcastle Regional Art Gallery and the regional library all report to the Manager of Community Development.
Museum and Art Gallery of the Northern Territory, Darwin

www.dcdsca.nt.gov.au

The MAGNT collections' place the region's art, history and culture in an Australian and international context through research, interpretation and collection development.

These collections encompass Aboriginal art and material culture, visual arts, craft, Southeast Asian and Oceanic art and material culture, maritime archaeology, Northern Territory history and natural sciences. The MAGNT complex consists of 5 major permanent galleries, a touring gallery, educational facilities for school groups, a theatre, the Museum Shop and the Cornucopia Museum Cafe. All contribute to providing an entertaining, diverse and educational experience for the local community and visitors to Darwin.

**Senior Staff:**

Director
Assistant Director – Natural Sciences
Assistant Director – History & Culture
Communications Manager
Education Manager
Curators
Liverpool Regional Museum & Casula Powerhouse Arts Centre NSW


As set out in the organisational chart below, the management of this Liverpool City Council institution encompasses both a local history museum and a contemporary arts facility.

The Liverpool Museum was established in 1989 and aims to preserve and promote Liverpool’s history and cultural heritage through historical collections, exhibitions and public programs. The museum explores changing cultural experiences of local people - ways of living, working and believing (in workplaces, homes and communities).

The museum “proactively acquires, conserves, researches, displays and interprets the region’s social, cultural, historical and environmental material for the benefit of all communities, human and non-human. The Museum undertakes scholarly research into its collection and disseminates information through publications, exhibitions, seminars, the internet and other means of knowledge distribution.”

The Casula Powerhouse is one of Australia’s leading arts centres. Open 7 days a week it offers an exciting and constantly changing program of exhibitions, events and cultural services for the people of Liverpool and beyond.
Dubbo Museum & History Centre

In addition to the Dubbo Regional Gallery, Dubbo City Council has plans to establish a Dubbo Regional Museum based in the old Dubbo High School building.

The collection came from the Dubbo Historical Society in 1997. The collection was removed from the previous museum building due to water problems in the building. This came to a head during major storms a couple of years ago when the ceiling of the building collapsed. As a result, the collection is currently in storage with only the archive collection available at the old High School building.

A couple of years ago the NSW Minister for Local Government gave approval for Dubbo City Council to increase rates by 5% with this additional income to be dedicated to cultural development. This accumulated money comes to around $11 million but was still not enough for the council to create the envisaged multi-disciplinary cultural development facility on the old High School site. Through a council workshop and consultation process, a regional museum was identified as the first priority for cultural development.

A Museum Development Plan has been commissioned.

Orange Museum Development Plan

In 2000 the Orange City Council commissioned a Museum Development Plan. This report "identified options for future directions for the appreciation, interpretation and conservation of the City's and the region's history. The plan focused on short to medium term strategies and provided a long term vision."

Orange City Council has undergone some significant restructuring to facilitate cultural development. Kylie Winkworth was recently engaged as Museums Adviser to assist the Council to implement the museum plan through the MGF museums advisor service. Note that Ms Winkworth was also the consultant that prepared the museum development plan for the City of Wagga Wagga and the City of Parramatta.

The Museum Advisory Service is a new service partly funded by the NSW Ministry for the Arts and coordinated by the Museums and Galleries Foundation of NSW (mgf). Councils participate through matching the Ministry for the Arts funding of $5000.

The Regional Museums Advisory Service will assist local governments and volunteer museums to develop more effectively operated and vibrant museums leading to greater tourism opportunities for the museums and their towns.

The scheme is modeled on the Heritage Advisers Network, which is coordinated by the NSW Heritage Office. This funds Heritage Advisers to work with councils across NSW to facilitate a better understanding of heritage and its importance in the community. The Regional Museums Advisory Service will similarly provide expertise and assistance to museums.
Shear Outback: Australian Shearers Hall of Fame

Hay NSW
www.shearoutback.com.au

Located in the heart of Australia's accessible outback, SHEAR OUTBACK showcases the stories, artefacts, technology and culture of the Australian shearing industry. The facility comprises an iconic 'purpose built' interpretative centre and an historic woolshed relocated from the banks of the Murray River.

The most high profile of the five museums in Hay, Shear Outback is a contemporary heritage interpretation centre focusing on the "Shearers' legendary status in Australia".

Hay Shire Council secured $4.66 million in Federation Funding towards the project and opened the museum in 2001.

At $15 per admission per adult, in 2002 the museum was averaging 150 visitors per day. The museum is well located on the Sturt/Cobb Highway junction in South Hay, on the 'gray nomad' route.

