

30 March 2016

Mr Andrew Taylor
Deputy Arts Editor
Sydney Morning Herald
Fairfax Media Publications Pty Ltd
GPO Box 506
Sydney NSW 2001

Dear Mr Taylor,

Notice of Decision - Access to Information Application under the Government Information (Public Access) Act 2009

1. Summary of access application

On 28 January 2016, MAAS received your application under the Government Information (Public Access) Act 2009 (GIPA Act), in which you sought access to the following information:

The documents I am requesting include but are not limited to emails, minutes of meetings, briefing notes, risk assessments, budget and funding proposals and approvals, and performance evaluations.

You were advised that the scope of the application represented an unreasonable and substantial diversion of MAAS's resources, as provided for in section 60(1)(a) of the GIPA Act.

On 4 March 2016, you agreed to amend the scope of the application to the following:

- *Terms of Reference for the Project Steering Committee*
- *Board of Trustees Reports and Minutes*
- *Minutes of the Project Steering Committee*
- *Communications messages sent to external and internal stakeholders*
- *Summaries of staff planning workshops*

Under the GIPA Act, agencies must conduct reasonable searches for government information held by the agency that is requested in the access application. MAAS has completed relevant searches and all information falling within the scope of your amended application has been examined.

Under section 9(1) of the GIPA Act, you have a legally enforceable right to access the information you requested, unless there is an overriding public interest against disclosure.

2. Decision

I am authorised by the principal officer, for the purposes of section 9(3) of the GIPA Act, to decide your access application.

It has been determined to provide you with the information you have requested in your GIPA application except information that is Cabinet information.

Please refer to the enclosed Schedule of Information which describes the information that has been provided under this determination.

3. Public Interest Test

In deciding your application, I applied the public interest test by:

- a) identifying any public interest considerations in favour of disclosure
- b) identifying any relevant public interest considerations against disclosure, and
- c) deciding where the balance between them lies.

I did this in the way required by section 15 of the GIPA Act, which is:

- a) in a way that promotes the objects of the GIPA Act
- b) with regard to any relevant guidelines issued by the Information Commissioner
- c) without taking into account the fact that disclosure of information may cause embarrassment to, or a loss of confidence in, the Government
- d) without taking into account the fact that disclosure of information might be misinterpreted or misunderstood by any person, and
- e) with regard to the fact that disclosure cannot be made subject to any conditions on the use or disclosure of information.

Public interest considerations in favour of disclosure

Under section 12(1) of the GIPA Act, there is a general public interest in favour of disclosing government information. The following considerations in favour of disclosure in relation to your application have been taken into account, with reference to section 12(2) of the GIPA Act:

- a) disclosure of the information could reasonably be expected to promote open discussion of public affairs, enhance Government accountability or contribute to positive and informed debate on issues of public importance
- b) disclosure of the information could reasonably be expected to inform the public about the operations of agencies

Public interest considerations against disclosure

Section 13 of the GIPA Act states that there is an overriding public interest against disclosure if, and only if, there are public interest considerations against disclosure and, on balance, those considerations outweigh the public interest considerations in favour of disclosure.

I have not identified any public interest considerations against disclosure with reference to the Table under section 14 of the GIPA Act.

Conclusive overriding public interest against disclosure – Cabinet information

Section 14(1) provides that it is conclusively to be presumed that there is an overriding public interest against disclosure of any of the government information described in Schedule 1. Clause 2 of Schedule 1 states the following:

- (1) *It is to be conclusively presumed that there is an overriding public interest against disclosure of information (referred to in this Act as **Cabinet information**) contained in any of the following documents:*
 - (a) *a document that contains an official record of Cabinet,*
 - (b) *a document prepared for the dominant purpose of its being submitted to Cabinet for Cabinet's consideration (whether or not the document is actually submitted to Cabinet),*
 - (c) *a document prepared for the purpose of its being submitted to Cabinet for Cabinet's approval for the document to be used for the dominant purpose for which it was prepared (whether or not the document is actually submitted to Cabinet and whether or not the approval is actually given),*
 - (d) *a document prepared after Cabinet's deliberation or decision on a matter that would reveal or tend to reveal information concerning any of those deliberations or decisions,*
 - (e) *a document prepared before or after Cabinet's deliberation or decision on a matter that reveals or tends to reveal the position that a particular Minister has taken, is taking, will take, is considering taking, or has been recommended to take, on the matter in Cabinet,*
 - (f) *a document that is a preliminary draft of, or a copy of or part of, or contains an extract from, a document referred to in paragraphs (a)–(e).*
- (2) *Information contained in a document is not Cabinet information if:*
 - (a) *public disclosure of the document has been approved by the Premier or Cabinet, or*
 - (b) *10 years have passed since the end of the calendar year in which the document came into existence.*
- (3) *Information is not Cabinet information merely because it is contained in a document attached to a document referred to in subclause (1).*

- (4) *Information is not Cabinet information to the extent that it consists solely of factual material unless the information would:*
- (a) *reveal or tend to reveal information concerning any Cabinet decision or determination, or*
 - (b) *reveal or tend to reveal the position that a particular Minister has taken, is taking or will take on a matter in Cabinet.*
- (5) *In this clause, **Cabinet** includes a committee of Cabinet and a subcommittee of a committee of Cabinet.*

Balancing the public interest test

Applying the balancing test in section 13 of the GIPA Act, I have decided that there is an overriding public interest in favour of disclosure of information in 34 of the 35 documents identified in the Schedule to this Notice of Decision. I have redacted information from those documents that is Cabinet information. I have also redacted information that is not relevant to your application.

I have decided to refuse access to 1 of the 35 documents (Document 15) on the basis that it contains Cabinet information.

4. Processing charges

I have decided to impose a processing charge of \$900 which reflects 30 hours taken to process your request, with a 50% reduction because I am satisfied that the information is of special benefit to the public generally. Access to the information referred to in the Schedule to this decision is conditional on payment of this processing charge.

