CAMD MEMBER'S REPORT TO AGM

SYDNEY LIVING MUSEUMS

MARK GOGGIN EXEUTIVE DIRECTOR



ACCESS & VISITATION

This year, Sydney Living Museums (SLM) welcomed almost 1,011,000 visitors.

Our exhibitions, programs, museums and properties saw audience growth of 44% from the previous financial year, and 56% on 2013–14. These results reflect our relevance to contemporary audiences, deepening our connection to local communities and broadening educational access. Our education admissions grew substantially, to nearly 62,000, with the *Unlocking Heritage* subsidies extending our reach to regional, remote and low socioeconomic status schools.

Our audience growth demonstrates our continued commitment to engaging with children and families. Family-focused exhibitions such as *Sydney Harbour Icons with LEGO® Bricks, Toys Through Time: From Peg Dolls to Spacemen* and *Ginger Meggs: Australia's Favourite Boy,* together with our school holiday and dedicated family programs such as the *Toy Festival* and *Convict Escapades* and partnership programs with Vivid and the Sydney Festival have all contributed to reaching more than 170,000 children and families.

With compelling programs, cool collaborations and a thriving restaurant, the Museum of Sydney achieved its highest ever visitation of 198,000 (up 19%), including 104,184 museum visitors, 82,000 patrons to The Governor's Table (up 56%) and a further 126,000 forecourt visitors, including 70,000 participants to see *Electric jellyfish* and *Les danseuses* during Vivid. The Museum sustained a successful mix of content and audiences: intellectually

engaging visual art and architecture exhibitions such as Lloyd Rees: Painting with Pencil 1930–36 and Superhouse: Architecture and Interiors Beyond the Everyday; nostalgic social history exhibitions with family appeal, such as Toys Through Time: From Peg Dolls to Spacemen and Ginger Meggs: Australia's Favourite Boy; and clever, interactive exhibitions for children, with Sydney Harbour Icons with LEGO® Bricks.

Over 150,000 people attended major programs and events this year. We have focused on deepening our connections with our local communities, with large-scale free events such as our Autumn and Spring Harvest festivals, the Vaucluse House Centenary open day and our Indigenous events such as the *Eel Festival* drawing strong participation among local Sydneysiders. Collectively, our free events have drawn audiences of more than 94,000.

In November, the 11th edition of our signature event, *Sydney Open*, marked the climax of public awareness of SLM. This annual event provides the opportunity for SLM to curate the city's most important program of architecture and heritage each year. We opened more than 50 buildings, and yielded the highest paid visitation to the event since it was first offered in 1997, with 52,022 building visits across Sydney, featuring Ultimo and Broadway precincts.

	PROPERTY VISITATION			OUTREACH VISITATION			TOTAL VISITATION		
	2016	2015	2014	2016	2015	2014	2016	2015	2014
General admissions*	208,593	202,382	168,959	-	800	1,397	208,593	203,182	170,356
Education	60,277	50,629	51,619	1,517	1,548	1,193	61,794	52,177	52,812
Public programs including Sydney Open ^{‡§}	36,696	28,152	19,707	48,039	63,186	22,256	84,735	91,338	41,963
Hospitality admissions	226,192	184,624	141,658	-	_	-	226,192	184,624	141,658
TOTAL ADMISSIONS	531,758	465,787	381,943	49,556	65,534	24,846	581,314	531,321	406,789
Grounds ^{II}	148,599	79,873	83,086	-	-	-	148,599	79,873	83,086
Touring exhibitions	-	-	-	280,981	89,473	157,176	280,981	89,473	157,176
TOTAL AUDIENCE REACH	680,357	545,660	465,029	330,537	155,007	182,022	1,010,894	700,667	647,051

EDUCATION & RESEARCH

TOURING EXHIBITIONS

Our reach is extending more broadly across Australia, with 53% of our onsite visitors travelling from intrastate, interstate or overseas (110,000 property visitors), and a further 280,000 visitors enjoying our touring exhibition program. We toured five exhibitions to audiences in regional and remote centres, from Dubbo to Townsville, visiting 11 venues. The touring exhibitions enable SLM to stimulate public interest in social history, design and architecture across Australia.