Parramatta Heritage & Visitors Centre and Parramatta Open-air Museum


The Parramatta City Council Heritage & Visitors Information Centre combines visitors’ information, museum and local research facilities.

Parramatta Heritage & Visitors Information Centre provides a starting point for discovering Parramatta. The Centre combines tourist information; a local research and family history library, art, history or community exhibitions; school holiday programs and education activities all under one roof. 'Parramatta: People & Place' is a permanent exhibition about the living heritage of Parramatta, featuring artefacts, artworks, oral histories, video and interactive technology. The exhibition traces the development of Parramatta through the experiences of Indigenous Australians, colonial personalities, and families of diverse cultural backgrounds who have all contributed to shaping the culture and landscape of the area.

Staff provide advice on how to explore 'Parramatta: Sydney's Living Museum'. The Parramatta open-air museum concept links key sites throughout the city including: the Riverside Walk, Hambledon Cottage (Parramatta & District Historical Society), Experiment Farm Cottage (National Trust of Australia NSW), Elizabeth Farm (Historic Houses Trust), Lancer Barracks (Commonwelah Department of Defence) & Linden House Museum (New South Wales Lancers Memorial Museum Inc.), St Johns Cathedral, Parramatta Park (Dairy Precinct & Burramatta Visitors Centre), and Old Government House (Parramatta Park Trust).

An online curriculum guide organises information on the numerous heritage sites in Parramatta under curriculum subjects.
Attachment 5: further notes on Bathurst region museums

Bathurst Museums

Miss Traill’s House:


A National Trust (NSW) owned property situated close to the centre of Bathurst. It is the only National Trust property in the Central Tablelands of NSW. The property was bequeathed to the National Trust in 1976 on the death of the last owner, Miss Ida Traill. Her bequest included the house (c.1845), most of the collection belonging to four generations of her family, and the attractive cottage gardens and grounds. Throughout the rooms are paintings, furniture, china and photographs which tell the story of Miss Traill's family who were amongst the early pioneers in the Bathurst district. Her house and its contents provide a record of life in Australia's oldest inland town.

Bathurst Goldfields:

Established in 1973, the Bathurst Goldfields presents a re-creation of a rush period goldfield. The Bathurst Diocese of the Anglican Church owns the facility. Much of the machinery was collected from the Trunkey Creek area. Adjacent to the recreated goldfield is a museum housing a range of objects related to gold-mining history in the region.

The complex also includes Laycock’s Engineers and Blacksmith Shop from 112 Seymour Street in Bathurst. According to Bathurst City Council records, the building and collection are owned by Bathurst City Council while in the care and control of Bathurst Goldfields. A Bicentennial grant was secured to preserve the factory as an example of early industrial heritage by relocating the building and contents to Bathurst Goldfields, then called Karingal Village. Bathurst Goldfields have plans to use the facility for skills preservation workshops.

Access to the facility is by pre-booked guided tour only.

The complex incorporates a conference/school camp facility.

In 2002, Bathurst Goldfields had some 4,000 'tourists' plus 23,000 school children undertake their educational tours as part of their HSIE Gold History Studies. Some 14,000 of these children stayed over night.

Slattery Museum St Stanislaus’ College:

A museum to honour the work of Father Joseph Slattery, Vincentian priest and science teacher at St Stanislaus’ College, who in 1896 took the first diagnostic x-ray in Australia, and in 1904 made one of the first successful overland radio transmissions, from the College tower. The original X-Ray plate is in the College Archives. Tours of the museum may be arranged by appointment with the college archivist.

The college also has an extensive fossil, mineral and bird specimen collection.

Open by appointment.

Abercrombie House:

Historic house built by James Stewart from 1870 to 1878, a pioneer of tenant farming in NSW. His father General William Stewart was Lieutenant Governor of NSW from 1824 to 1827 and was Acting Governor for 18 days in 1825 and received the first land grant west of the Macquarie River. Abercrombie House is a 52 room mansion containing Rex Morgan’s
lifetime collections of paintings, antique furniture, ceramics, woodwork & historic artifacts, as well as a number of significant original Stewart family pieces and is the only historic mansion in the Bathurst area open for public tours. The Morgan family bought the mansion in 1969 and have spent thirty-four years on a continuing program of restoration and redecoration. The house is in continuous use as their private home. The Morgan family have opened the house for public tours on a regular basis since 1969. Open for guided tour on Sunday afternoons and for coaches and booked groups by appointment throughout the year.