5. Review rights

If you disagree with any of the decisions in this Notice of Decision, you may seek a review under Part 5 of the GIPA Act. I have included with this notice a fact sheet titled *Your Review Rights under the GIPA Act*, which outlines the options available to you in this instance.

If you have any queries regarding this notice, please contact me on

Yours sincerely

Peter Morton
Head of Government Relations and External Affairs

encls: IPC fact sheet titled *Your review rights under the GIPA Act*
Schedule of Information



information
and privacy
commission
new south wales

Your review rights under the GIPA Act

Fact sheet

June 2014

The right to information system in NSW aims to foster responsible and representative government that is open, fair and effective.

You have the right to request a review of certain decisions made by government agencies about the release of information under the *Government Information (Public Access) Act 2009* (GIPA Act):

- a) a decision that an application is not a valid access application
- b) a decision to transfer an access application to another agency, as an agency-initiated transfer
- c) a decision to refuse to deal with an access application (including such a decision that is deemed to have been made)
- d) a decision to provide access or to refuse to provide access to information in response to an access application
- e) a decision that government information is not held by the agency
- f) a decision that information applied for is already available to the applicant
- g) a decision to refuse to confirm or deny that information is held by the agency
- h) a decision to defer the provision of access to information in response to an access application
- i) a decision to provide access to information in a particular way in response to an access application (or a decision not to provide access in the way requested by the applicant)
- j) a decision to impose a processing charge or to require an advance deposit,
- k) a decision to refuse a reduction in a processing charge
- l) a decision to refuse to deal further with an access application because an applicant has failed to pay an advance deposit within the time required for payment
- m) a decision to include information in a disclosure log despite an objection by the authorised objector (or a decision that the authorised objector was not entitled to object).

You generally have three review options.

1. Internal review

You have **20 working days** after the notice of a decision has been posted to you to ask for an internal review by the agency that made the decision.

If a Minister or their personal staff, or the principal officer of an agency made the decision, you cannot ask for an internal review, but you can ask for an external review (see below).

The review must be carried out by an officer who is no less senior than the person who made the original decision. The review decision must be made as if it was a fresh application.

There is a \$40 fee for an internal review application. No fee applies for an internal review if the decision is a '**deemed refusal**' because the agency did not process your application in time or the internal review is conducted because the Information Commissioner has recommended the agency reconsider its decision under section 93 of the GIPA Act. In this case, you cannot be charged any review fee.

The agency must acknowledge your application within **five** working days of receiving it. The agency must decide the internal review within **15** working days (this can be extended by **10** working days if the agency has to consult with a third party, or by agreement with you).

2. External review by the Information Commissioner

If you disagree with any of the decisions listed above, you can ask for a review by the Information Commissioner.

If you are the person applying for access to information, you do **not** have to have an internal review of the decision before asking the Information Commissioner to review it.

If you are not the access applicant, you must seek an internal review before applying for review by the Information Commissioner. However, if an internal review cannot be sought (if a Minister or their personal staff, or the principal officer of an agency made the decision), you can seek a review by the Information Commissioner.

You have **40 working days** from being notified of the decision to ask for a review by the Information Commissioner.

On reviewing the decision, the Information Commissioner can make recommendations about the decision to the agency.

Note: You cannot ask the Information Commissioner to review a decision that has already been reviewed by the NSW Civil and Administrative Tribunal (NCAT).

3. External review by the NSW Civil and Administrative Tribunal (NCAT)

If you disagree with any of the decisions listed above, you can ask for a review by NCAT. You do not have to have the decision reviewed internally, or by the Information Commissioner before applying for review by NCAT.

You have **40 working days** from being notified of the decision to apply to NCAT for review. However, if you have applied for review by the Information Commissioner, you have **20 working days** from being notified of the Information Commission's review outcome to apply to NCAT.

For more information

Contact the Information and Privacy Commission NSW (IPC):

Freecall: 1800 472 679
Email: ipcinfo@ipc.nsw.gov.au
Website: www.ipc.nsw.gov.au

Schedule of Information

	Description of information	Access Provided	Format
1	Project Steering Committee Terms of reference and governance arrangements	Access provided in part, with Cabinet information withheld	Copy of document provided by mail
2	Minutes to the MAAS Board of Trustees Meeting No. 619 – 10 December 2014	Access provided in part, with some sections addressing other agenda items withheld	Copy of document provided by mail
3	Board of Trustees meeting paper (Meeting No. 619 – 10 December 2014) Management Report December 2014	Access provided in part, with some sections addressing other agenda items withheld	Copy of document provided by mail
4	Board of Trustees meeting paper (Meeting No. 619 – 10 December 2014) State Infrastructure Strategy Report December 2014	Access provided	Copy of document provided by mail
5	Minutes of the MAAS Board of Trustees Meeting No. 620 – 4 March 2015	Access provided in part, with some sections addressing other agenda items withheld	Copy of document provided by mail
6	Board of Trustees meeting paper (Meeting No. 620 – 4 March 2015) Parramatta Update	Access provided	Copy of document provided by mail

7	Minutes of the MAAS Board of Trustees Meeting No. 621 – 20 May 2015	Access provided in part, with some sections addressing other agenda items withheld	Copy of document provided by mail
8	Board of Trustees meeting paper (Meeting No. 621 – 20 May 2015) Parramatta Update	Access provided	Copy of document provided by mail
9	Minutes of the MAAS Board of Trustees Meeting No. 622 – 22 July 2015	Access provided in part, with some sections addressing other agenda items withheld and with Cabinet information withheld	Copy of document provided by mail
10	Board of Trustees meeting paper (Meeting No. 622 – 22 July 2015) MAAS in Parramatta update	Access provided in part, with some sections addressing other agenda items withheld	Copy of document provided by mail
11	Minutes of the MAAS Board of Trustees Meeting No. 623 – 7 October 2015	Access provided in part, with some sections addressing other agenda items withheld	Copy of document provided by mail
12	Board of Trustees meeting paper (Meeting No. 623 – 7 October 2015) Parramatta Update	Access provided with sections containing Cabinet information withheld	Copy of document provided by mail
13	Board of Trustees meeting paper (Meeting No. 623 – 7 October 2015) Management Report	Access provided in part, with some sections addressing other agenda items withheld	Copy of document provided by mail