Our touring exhibitions program achieved a new 'first', with simultaneous shows in Australia's northernmost and southernmost capital cities. The popular Towers of Tomorrow with LEGO® Bricks exhibition launched its national tour at the Museum and Art Gallery of the Northern Territory (MAGNT) in Darwin in November, following a record-breaking season at the Museum of Sydney. Meanwhile, over 4000 kilometres to the south, A Convict in the Family? was on display at Port Arthur Historical Site and the Cascades Female Factory Site in South Hobart.

KEY	TITLE	LOCATION	EXHIBITION DATES	VISITORS *
52 Suburbs Around the World		New England Regional Art Museum	1 May – 12 July 2015	756
		Albury Regional Library/Museum	26 Sept – 22 Nov 2015	8,195
•	A Convict in the Family?	Liverpool Regional Museum	20 Jun – 6 Oct 2015	1,303
		Port Arthur Historic Site	3 Nov 2015 – 28 Feb 2016	166,269
		Albury Regional Library/Museum	26 Mar – 5 Jun 2016	9,359
	Built for the Bush: The Green Architecture of Rural Australia	Yarra Ranges Regional Museum	20 Feb – 15 May 2016	1,637
 Iconic Australian Houses: an Exhibition by Karen McCo 	Iconic Australian Houses: an Exhibition by Karen McCartney	JamFactory, Adelaide	30 Apr – 4 Jul 2015	630
		Western Plains Cultural Centre, Dubbo	8 Aug – 1 Nov 2015	23,925
		Newcastle Regional Museum	10 Mar – 5 Jun 2016	38,294
*	Towers of Tomorrow with LEGO® Bricks	Museum and Art Gallery of the Northern Territory	28 Nov 2015 – 10 Apr 2016	15,121
		Museum of Tropical Queensland, Townsville	7 May 2016 – ongoing	15,492
	TOTAL			280,981

* All visitation figures are to 30 June 2016.

EDUCATION

Our education admissions have also grown substantially, to nearly 62 ,000, with the Unlocking Heritage travel subsidy and Convict Sleepover subsidy ensuring improved access to our education programs for regional students and students from low socioeconomic status schools.

	2016	2015	2014
Primary total	44,471	36,894	37,940
Secondary total	8,811	10,083	10,572
Outreach (Connected Classrooms)	1,517	1,548	1,193
Tertiary	2,427	3,124	2,403
Adult	406	528	704
Teachers	4,162	_	-
TOTAL	61,794	52,177	52,812

EDUCATION & RESEARCH

UNLOCKING HERITAGE TRAVEL SUBSIDY AND CONVICT SLEEPOVER PROGRAM

Unlocking Heritage is a major initiative of the HHT in partnership with the NSW National Parks and Wildlife Service and is supported by the Office of Environment and Heritage. Launched in June 2015 by The Hon Mark Speakman SC MP, Minister for Heritage, the program provides schoolchildren access to heritage experiences by removing cost barriers for NSW schools.

The program has two streams: a Travel Subsidy of up to \$20 per student for eligible schools to attend more than 30 curriculum-linked programs at 17 sites, and the *Convict Sleepover* program at the World Heritage-listed Hyde Park Barracks Museum for schools from regional and rural NSW.

A key goal of *Unlocking Heritage* is to ensure that over the life of the project (June 2015–June 2017) 20,000 eligible students will have accessed heritage and cultural assets and participated in learning programs managed by the HHT and the NSW National Parks and Wildlife Service.

In its first year Unlocking Heritage assisted more than 8200 primary schoolchildren in NSW to participate in learning experiences. The Convict Sleepover program reached 1262 students, providing a travel subsidy and a free program that was designed to engage them with the heritage of the Hyde Park Barracks Museum. The Unlocking Heritage Travel Subsidy benefited 6945 students (across HHT and NSW National Parks and Wildlife Service education programs), with 68% of the schools located in the western suburbs of Sydney and the remaining 32% from regional NSW.