**Museums in the Bathurst Region**

**Hill End Historic Site:**

Hill End is a nationally significant historic village listed on the Register of the National Estate and managed by the NSW National Parks and Wildlife Service (NPWS). A gold boomtown that boasted a population of 8,000 in 1872, the village now has around 120 residents living in the original miners cottages. There has been very little development since 1900. Hill End also has an important 20th century art history as the subject of many significant Australian paintings, including The Cricketers by Russell Drysdale and as the home of Donald Friend (1947 – 1957). Hill End is situated in the mountains between Bathurst, Mudgee and Orange and attracts in excess of 50,000 visitors a year. The site includes Craigmoor House, described by the director of the Historic Houses Trust of NSW as one of the most important historic houses in the state. Hill End is an excellent example of a small regional community that has successfully refocused its economy from agricultural labour and subsistence fossicking to cultural tourism. Bathurst Regional Art Gallery, in partnership with the NSW NPWS, manages the Hill End Artist in Residence Program based at Haefligers Cottage and, in 2003, the Donald Friend Cottage.

**History Hill:**


A large privately owned heritage tourism/educational facility catering largely to tour groups, specifically schools. The extensive collection focuses on gold rush history based in Hill End.

**Old Sofala Gaol Museum & Café:**

The Old Sofala Gaol has been converted to a café and houses an eclectic private collection. For the purposes of this review, it is not strictly a museum as there are no professional museum collection management or interpretation procedures in place.

**Rockley Mill Museum:**

Rockley Mill is a three-story flourmill built in 1864. It is listed on the Evans Shire Council Local Heritage Study and has National Trust significance as a major element of the Rockley Historic Village Trust listing. The building’s use as a museum began in 1976 and it houses a collection of artefacts associated with the mill and with the history of Rockley. Evans Shire Council own the museum building and collection (purchased 1989) but the Rockley community carries out most of the work. Evans Shire has funded consultant advice to the museum in the past.
Turon Technology Museum:

www.hermes.net.au/turon

This is a well-run private museum focusing on steam engine technology from 1850 – 1950. The owners, James and Jennifer Walker, have postgraduate qualifications in museum studies and operate the museum in a highly professional manner. James is president of local chapter of Museums Australia.
Museums In Oberon and Lithgow

Oberon Museum

Opened in 1990, the Oberon Museum is 100% volunteer owned and operated by the Oberon and District Museum Society.

Located one block off Oberon's main street in Lowes Mount Rd the Museum is situated on what was the Oberon railway station and shunting grounds.

Apart from over 150 pieces of early farm machinery dotted around the nearly 2 acres of level display area the Museum also boasts a wide and varied collection of artefacts and memorabilia housed inside the original 1920's railway station with it's two (circa 1925) passenger rail carriages.

Two of the Museum's most popular exhibits are the early settler's authentic, furnished house complete with a blacksmiths shop and it's fully functioning forge.

The Museum is open Saturdays 2 - 5pm, or by appointment.

Lithgow Small Arts Museum

"Australia's birthplace of modern manufacturing"

Situated in Methvern Street, Lithgow adjacent to the entrance of the ADI Factory.
Open weekends and public holidays from 10am to 4 pm, or by special arrangement.

The museum houses one of Australia's most comprehensive collections of machine guns, rifles, pistols and related items from around the world. Unique to this museum are Australian designed experimental, prototype and pre-production weapons.

On display are numerous non-military items manufactured at the well known Lithgow Small Arms Factory during its 80 years of precision engineering, including sewing machines, sheep shearing handsets, hand cuffs and many other commercial items.

A rare collection of photographs depicts the early production sections in the Small Arms Factory.

Other photographs and memorabilia reveal the involvement of factory employees in the social, sporting and cultural events of the city since 1912.
Eskbank House, Lithgow

An historic home, with splendid furniture, display of Lithgow Pottery and other period pieces, blacksmith's forge and a coach-house.

The house, built from local sandstone in 1842 for Thomas Brown, the man who first established the coal industry in Lithgow, stands in a hectare of beautiful lawns and gardens. The four front rooms have been preserved much as they were in Thomas Brown's day, and contain some beautiful early Victorian furniture.

Also displayed are many fine exhibits of the early history of the district, a feature being an excellent display of Lithgow pottery and artefacts from the pottery works. The covered courtyard at the rear is used as a museum and exhibits include a Hansom cab and a Pennyfarthing bicycle. The locomotive "Possum", which was used at the Lithgow Blast Furnace, is displayed in the grounds of the museum.