14	Board of Trustees meeting paper (Meeting No 624 – 4 November 2015)	Access provided in part, with some sections addressing other agenda items withheld	Copy of document provided by mail
15	<i>AEA Vision for Parramatta Report</i>	Not provided., as per Section 14 of the GIPA Act – Cabinet document	
16	Minutes of the MAAS Board of Trustees Meeting No. 625 – 9 December 2015	Access provided in part, with some sections addressing other agenda items withheld	Copy of document provided by mail
17	Board of Trustees meeting paper (Meeting No.625 – 9 December 2015) Parramatta Update	Access provided	Copy of document provided by mail
18	Minutes of the Project Control Group Meeting 1 – 28 April 2015	Access provided in part, with Cabinet information withheld	Copy of document provided by mail
19	Minutes of the Project Control Group Meeting 2 – 19 May 2015	Access provided in part, with Cabinet information withheld	Copy of document provided by mail
20	Minutes of the Project Control Group Meeting 3 – 3 June 2015	Access provided	Copy of document provided by mail
21	Minutes of the Project Control Group Meeting 4 – 16 June 2015	Access provided in part, with Cabinet information withheld	Copy of document provided by mail
22	Record of Decisions of the Project Steering Committee – 19 August 2015	Access provided	Copy of document provided by mail
23	Record of Decisions of the Project Steering Committee – 21 October 2015	Access provided	Copy of document provided by mail

24	Record of Decisions of the Project Steering Committee – 18 November 2015	Access provided	Copy of document provided by mail
25	Communications Message Statement for public distribution – July 2015	Access provided	Copy of email provided by mail
26	Communications Message Email from Rose Hiscock to MAAS staff and volunteers – 10 September 2015	Access provided	Copy of email provided by mail
27	Communications message Email from Rose Hiscock to MAAS staff and Volunteers – 18 September 2015	Access provided	Copy of email provided by mail
28	Communications Message Statement for public distribution – January 2016	Access provided	Copy of email provided by mail
29	Email invitation to Leadership Team for August 2015 workshop	Access provided	Copy of email provided by mail
30	Email invitation to All Staff for August 2015 workshops	Access provided	Copy of email provided by mail
31	Email containing workshop information sent to All Staff	Access provided	Copy of email provided by mail
32	Workshop Notes Visioning Parramatta	Access provided	Copy of document provided by mail

33	Email Thank you to All Staff and Invitation to presentation from Kim Williams	Access provided	Copy of email provided by mail
34	Email invitation and attendee list for MAAS Parramatta workshop Developing an approach to stakeholder participation and building partnerships – 26 August 2015	Access provided	Copy of email and document provided by mail
35	Email invitation and information on MAAS planning and transport workshop – 1 October 2015	Access provided	Copy of emails provided by mail provided by mail

TERMS OF REFERENCE FOR THE PROJECT STEERING COMMITTEE

The relocation of the Powerhouse Museum and associated arts and cultural precinct at Parramatta

PROJECT STEERING COMMITTEE

Terms of reference and governance arrangements

1 Context

The NSW Government has made a number of commitments to relocate the Powerhouse Museum to Parramatta and establish an associated arts and cultural precinct.

The Powerhouse Museum is part of the Museum of Applied Arts and Sciences (MAAS) and one of the State's cultural institutions. It is internationally renowned for the calibre of its collection, scholarship and exhibitions. The Powerhouse Museum will be the anchor of the arts and cultural precinct. The extent and nature of the precinct will be dependent on the site selected for the Powerhouse Museum.

[REDACTED]

2 Budget

The project has been allocated \$10 million over 2015/16 and 2016/17.

3 Governance

3.1 Project Director

An external Project Director will be procured and contracted by MAAS.

The Project Director will work to two governance bodies, Project Steering Committee and Project Working Group.

The Project Director is responsible for delivering a consolidated Preliminary Business Case and Final Business Case.

The Project Director will be responsible for ensuring appropriate integration of the two elements of the Business Cases – the Powerhouse Museum relocation and the arts and cultural precinct.

3.2 Project Steering Committee

The Project Steering Committee will:

- guide and provide strategic direction for the development of a Preliminary Business Case and Final Business Case comprising relocation of the Powerhouse Museum and a new arts and cultural precinct, and
- provide guidance and oversight on financial management, risk management, quality of outcomes, benefits achieved and alignment to program/ timelines associated with the Business Cases.

The Project Steering Committee will comprise:

Member	Position title & Role
Andrew Cappie-Wood	Secretary, Justice (or Deputy Secretary, as the Secretary's nominee) (Chair and Project Sponsor)
Kate Dundas	Deputy Secretary, Arts and Culture, Justice
Mary Darwell	Executive Director, Arts NSW (Committee Member)
Rose Hiscock	Director, MAAS (Committee Member)
Lisa Chung	Trustee of MAAS (Committee Member)
Erin Flaherty	Executive Director, Infrastructure NSW (Committee Member)
Simon Pagett	Head of Urban Transformation, UrbanGrowth NSW (Committee Member)
Brett Newman	Chief Executive, Government Properties NSW
Amy Persson	A/Executive Director, Cities Branch, Department of Premier and Cabinet
David Withey	Director - Justice, NSW Treasury
TBA	High level commercial / financial / business expertise

The Project Steering Committee will be supported by a Project Working Group that will:

- ensure compliance with the project workplan and budget
- make recommendations to and implement decisions of the Project Steering Committee, and
- monitor the performance of the Project Director.

The Project Working Group will meet regularly and comprise:

Member	Position title & Role
Elizabeth Stratford	Director of Corporate Resources and Chief Finance Officer, MAAS (Chair)
Michael Parry	Director of Programs and Engagement, MAAS
Michelle Washington	Manager, Infrastructure Engagement, MAAS
Marianna Southwick	Director, Infrastructure, Arts NSW
Stacy Warren	Manager, Infrastructure Development, Arts NSW
Project Director	TBA
Consultant team	TBA

- Review, update and report on project performance.