Convict Sleepover and the Travel Subsidy are supported by an audience research program designed to evaluate the effectiveness of the promotion, delivery and impact of the project against its objectives of access and inclusion. The research, involving 280 participating teachers and more than 660 students, focused on assessing the program's overall performance against defined key performance indicators, including student engagement, increased awareness and appreciation of heritage, and participant



satisfaction. Research findings indicated that all KPIs were exceeded. The success of the program in meeting these objectives is also evidenced in gualitative teacher feedback, such as:

Our school community consists of 40% Aboriginal students and families from a low socio economic background. Our students do not often get the opportunity to explore the world outside the local areas. This opportunity will provide them with an experience that will be remembered for life. [Kingswood Park Public School]

EDUCATION & RESEARCH

PROTECTING NATIONAL HISTORIC SITES PROGRAMME

Looking to the future, we conducted substantial planning works aimed at enhancing the significance of our national heritage sites: the UNESCO World Heritage-listed Hyde Park Barracks and the Site of First Government House. This year was the first year of a three-year \$1.8 million grant from the Commonwealth Government, through their Protecting National Historic Sites Programme. We are designing a comprehensive renewal of the visitor experience through audience research, new conservation management plans and interpretation master plans, to be delivered in stages over the coming years.

AUDIENCE RESEARCH STAGE 1

The Protecting National Historic Sites Programme audience research was undertaken with consultants Morris Hargreaves McIntyre. It involved visitor intercept interviews and audience forum research to understand current and potential audiences at both the site of first Government House (Museum of Sydney forecourt) and the Hyde Park Barracks Museum. It also explored opportunities for enhanced interpretation and visitor engagement at each site.

The final report by Morris Hargreaves McIntyre was completed in May. This report documents the qualitative and quantitative audience research, audience forums and front-end evaluation together with results from visitor intercept surveys (exit and on-street). The research provides valuable audience insights that are being incorporated by the interpretative designers for both the Hyde Park Barracks Museum and the site of first Government House.

CONSERVATION MANAGEMENT PLANS (CMPS)

Consultant heritage planners were appointed in March to prepare two CMPs: LSJ Heritage Planning & Architecture for the Hyde Park Barracks and GML Heritage for the site of first Government House. Stakeholder consultation findings for both CMPs are complete, with over 40 attendees in May from interest groups, museum users, academics, historians, archaeologists, heritage architects, and state and local governments. The forums were important in understanding stakeholders' interests in these nationally significant sites.

INTERPRETATION MASTERPLANS

Interpretive designers HAY|HEBBLETHWAITE and JPW Architects have been appointed to prepare masterplans on the presentation, and interpretive and education experiences of both the Hyde Park Barracks Museum and the site of first Government House. The aim is to expand the experience of the places as nationally significant sites and capture the audience's imagination on arrival at both museums.

FOOD PROGRAM

A highlight of our food program this year has been the opportunity to deepen engagement with audiences through promotion of Jacqui Newling's award-winning book, Eat your history: stories and recipes from Australian kitchens, co-published with NewSouth Publishing (December). The book shares forgotten tastes and lost techniques, and highlights some of the treasures of our culinary heritage that have nourished many generations of Australians, from 1788 to the 1950s. Engaging and accessible food stories and anecdotes from our properties are supported by over 40 recipes and a rich selection of historical and contemporary images. Eat your history was a featured title at the 2016 Sydney Writers' Festival, with Jacqui interviewed in conversation with food historian John Newton by Simon Marnie from 702 ABC Sydney (22 May). Jacqui also continued to develop our partnership with Central West NSW's Villages of the Heart project with a focus on food heritage, interpretation and programming in rural museums.

COMMUNITY INVOLVEMENT

Our partnerships with cultural events, corporate sponsors, donors, producers and agencies across government are fundamental to our successful engagement with new audiences.

SYDNEY FESTIVAL

Our collaboration with the Sydney Festival was an outstanding example of a successful partnership. In January, the beautifully revived Vaucluse House pleasure garden was a perfect setting for an artistic commission from the Sydney Festival's *Pleasure Garden*. The evocative sound installation was inspired by the story and music of blind 17th-century musician and composer Jacob van Eyck, who was paid by the city of Utrecht to wander through the public gardens in the evening playing his recorder. Over three weeks in January, 10,424 visitors experienced the installation.

VIVID PARTNERSHIP

Two installations were showcased at the Museum of Sydney during Vivid Sydney as part of the Vivid Light program. From 27 May to 18 June the museum hosted the stunning light and sound installation *Electric jellyfish* on First Government House Place, and the elegant moving light display *Les danseuses* in the museum's viewing cube, where it could be seen by passers-by. Visitation to Electric jellyfish across the full 23 nights of Vivid reached around 70,000 people, an outstanding result. The installation proved to be a major drawcard for the whole site and brought in extra diners to The Governors Table, resulting in the restaurant's highest ever nightly attendance.