Open every day except Tuesday and Wednesday. 10am - 4pm. Special Opening by arrangement.

State Mine Heritage Park & Railway


The City of Greater Lithgow Mining Museum Inc was incorporated in October 1990 to develop a mining museum at the site of the former Lithgow State Mine. Initial plans included the use of former mine buildings to house visitor facilities & mining exhibits with outdoor areas being adapted for railway, industrial and cultural displays.

The vision for the project included the establishment of a tourist railway on the former State Mine Colliery Branch Line.

Since its inception the vision for the organisation has expanded beyond the confines of the traditional museum concept to become part of a "living museum", linking a number of cultural heritage sites of state and national significance.

The organisation's mission statement defines the project as:

- A showcase for the industrial history of the Western Coalfields
- A tourist precinct to foster an understanding of Lithgow's heritage
- An educational resource for the people of New South Wales

The City of Greater Lithgow Mining Museum Inc is a non-profit body registered in NSW. It has approximately 100 ordinary members and ten corporate members.

The society owns the Lithgow State Mine site and a significant collection of mining, railway and industrial memorabilia. It also leases the Lithgow State Mine branchline, and a corridor of land extending from the Eskbank Locomotive Depot to Eskbank Goods Shed.

The society has been active in pursuing the development of the heritage park, thereby articulating a vision for presenting Lithgow's industrial heritage as an asset to the city.
The Heritage Park

The heritage park concept links a number of heritage sites through the rehabilitation of former industrial railway lines. The sites included in the overall heritage park concept are:

- Lithgow State Mine (*City of Greater Lithgow Mining Museum*)
- Lithgow Blast Furnace
- Lake Pillans
- Eskbank House (*Lithgow & District Historical Society*)
- Eskbank goods yard
- Eskbank Station
- Eskbank Locomotive Depot site

This is the second largest cultural heritage project in New South Wales. Current developments to link to the Zig Zag Railway will create the largest cultural heritage precinct in the state.

The State Mine site is open to the public at weekends and on school and public holidays. Tours are catered for at any time by arrangement.
Attachment 6: Dreamtime Cultural Centre, Rockhampton

The DREAMTIME CULTURAL CENTRE is situated on the northern outskirts of Rockhampton on the Bruce Highway, six kilometres from the city. The centre is set on 12 hectares of land which is divided by Limestone Creek.

The Rockhampton City Council and the Central Queensland Aboriginal Corporation for Cultural Activities entered into an agreement, which provides long-term tenure for the centre.

It is recognised that the original occupants of the land were the Darambal Tribe who have now almost disappeared. The choice of this particular piece of land is therefore appropriate as it still contains the traditional "ceremonial rings" of the Darambal Tribe.

On the 9 April 1988, the former Prime Minister of Australia, The honourable Mr R.J Hawke AC MP, officially opened the DREAMTIME CULTURAL CENTRE.

On the 5 November 1988, Mr George Mye MBE officially opened the Torres Strait Islander complex. This complex expanded again in March, 1992 with the opening of the Dugong complex by her Royal Highness the Duchess of Kent GCVO on the 1st of March 1992.

To the northern side of Limestone Creek is the Centre’s main building, appropriately named the Nola James Building. Nola was Cultural Director of the centre from 1984 to 1993 until her untimely passing. Nola dedicated her life to the presentation of Aboriginal culture and to the introduction and education of all Australians to Indigenous history. In this building there is the:

- Bimbi Artefacts shop – a retail outlet to purchase authentic Aboriginal & Torres Strait Islander artefacts and souvenirs.
- Kiosk – which serves light refreshments and meals.
- Fully secured storage area for valuable and sacred material.
- Board room and Staff Training area.
- Centre’s Administration.
- 2 Conference facility areas.

Also on site is the DARAMBAL CONVENTION CENTRE. This building was opened on the 7th of August 1994 by the former Chairperson of the Aboriginal and Torres Strait Islander Commission, Lois O'Donoghue CBE, AM. This facility is a first class conference venue. Its popularity in the Central Qld area attests to this.

North of the main building there is the Ted Mitchell Gallery. Ted, like Nola, was a driving force behind the centre's completion. This museum presently contains the VANISHING CULTURE OF THE SANDSTONE BELT DISPLAY which depicts a remarkable display of the traditional people of the Central Qld Sandstone Belt and their culture – all presented in 34 metres of reconstructed sandstone caves.