4.2. Financial

- Endorse recommendations for project budget allocations for approval by the appropriate financial delegate.
- Review the program cash flow and expenditure against delivery.
- Regular review of progress and reporting of the project.
- Review the adequacy of any contingency held or risk mitigation costs.
- Identify where additional funds may be required and ensure appropriate processes for securing such funds are commenced.

4.5. Reporting

- The Project Steering Committee will provide a quarterly report to the Secretary, Justice to enable assessment of project progress and identify risk points and necessary corrective actions:

5 Work Program

The following table outlines the work program of the project:

Year One:

February 2016	Completion of Preliminary Business Case for the Powerhouse Museum and the arts and cultural precinct focused on three shortlisted sites and including preliminary costings.
March 2016	Cabinet Submission seeking endorsement of preferred site and approval to proceed

Year Two:

Scope to be determined following the outcome of the Preliminary Business Case but to at least include: Museum and precinct masterplan; full analysis, design and documentation for tendering for selected site; architectural response and operational logistics arising from the relocation of the Museum.

The Project Steering Committee structure may be reconsidered in Year Two to address the requirements of the masterplanning and design phase.

6 Decision Making

6.1 Decision Making

The Chair has responsibility for all key decision points, milestones, and contentious and contested issues for the project.

Decisions wherever possible will be made by consensus within the Project Steering Committee.

Where consensus cannot be reached, the decision may be made by the Project Steering Committee Chair, having taken all the relevant requirements and these Terms of Reference into account.

Where a decision needs to be made out-of-session, then a recommendation shall be made by the Project Director to the Chair. The Chair will provide information to and canvas opinion from all Project Steering Committee members. The Chair will then make a recommendation.

6.2 Dispute Resolution

In the event of a dispute that the Project Steering Committee and Chair are unable to resolve, the Chair will escalate the issue to the Secretary, Justice for consideration and direction. If the Secretary is the Chair of the Project Steering Committee, the matter will be referred to the Deputy Premier's Office.

BOARD OF TRUSTEES REPORTS AND MINUTES

TRUST MEETING PAPER CONFIDENTIAL

MUSEUM OF APPLIED ARTS AND SCIENCES

BOARD OF TRUSTEES MEETING NO 619

POWERHOUSE MUSEUM

10 December 2014 AT 0800 HOURS

MINUTES

Present: Professor John Shine AO, FAA (President),
Mr John Barbouttis
Ms Elizabeth Bryan AM (via conference phone)
Mr Robert Cameron AO
Ms Lisa Chung
Mr Tim Ebbeck
Mr James Longley
Dr Judith O'Callaghan

In attendance: Ms Rose Hiscock
Ms Dolla Merrillees
Mr Michael Parry
Mr Jack Ritch, Chair Powerhouse Foundation
Mr Peter Morton (Secretary)

1 APOLOGIES

Professor Shirley Alexander

2 CONFIRMATION OF MINUTES OF TRUST MEETING 618 OF 5 NOVEMBER 2014

RESOLUTION NO 140302.0

The Board of Trustees **CONFIRMED** the Minutes of Trust Meeting 618 of 5 November 2014.

RESOLVED

It was noted that Ms Lisa Chung should be recorded as Chair of the meeting, in the absence of the President.

5.2 State Infrastructure Strategy Report

The Report was NOTED.

The President provided a summary of the meeting he and Trustee Elizabeth Bryan attended with the Deputy Premier and Minister for the Arts, the Hon Troy Grant MP.

The Minister confirmed the Government's commitment to enhancing cultural facilities in Sydney's western suburbs, but indicated no specific decisions have been made. It was his assessment that no further announcements would be made prior to

the NSW State election in March 2015, and that options for the relocation or development of facilities will commence after that date.

The Director reported on a subsequent meeting attended by the Museum Executive with the Secretary and Deputy Secretary, Department of Trade and Investment and the Chief Executive and Executive Director Transport, Social and Cultural Infrastructure, Infrastructure NSW.

Key points:

- The Secretary confirmed the Government's intention to implement the recommendation by Infrastructure NSW that the Museum relocate to Parramatta, and that urgent consideration be given to its incorporation into a Parramatta cultural precinct.
- It was proposed that the relocation be funded from the sale of the Museum's Ultimo site, and it was confirmed that additional funds would not be available from the \$600million included in the INSW Report to enhance cultural infrastructure.
- The Secretary proposed the establishment of a working group to advance plans for the relocation. The Museum will be represented on the working group, to be chaired by the Deputy Secretary.
- As a precursor to the establishment of the working group, the Museum was invited to prepare a 'first principles' document, outlining the attributes of a museum in the proposed location. This should be completed by February / March 2015.
- It was advised that four broad options for the development of the Parramatta cultural precinct are being investigated. It was suggested the timeframe for relocation would be in the order of the next 5 to 10 years.

The Director advised the Executive will hold a one day workshop prior to Christmas to commence development of the 'first principles'.

Trust discussed a range of strategies to respond to the Report's recommendation.

It was agreed there was merit in seeking professional advice on the economic impact of complete or partial relocation, opportunities for collaboration with other cultural and educational partners, the benefits of highlighting science and innovation as functions to be maintained in the current Powerhouse location.

It was recognised that options must satisfy the political expectations for a presence in Parramatta, be self-funding, and be aligned to the Museum's collection and its focus on applied arts and sciences.

Trustees sought clarification of their responsibilities in relation to the management of the assets of the Museum. It was AGREED that advice will be obtained from the Crown Solicitor's office.

NOTE: 'first principles' document referred to in the Minutes not included in reports to the Board of Trustees

MANAGEMENT REPORT
December 2014

The President, Professor John Shine and Trustee Elizabeth Bryan met with the Deputy Premier on 1 December to discuss the recommendations of the State Infrastructure Strategy Report. An oral report will be provided at the Trust meeting.