VOLUNTEERS

The sheer scope of our work is made possible through the dedicated workforce of 519 volunteers, delivering over 8100 hours of service for SLM.

Our Volunteer Program has continued to strengthen with the recruitment of more than 60 new museum volunteers who were inducted and successfully assigned to teams across our sites. They assisted at the Sydney Harbour Icons with LEGO® Bricks exhibition at the Museum of Sydney, with others placed at Rose Seidler House for the first time. New volunteers also joined the Horticulture team to help with the presentation of the Vaucluse House kitchen garden, and event volunteers came on board to support logistics and customer service at our public programs. Our soft furnishing volunteers created a host of bespoke pieces, including silk curtains for the Elizabeth Bay House library bookcase and holland blinds for Susannah Place Museum.

Sydney Open was successfully delivered in November, with 350 volunteers acting as building and event ambassadors.



COMMUNITY INVOLVEMENT

ABORIGINAL ACTION PLAN

Critical to understanding the history of our properties, and their cultural landscapes, we endorsed our first Aboriginal Action Plan. This sets out our commitment to Indigenous interpretation, consultation and community involvement. The Plan seeks to build knowledge of, and engagement with, the Aboriginal histories of our sites and create a sustainable cultural program that is meaningful and relevant to Aboriginal and non-Aboriginal communities. Supporting this work, we established an Aboriginal Advisory Committee chaired by Michael McDaniel, Professor of Indigenous Education and Director of Jumbunna Indigenous House of Learning, University of Technology Sydney. In a deepening community partnership, we welcomed Muru Mittigar to Rouse Hill House & Farm, to bring Indigenous programs to school audiences.

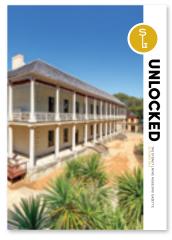
The Aboriginal concept of country is central to the Plan and resonates with our place-based approach to interpreting our museums and heritage sites. Initial work has been undertaken to increase Aboriginal interpretation at the Hyde Park Barracks Museum and the site of first Government House, with significant involvement of and contribution to the Protecting National Historic Sites projects on both sites. The Plan seeks to work with Aboriginal partners to create an annual Aboriginal Cultural Calendar of signature events reflecting the history of our sites and the cultural values of Aboriginal people today. Two initial pilot programs were introduced:

- The Whale Ceremony at Vaucluse House

 (11 October) celebrated rebirth and connection
 to country as whales and their calves migrate
 south along the east coast of Australia.

 Performed on the beach at Vaucluse Bay,
 this moving ceremony linked to the rock
 engravings on the Vaucluse House estate.
- The *Eel Festival* at Elizabeth Farm recognised Parramatta's namesake, the eel, and its importance to the local Burramattagal people with a storytelling night with Uncle Wes Marne on 22 April. This was followed by a family day on 23 April featuring eel trap weaving (*Dgila- Nung*) and sculpture with Galamban, a cultural feast with Fred's Bush Tucker, eel fishing with the Georges River Aboriginal Riverkeeper Team, and a special Blak Markets with stalls selling traditional and contemporary Aboriginal products.
- As we have done every year since 2011, we celebrated NAIDOC Week at Rouse Hill House & Farm (11 July) with the local community. Activities included a smoking ceremony with Uncle Wes Marne, storytelling with Uncle Greg Simms, craft activities with Muru Mittigar Aboriginal Cultural and Education Centre and animal presentations by Featherdale Wildlife Park.









Our success in audience engagement was mirrored by strong financial outcomes. For a third consecutive year, our net cost of service resulted in a surplus of \$2.9 million, \$0.7 million above budget. Self-generated (non-recurrent) revenue of \$8.8 million (up 14% on the prior year) contributed significantly to this result. Major programs, such as Sydney Harbour Icons with LEGO® Bricks and Sydney Open, maintained box office revenue at an historic high (\$1.57 million), with a healthy increase in education revenue (\$0.6 million, up 17%). In partnership with Fresh Catering, we opened two new food and retail concepts at The Mint: No.10 Store and No.10 Bistro. With The Governor's Table at the Museum of Sydney, and the tearooms at Vaucluse House, these leaseholds supported a significant uplift in hospitality patrons (up 23%), and a net profit for commercial services of \$0.94 million (up 8%). Several federal and state government grants (\$3.2 million), and growth in membership revenue (up 53%) and corporate partners (up 83%), have all contributed to this solid financial result.