Grounds to the south west of the main building feature:

- The Torres Strait Islander’s Complex includes huts, the giant dugong and plants particular to the Torres Strait.
• The Aboriginal Traditional area with replica burial site, rock art, gunyahs and
traditional ceremonial sites of the Darambal people.

As a new addition to its on-going expansion, the Dreamtime Cultural Centre has developed
the DREAMTIME LODGE MOTEL. It was created to assist the Dreamtime Cultural Centre in
achieving financial independence, and was officially opened in February 2000 by Senator
John Herron.

One of the main business objectives of the Dreamtime Cultural Centre is to become less
reliant on government funding and ultimately self-supporting. To achieve financial
independence, the centre's management has incorporated this aim in future plans for the
centre. Some of the proposed future prospects of the centre include a direct linkage with the
Heritage Village, a skill centre, and staff training accommodation.

The Heritage Village, situated 300 metres from the Dreamtime site, is considered as one of
Rockhampton's major attractions. To take advantage of the successes of the Heritage
Village and the Dreamtime Cultural Centre, it is proposed that a strategic alliance be formed
through physical means. Physical access between the two sites will be possible using an
existing route beneath the Bruce Highway. A package will be developed whereby visitors are
transported from one site to the other.

The centre is also considering constructing a skill centre on the Dreamtime site. The skill
centre's aim will be to train people in the areas of tourism, hospitality and tradework. It is
intended to combine skills and efforts from a variety of businesses throughout Rockhampton
to educate attendees.

Another plan that the Dreamtime is currently investigating is staff training accommodation.
This will provide accommodation for staff undertaking training, which will prove to be a
convenience for staff living in remote areas. It will also be used for attendees of the
proposal skill centre, so that these individuals do not affect the availability of rooms in the
motel for the general public and conference users.

These plans have been developed to combine the efforts of the tourist organisations within
the Rockhampton district, to assist in creating alliances with fellow tourist organisations and
to strengthen Rockhampton's appeal to tourists.
Attachment 7: MGF Essential Practice


Recognising
Essential Practice

Piloting an accreditation scheme for museums and galleries in NSW

Implementing a trial
In 2002 the Museums & Galleries Foundation is conducting a trial for a NSW accreditation scheme. The trial involves 7 participating museums and galleries in the Hunter region, and is supported by the Regional Museums Officer – Hunter Chapter.

Accreditation provides a strategic opportunity for museums¹ to recognise their achievements, improve their practice and to develop community confidence in their activities. The MGF is piloting a scheme incorporating a set of essential standards and best practice goals established by the sector to guide museum management and development. This structured program supports museums through an on-going process that will encourage museum workers² to reflect on operations, while enhancing the museum’s ability to attract community support and funding.

¹ ‘museum’ is used inclusively to refer to museums, galleries and keeping places as defined by ICOM and Museums Australia
² ‘workers’ refers to both volunteer and paid personnel in museums. The pilot accreditation scheme targets volunteer managed, large and small museums and galleries.
The benefits for participating museums

Participation in an accreditation scheme encourages museums to review their practice and identify areas requiring development. Self-assessment using standards that identify essential practices will help museums recognise their achievements and plan future goals. Peer review by the Pilot Accreditation Committee enables museums to see how their organisation’s practice measures up alongside sector standards, and can support their developmental needs.

The process is a both a health-check and a museum development opportunity. Participants will be supported through the process by MGF, by the Regional Museum Officer and by on-site contact with the peer review committee.

Minimum Standards

The draft minimum standards developed as part of the pilot, encompass the core concepts outlined below. Participating museums are assessed against these standards with reference to the size and scope of their organisation. In the assessment materials the standards are grouped into four essential areas of museum practice: Museum Planning and Management, Collections Management and Documentation, Conservation Practice, and Access.

Core Concepts

Mission   The museum should have a clear and agreed sense of their mission, and organises their governing body, workers, financial resources, collections, public programs and activity so that they are focused on meeting their stated mission.

Governance  The governing body and workers should have a clear and shared understanding of their roles and responsibilities, and have capacity to focus on planning for the museum’s future.

Administration and Finance There should be systems in place to develop and manage how the museum acquires, develops and allocates resources to advance the museum’s mission and to sustain its financial viability and public accountabilities.

Collection Management and Development Collections should be effectively managed, housed, secured, documented, conserved and developed appropriately in accordance with the stated mission, policy and procedures.

Public Presentation, Education and Access   The museum should be pro-active in making public programs, exhibitions and its collections accessible to identified and potential audiences, providing opportunities for learning and enjoyment to effectively advance the mission of the museum.
For more information

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