Stakeholder engagement

David Borger, Western Sydney Director of the Sydney Business Chamber has been a prominent advocate for the establishment of a cultural precinct at Parramatta, and the inclusion of the Powerhouse Museum as a focus of such a precinct. I met with David Borger on 6 November for a productive discussion about opportunities for a cultural presence in Parramatta.

MUSEUM OF APPLIED ARTS AND SCIENCES

BOARD OF TRUSTEES MEETING NO 620

POWERHOUSE MUSEUM

4 March 2015 AT 0800 HOURS

MINUTES

Present: Professor John Shine AO, FAA (President)
Professor Shirley Alexander
Mr Robert Cameron AO
Ms Lisa Chung
Mr Tim Ebbeck
Professor Barney Glover
Mr James Longley
Dr Judith O'Callaghan

In attendance: Ms Rose Hiscock
Ms Leann Meiers
Ms Dolla Merrillees
Mr Michael Parry
Ms Elizabeth Stratford
Mr Jack Ritch, Chair Powerhouse Foundation
Mr Peter Morton (Secretary)

1 APOLOGIES
Ms Elizabeth Bryan AM

3 PRESIDENT'S REPORT AND CORRESPONDENCE

The report was NOTED.

The President provided a summary of the 'in camera' discussion of the Museum's response to the planned relocation of the Powerhouse Museum to Parramatta. He noted the importance of a unified public position, which recognises the unique opportunity to build a new museum to embody the best contemporary museum practice. It was also noted that the Board and staff are committed to working collaboratively with Government and the relevant authorities to achieve this outcome.

11 PRESENTATION

11.1 Discussion with Secretary, Trade and Investment, Mark Paterson AO

The Secretary joined the meeting at 10.30am.

Mr Paterson provided an overview of the state infrastructure strategy, and the funding available to support investment in cultural infrastructure.

He noted:

- There has been an under- investment in cultural infrastructure over time.
- Each of the cultural institutions has been working on Masterplan strategies for their future developments.
- The *Restart* fund was established in 2011, using the proceeds of asset sales or windfall gains. The State Infrastructure Strategy was established in 2012, and updated in October 2014.
- The Infrastructure NSW strategy proposed a \$600 million cultural infrastructure investment, linked to the partial sale of the state's electricity distribution system.
- The Strategy referenced international best practice in the development of cultural precincts focusing on proximity and content. Ultimo is not within the proposed central business district cultural precinct.
- Access to the \$600million cultural infrastructure investment is dependent on the outcome of the March 2015 state election. Some of the funds have been identified for the Walsh Bay precinct and Sydney Opera House. It is anticipated there will be vigorous competition for funds, with a number of cultural institutions with ambitious, publicly announced plans.
- The recently released Deloitte report – *Building Western Sydney's Cultural Arts Economy* - demonstrated the need for cultural infrastructure investment in Western Sydney.
- The Premier has announced a commitment to relocate the Powerhouse Museum to Parramatta, as a key component of a Parramatta Cultural Precinct.
- That assets are owned by Government and that as Secretary, Mark must act at the direction of the elected government.

- A site for a relocated Museum has not been identified. It is recognised that public transport access is important in the site selection. Light rail is interdependent.
- Funds for the Museum's relocation would come from the sale of the Ultimo site. No decision has been made about the site's future use. It is anticipated the sale would be managed by Government Property NSW, and be determined by the site's highest and best use with emphasis on maximising the commercial return to Government. The Secretary indicated that initial estimates of its market value range from \$130 to \$200 million.
- \$10 million will be allocated to undertake a Feasibility Study into the proposed relocation. The structure and management of the Study is to be determined.
- The Premier is committed to commence planning from Day One following re-election and anticipates a rapid escalation of decisions post-election and anticipates the Feasibility Study will be completed in twelve months.
- Timing issues in relation to funding proceeds and progression of works are yet to be resolved and would be a focus of the ensuing business case.

Questions:

- The Trust sought clarification of the sequencing of the sale of the Ultimo site and ensuring adequate funds are realised to undertake construction of a new museum. The Secretary noted that the only firm commitment from Government was \$10million in relation to the Feasibility and Business Plan development project. The \$600million to be quarantined from the partial sale of electricity distribution network was not yet fully committed.
- The Secretary indicated that a range of options may be available to manage transition, including lease back or a Treasury funded advance of the sale price. He emphasised that the Museum needed to focus on remaining a vibrant offering in its current location to engender support.
- Responding to a question relating to the potential for the Museum to retain a city presence, the Secretary indicated that no consideration has been given to this, but that depending on the purchaser and proposed use of the redeveloped Ultimo site, there may be opportunities to negotiate a secondary site in the cbd. He indicated that fashion and design exhibitions and programs may be suited to such a site.
- Responding to a question relating to the Museum's participation in the sale of the Ultimo site and the determination of its future use, the Secretary indicated this was to be determined by Government, and it was not appropriate for the Museum to have a role.
- Responding to the observation of supporting infrastructure needs such as transport and its impact on the viability of the Museum in Western Sydney, the Secretary noted that infrastructure plans could well be informed by the Museum's location, and may influence Light Rail route planning.

- Responding to a question relating to the comparative cost of museum redevelopment in other states, there is no commitment beyond sale of the Ultimo site. The Secretary noted that the Museum was not replicated anywhere else in the world so comparisons to other cultural assets was not helpful. Focusing on engaging public and private partners for additional investment would provide means to augment proceeds realised.
- Responding to concerns that the relocation announcement will create uncertainty for sponsors and other commercial partners, the Secretary expressed a view that Parramatta represents a less competitive philanthropic environment, and that it should be possible to secure significant new funding sources.
- The Secretary suggested that, from his perspective, it would be counterproductive for the Board of Trustees to oppose the proposed relocation.

The President expressed appreciation to Mr Paterson for briefing Trust on this significant development.