This year, supported by \$4.542 million in capital funding from the NSW Government, we continued our major conservation and maintenance program. These funds represent the second year of a comprehensive eleven-year program valued at \$30.8 million, marking a new era in heritage investment to secure our places for future generations. So far, 105 individual projects have been completed.

KEY CAPITAL MAINTENANCE PROJECTS



MUSEUM OF SYDNEY GALLERY REFURBISHMENT

We carried out extensive refurbishment in Gallery 2, our main temporary exhibition space, to return the internal materials and finishes to a high standard and to upgrade the obsolete gallery lighting system with new lowenergy LED fittings. We renewed the walls, floor and ceiling to address many years of wear and to accommodate new operational needs such as the extensive use of audiovisual hardware in contemporary exhibition design. Architect Richard Johnson, the original designer of the space, was consulted and provided design drawings and technical specifications for the work.

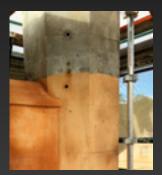




MUSEUM OF SYDNEY NEW EXTERNAL EXHIBITION BANNERS

The installation of new external banners at the Museum of Sydney required new fixings through the important sandstone wall.

KEY CAPITAL MAINTENANCE PROJECTS





EXTERNAL REPAIRS AT VAUCLUSE HOUSE

Ongoing damp issues in external renders and internally in one of the bedrooms upstairs suggested the masonry core of the turrets and battlements, last repaired in 1917, was saturated. We found serious cracks through the rendered stringcourse on the north wall, on the east wall facing the carriage loop and on the turrets themselves, which were allowing water to penetrate the structure.

We injected a mixture of lime and crushed limestone into the cracks and areas of drumminess in the renders and covered the turrets with thick lead flashings tailored to fit over the crenellations. Finally we covered the fine fissures in the render with three coats of limewash, tinted with the traditional golden 'Copperas' colour, also adding tallow to the final coat to assist with weatherproofing.











CHIMNEY REPAIR AND DRIVEWAY REPAVING AT ROSE SEIDLER HOUSE

The low stone chimney at Rose Seidler House was rebuilt to prevent water leaking into the interiors. The 66-yearold original chimney tray (the internal flashing that stops water running down the inside and outside of the chimney) had been damaged, and damp was affecting the plaster ceiling inside. Using new materials of the same type and a new copper chimney tray, we followed architect Harry Seidler's original construction drawings of the house to ensure the integrity of the overall structure was preserved.

The capital works program also addresses infrastructure that needs renewal. The driveway at Rose Seidler House had become damaged by the adjacent trees and was taken up and relaid.

KEY CAPITAL MAINTENANCE PROJECTS





NEW LIGHTING AT THE MINT

New low-energy LED floodlights were installed on the verandahs of The Mint's Macquarie Street facade and the side driveway, replacing the mercury sodium lamps, which were losing their brightness. The new fittings are considerably smaller than the older units. They provide a uniform wash of soft white light on the facade.







WORKS TO ELIZABETH BAY HOUSE

We upgraded the ventilation of the cellars at Elizabeth Bay House, using fans and passive design features to control damp and salt crystallisation in the building's sandstone and brick masonry. We applied a thin skim coat of a weak lime and sand plaster to the cellar walls to help draw damp and salts out of the masonry. In addition, the walls were coated with a basic limewash that was mixed on site by hand. We also painted and repaired the first floor joinery and ground floor main doors.

KEY CAPITAL MAINTENANCE PROJECTS

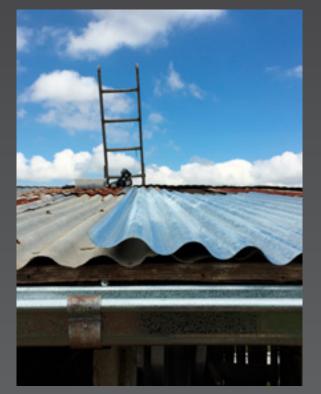




MODEL DAIRY AT ROUSE HILL HOUSE & FARM

The dairy was constructed in 1935 using materials recycled from much older timber buildings at the property. The gutters had corroded through, the roof was letting in water, and timber columns were rotting at the base. We spliced new timber feet into the posts – retaining as much as possible of the posts, as they hold evidence of past mortices and re-use. We patched small holes in some of the roof sheets and completely replaced others – retaining early sheets with makers' brands as evidence that they are much older than the building itself. Finally, we renewed or pieced in timber battens and elements in the fibro milk room, applying coats of penetrating oil to prolong their life.







COTTAGE BATHHOUSE AT ROUSE HILL HOUSE & FARM

The cottage bathhouse was probably constructed in the 1930s by Gerald Terry using 19th-century bricks recycled from the former coachman's house. The low-fired bricks are very soft and many were crumbling. We prepared several lime mortars and consolidated the brickwork with a solution of lime in water. The brickwork was repointed and large gaps filled with lime mortar patches. Collection items that had not been moved since Gerald Terry lived at the property were carefully shifted to gain access to the brickwork. The adjoining room houses significant collection items. Rather than take these metal objects out, which might see them get damaged, we left everything in situ and used timber boards across the room to bridge over the items affected. Original roof sheets were also carefully screwed down.

MAJOR CHALLENGES AHEAD

Future challenges for SLM – and the NSW Government – relate to the task of progressing custodianship and cultural activation for Australia's most important heritage places.

Two major challenges are:

- securing the Rouse Hill Estate through an integration of Rouse Hill House & Farm with the NSW National Parks and Wildlife Service regional park, and expanded future parklands – the 'Rouse Hill Estate' project.
- implementing projects that assist with the reinterpretation of the Macquarie Street Precinct:
 - securing the 'Story of Sydney' project as part of the Macquarie Street East Precinct Framework.
 - developing and implementing a master plan for the Hyde Park Barracks including its connection with The Mint.

SLM has developed two preliminary business cases ('Rouse Hill Estate' and the 'Story of Sydney') which were independently assessed (in December 2015 and February 2016) via the NSW Government Gateway Review System and Infrastructure NSW (INSW) as part of their Major Project Assurance Framework for projects over \$10 million. The purpose of the Gateway Reviews is for an expert panel to analyse the business cases, including how the business case defined the project and determined its scope, the financial and economic outcomes, and its assessment and management of both the current risks and those risks likely to occur during the life of the project.

ROUSE HILL ESTATE

The preliminary business case proposes integration of Rouse Hill House & Farm, the Rouse Hill Regional Park and lands west towards Garfield Road Riverstone to create a 200-hectare integrated regional site for North West Sydney with enhanced heritage, cultural, recreational and environmental value: Rouse Hill Estate.

The Review Team's opinion was that it is appropriate for the project to proceed to the full business case, and that there are a number of matters which should be investigated leading up to, and as part of, the full business case. The Review Team identified issues relating to planning and funding open space across the Sydney region, which it considered need to be addressed. The Review Team noted that these are matters for whole-of-government consideration rather than specific to the Rouse Hill Estate project.

The Review Team noted that the project may represent a rare moment in time to declare a one-in-a-hundred-year legacy for west/ north-west Sydney as was the case for the Centennial Park legacy for central and eastern Sydney. The project is being considered by the Government for final business case funding.



MAJOR CHALLENGES AHEAD

STORY OF SYDNEY

The Story of Sydney Preliminary Business Case is a proposal to create a new heritage and cultural precinct. The site is located on Macquarie Street, within the most intact British colonial civic precinct in the world. At the heart of the re-imagined precinct is a new Museum of Sydney (see artist impressions below, from Macquarie Street (top) and Hospital Road). The cultural anchor for the precinct, the new museum will connect and enhance the experience of two unique sites: the UNESCO World Heritagelisted Hyde Park Barracks and Sydney's oldest surviving public building, The Mint.

MACQUARIE STREET EAST PRECINCT STRATEGIC FRAMEWORK

On 14 October 2016, the Government announced a plan to rejuvenate Sydney's Macquarie Street with the key objective of enhancing the heritage character of the precinct. New projects in the precinct would be guided by the Macquarie Street East Precinct (MSEP) Strategic Framework developed by the Government Architect. The draft Strategic Framework is currently open for public comment until 30 November.

The Framework is complementary with Story of Sydney project options. SLM will work with the Government to refine the vision with a view to securing final business case funding. NSW Cultural Infrastructure, to be released in November, will further determine the direction for this cultural precinct, and its linkages to the Art Gallery, Opera House, State Library and Australian Museum.