Meeting Number: 620
 Agenda item: 5.2
 Date: 04.03.15



MUSEUM OF APPLIED ARTS AND SCIENCES
BOARD OF TRUSTEES MEETING PAPER

Subject: Parramatta Update	
Purpose	For information.
Recommendation	That Trust notes the information provided
Director's signature:	

TRUST MEETING PAPER CONFIDENTIAL

PARRAMATTA UPDATE

March 2015

Recommendation

That Trust notes the information provided.

Purpose

To provide Trust with a summary of discussions concerning the proposed Parramatta cultural precinct.

At the 21 January Workshop, Trustees were provided with a summary of:

- The Infrastructure NSW Report - *State Infrastructure Strategy Update 2014*
- Metropolitan Strategy – *A Plan for Growing Sydney*

Discussions regarding the relocation of the Powerhouse to Parramatta are ongoing. The Department of Trade and Investment has advised it is working on the Terms of Reference for proceeding with the Feasibility Study.

A precis of key meetings and outcomes is provided below. A verbal update will be provided at the Board of Trustees meeting.

Significant Meetings and outcomes

Date	Meeting	Outcome
3 December	CEO, Head Curator, Penrith Council Director Culture Penrith Regional Gallery	MOU and long term partnership (Note Agenda item 5.4).
3 December 2014	CEO, Information and Cultural Exchange (ICE) Parramatta	Meeting to discuss collaborative projects.
17 December	Parramatta site visit CEO Sydney Water	Executive familiarisation with Parramatta and potential sites.
22 December	Executive Planning day	Discussion of 'Principles for Success'.
21 January	Trust Workshop	Draft <i>Museum of the Future</i> and workshop outputs sent to Trustees. Trustees subsequently requested not to circulate the document.
2 February	Cross government agency meeting – initial review of site options MAAS, INSW, Urban Growth, DTI.	Briefing from Urban Growth NSW on initial desktop review of site options. <i>Museum of the Future Snapshot</i> – tabled and circulated prior to Trade and Investment Discussion. Initial conversation on establishment of working groups and steering group – lead Trade and Investment and Infrastructure NSW.

		Commitment to circulate details of Terms of Reference and steering groups detail (not received at time of writing report).
6 and 7 February	Secretary DTI Discussions with Director and President	Discussion with Secretary regarding <i>Museum of the Future</i> reference to Ultimo site. Secretary invited to address Trustees at 4 March meeting.
5 February	Roundtable Meeting in Parramatta Parramatta City Council Mayor, CEO, Director of Property and Development, Director Marketing and City Identify Lord Mayor's Chief of Staff, Acting VC UWS	Relationship building and discussion re opportunities.
24 February	Deputy Secretary DTI, Director INSW	Terms of Reference (tabled at meeting).
26 February	Building Western Sydney's Cultural Arts Economy launch, Launched by the Premier Baird.	<i>Building Western Sydney's Cultural Arts Economy launch</i> , (Deloitte) includes data and recommendations regarding cultural infrastructure in Western Sydney. Director MAAS participation on launch panel.

Prepared by:

Rose Hiscock
Director

MUSEUM OF APPLIED ARTS AND SCIENCES

BOARD OF TRUSTEES MEETING NO 621

POWERHOUSE MUSEUM

20 May 2015 AT 0800 HOURS

MINUTES

Present: Professor Shirley Alexander
Ms Elizabeth Bryan AM
Mr Robert Cameron AO
Ms Lisa Chung (Meeting Chair)
Mr Tim Ebbeck
Professor Barney Glover
Mr James Longley

In attendance: Ms Rose Hiscock
Ms Leann Meiers
Ms Dolla Merrillees
Mr Michael Parry
Ms Elizabeth Stratford
Mr Peter Morton (Secretary)

1 APOLOGIES

Professor John Shine AO, FAA (President), Dr Judith O'Callaghan, Mr Jack Ritch,
Chair Powerhouse Foundation

5.2

Parramatta Update

The Report was NOTED

Head of Infrastructure Engagement Michelle Washington joined the meeting for consideration of this item.

The Director provided a summary of the five interdependent consultancies commissioned to enable completion of a high level Cabinet submission by mid-July 2015. It is anticipated the submission will focus on site options and funding requirements.

It was NOTED that the completion of the Cabinet submission will provide a catalyst for advocacy and engagement by Trustees.

Trust discussed skills and experience required at the Board of Trustees, to ensure leadership of this important project. It was acknowledged that high level connections to government, high level connections to Parramatta stakeholders, and capacity to support fundraising are key attributes. The Director suggested that a framework could be developed to identify key skills required by the Board to assist in the next stage of MAAS development.

Trust noted the range of stakeholder preferences for a site for the relocated museum, and AGREED that representations continue to defer a final decision until more detailed analysis and appraisal has been completed by Root Projects.

It was NOTED that a final Business case will be submitted to Cabinet in February 2016.

It was AGREED that the Secretary, Department of Justice Mr Andrew Cappie-Wood be invited to attend a future Trust meeting.

Meeting Number: 621
 Agenda item: 5.2
 Date: 20.05.15



MUSEUM OF APPLIED ARTS AND SCIENCES
BOARD OF TRUSTEES MEETING PAPER

Subject: Parramatta Update	
Purpose	For information.
Recommendation	That Trust notes the information provided
Director's signature:	

TRUST MEETING PAPER CONFIDENTIAL

PARRAMATTA UPDATE

May 2015

Recommendation

That Trust notes the information provided.

Purpose

To provide Trust with a summary update of activity and discussions in relation to the proposed relocation of the Powerhouse to Parramatta and the development of a cultural precinct.

At the March meeting Trustees received a briefing from Trade and Investment Secretary Mark Paterson AO on the project.

Next steps on Parramatta Cultural Precinct and identifying site options for MAAS in Parramatta

Whilst the full project, including governance arrangements are yet to be determined, initial work has commenced to inform a Cabinet paper regarding site feasibility for MAAS and the broader cultural precinct.

To meet the July Cabinet submission, Arts NSW and MAAS will manage five interdependent projects.

1. **Stakeholder engagement and communications report on the vision for a Parramatta cultural precinct** and the role of MAAS as a strategic anchor within the precinct (to be managed by Arts NSW in consultation with MAAS –KJA and Associates (Strategic communications consultants) with Arup and Scott Carver (Placemaking))

Both KJA and Arup were previously commissioned by Arts NSW to provide advice on the Walsh Bay precinct.

A focus of the team's work will be the articulation of a vision for the development of a cultural quarter and the opportunity for a 21st century museum in Parramatta to provide a strategic anchor for the precinct.

This includes delivering a workshop attended by strategic thinkers from a cross section of backgrounds to help shape a vision for the cultural precinct in Parramatta. The project will reference the attributes of successful cultural precincts in other locations. The workshop and related research will then be developed further and presented in a report to be shared more widely.

2. **Demand drivers for the arts and cultural sector in Parramatta and an update to audit data of Parramatta cultural infrastructure** (to be managed by Arts NSW and MAAS).

This consultancy will provide an understanding of existing and potential audiences that can be used to inform the business cases for both the precinct and the new museum.

3. **Review of site attributes and strategic appraisal framework** to inform the selection of a preferred site for MAAS and options for the delivery of a cultural precinct in Parramatta including as context an overview of current plans for growth and urban renewal for the wider Parramatta City and North Parramatta area (to be managed by MAAS - Root Projects);

Peter Root, the team leader for this project was Deputy Director and project manager for the Powerhouse Museum construction project in the 1980's. He and his team have extensive experience in the development and delivery of transformative cultural facilities across Australia.

The project include a review of site attributes for a number of government owned sites already under consideration and the identification of a smaller number of additional sites that have not yet been considered including those not in government ownership. An appraisal framework will be created that assess the sites against a shared set of strategic objective including the need for MAAS to develop an increasingly economically sustainable operating model.

Peter and his team will also contribute to the precinct visioning.

4. **QS report on estimated cost to construct a new building** to replace the current floorspace and volume provide deliver a new replacement cost plan for the Ultimo site (to be managed by MAAS. Consultant to be determined)
5. **Preliminary findings report - Demand drivers and preliminary business case for a new museum in Parramatta** (MAAS to procure)

This will be the first phase of the business case for the new museum. Early findings will be available to inform the site selection process.

It is recommended that a Trust subcommittee be established. The subcommittee will be invited to:

- attend relevant working sessions
- attend monthly project status updates

A precis of key meetings and outcomes is provided below. Key milestone and events going forward are also provided.

Significant Meetings and outcomes

Date	Meeting	Outcome
14 April 2015	Parramatta Council comes to the PHM – Lord Mayor, Councillors and Executive	Briefing on vision, our collections and programming – tour of basement
27 April 2015	Joint MAAS, Arts NSW site visit Parramatta Also attended by INSW, Local member Geoff Lee and Parramatta Council Executive	Visited all key sites - the limited availability of sites became apparent due to existing commitments from NSW Government to use of sites ●Parramatta Council advocated strongly for a city centre site for MAAS close to transport concerned about valuable sites close to station ●Local MP promoted the golf course site Also suggested that commitments in relation to school sites were important although suggested there may be some flexibility ●Governance to be reviewed
28 April 2015	First Project Control Group - Cross government group including T&I, Arts NSW, INSW, Dept Education, NSW Gov. Property, Urban Growth, MAAS	●Agreed work program to produce paper to support a discussion of a preferred site for MAAS in Parramatta and options for a cultural precinct. July 2015. ●MAAS to be consulted on divestment strategy – DPC to lead working group ●Government Property NSW highlight challenges with timetable for decision by Cabinet in light of issues with site availability, business case etc Also suggested the need for wider search for sites beyond those owned by government
W/S 11 May	Consultants procured	●Strategic Communications and stakeholder management, ●Parramatta Cultural Precinct Visioning and MAAS site attributes study Note: Next round of procurement will include QS to establish rebuild cost for MAAS and MAAS preliminary Business Plan
Forward program		Purpose
18 May 2015	Parramatta Council and Arts NSW briefing for MAAS Senior Leadership Team	Provide update to leadership on master plans for Parramatta City Centre and North Parramatta, proposals for light rail and the local cultural program and strategy under development
19 May 2015	Project Control Group - meeting number 2	Review progress
28 May 2015	Strategic visioning workshop for the Parramatta Cultural Precinct – 30 people including MAAS	Provide strategic level input into shaping the vision for the Parramatta Cultural Precinct (to be hosted by Sydney Water, a MAAS sponsor)

Washington, Michelle

From: Washington, Michelle
Sent: Tuesday, 18 August 2015 1:16 PM
To: 'Sandra Fields'
Subject: Leadership team email - not sent yet for Tuesday PM

Dear Leadership Team

This session with Sandra Fields is to allow Leadership team who have attended the all staff session (and those who haven't) to:

1. Reflect on what they heard and report back on the all staff workshops - picking up any concerns, opportunities, brilliant ideas and of course, who was good at cutting and pasting.
2. Test and refine the MAAS 2020 Vision in order to define the MAAS Parramatta mission
3. Develop further the discussion on - What do we need to know about our audiences?

It would be great to see as many of you as possible – afternoon tea will be provided.

I am aware that we have the STEM day in the calendar for this day and I will arrange to pick up these discussion points with those involved in the STEM day at another time

Michelle

Washington, Michelle

Subject: FW: All Staff workshop Option 2 - visioning a new museum in Parramatta
Location: PLC - level 1
Start: Tue 25/08/2015 9:30 AM
End: Tue 25/08/2015 1:00 PM
Show Time As: Tentative
Recurrence: (none)
Meeting Status: Not yet responded
Organizer: Washington, Michelle

Email sent to staff

-----Original Appointment-----

From: Washington, Michelle
Sent: Tuesday, 18 August 2015 11:35 AM
To: MAAS Staff
Subject: All Staff workshop Option 2 - visioning a new museum in Parramatta
When: Tuesday, 25 August 2015 9:30 AM-1:00 PM (UTC+10:00) Canberra, Melbourne, Sydney.
Where: PLC - level 1

Dear All

Please see previous email for instructions for opting in or out of this workshop

Light lunch and time to catch up between 12.30 and 1pm

This workshop - 2015/2016 Visioning

The purpose of the workshops is to provide an opportunity for the staff team to again contribute their experience and expertise to visioning the new museum in Parramatta.

We are working towards a MAAS Parramatta vision which will articulate a high level aspiration for the new museum including the broad parameters for content and interpretation.

Outputs from previous workshop

You will remember we commenced 2015 with some big picture thinking about Parramatta. Thank you for your attendance at these last sessions and the valuable contributions you all made to the early stages of visioning our new museum.

The outputs of the February workshop have been summarised and will be feedback to you to build on in this second session. You will also see that some of the ideas have already been picked up by teams and are being developed further in our 'business as usual'.

Our facilitator from the previous workshop Sandra Fields will join us again to progress this work.

Next steps – following the workshops

The outputs of the workshops will feed into the next stage of the visioning which will include MAAS engaging consultants to assist us with visioning and developing options for concept development for the museum. The work next week will also feed into the business planning for the three site options in Parramatta which we are in the process of procuring.

Once complete, the vision and Business Plan will enable MAAS to scope detailed content, interpretation and design.

Homework – the fun bit

Mood Boards

One of the tasks we will be working on together will be creating 'mood boards' to help inspire us to imagine the new museum. A mood board is a collection of textures, images and text related to theme which provides a reference point to move forward from.

The series of mood boards will be focussed on visitor experiences for a new style of 21st century museum.

As you all know a museum is so much more than a building so don't just think buildings – think places, spaces, people, themes, audiences, disciplines, opportunities, important objects, unique experiences, how you will get there, and of course programs.

And because resources and money matter - think relationships, partnerships, synergies, customers – who might these partners be – what will they enable us to share with our audiences in the building and further afield.

What to bring

We would like you to bring up to 5 images, materials and text from magazines, websites, twitter, other social media, quotes or images from books, postcards, holiday snaps etc that will help us imagine the new museum. Over the next week why not use your phone to capture interesting ideas and spend a little time scrolling back through your old photos and pick out some gems. They don't have to be great photos in the traditional sense – it's all about capturing ideas.

We will also have material available on the day. Please bring any old magazines or other materials that you don't mind having cut up to share with others to cut and paste from. We will also have facilities to make copies of pages from books. If you bring in books please clearly label them.

Please provide a web-link or label if you think it would be valuable for others to dig more deeply into what you have contributed.

Possible themes for mood boards – just to get you thinking

- The welcome
- Access to the Museum/precinct
- Who are our neighbours?

- Parramatta and its qualities/ opportunities
- Experiences for specific audiences – let's put ourselves in their shoes
- New ways of learning /Intergenerational learning
- Themes – stories to tell
- What will differentiate us?
- What will bring people back again and again?

Background on what is happening in Parramatta

If you haven't been to Parramatta have a look at a few of these links and remember it is only 28 minutes by train from Central.

<http://www.discoverparramatta.com/>

<https://twitter.com/discoverparra>

<http://www.parracity.nsw.gov.au/>

<http://www.gettyimages.com.au/photos/parramatta>



All Staff workshop Option 1 - visioning a new museum in Parramatta – email to all staff

Dear All

Please see previous email for instructions for opting in or out of this workshop

Light lunch and time to catch up between 12.30 and 1pm

This workshop - 2015/2016 Visioning

The purpose of the workshops is to provide an opportunity for the staff team to again contribute their experience and expertise to visioning the new museum in Parramatta.

We are working towards a MAAS Parramatta vision which will articulate a high level aspiration for the new museum including the broad parameters for content and interpretation.

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Homework – the fun bit

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The series of mood boards will be focussed on visitor experiences for a new style of 21st century museum.

As you all know a museum is so much more than a building so don't just think buildings – think places, spaces, people, themes, audiences, disciplines, opportunities, important objects, unique experiences, how you will get there, and of course programs.

And because resources and money matter - think relationships, partnerships, synergies, customers – who might these partners be – what will they enable us to share with our audiences in the building and further afield.

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- Themes – stories to tell
- What will differentiate us?
- What will bring people back again and again?

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<http://www.parracity.nsw.gov.au/>

<http://www.gettyimages.com.au/photos/parramatta>

All questions please feel free to give me a call to discuss

Michelle

Leadership team email

This session with Sandra Fields is to allow Leadership team who have attended the all staff session (and those who haven't) to:

1. Reflect on what they heard and report back on the all staff workshops - picking up any concerns, opportunities, brilliant ideas and of course, who was good at cutting and pasting.
2. Using our MAAS 2020 Vision as a base: test and refine a specific mission for MAAS Parramatta
3. What do we need to know about our audiences in order to best continue our planning?

It would be great to see as many of you as possible – afternoon tea will be provided.

I am aware that we have the STEM day in the calendar for this day and I will arrange to pick up these discussion points with those involved in the STEM day at another time

Email to strategic stakeholders attending Developing an approach to stakeholder participation and building partnerships

Dear Mal,

Museum of Applied Arts and Sciences Parramatta

Developing an approach to stakeholder participation and building partnerships

Wednesday 26th August 1.00- 4.00pm

Venue in Parramatta –TBC

You will be aware that the NSW Government has committed to relocating the Museum of Applied Arts and Science (Powerhouse) to Parramatta. This is a once in a generation opportunity to reinvent a new museum for the 21st century in the heart of Sydney.

I am excited to have the opportunity to lead the development of a world class, fit for purpose museum in Parramatta. One that responds to the changing shape of Sydney, but also to new methods of content delivery, learning and collaboration.

We at the beginning of this incredible journey and it is the perfect time for a conversation. To start the process of building relationships I am keen to get some advice on how to engage in Parramatta. What's the best way to build stakeholders, advocates and ongoing relationships.

I would be pleased if you could join me for an informal roundtable discussion in Parramatta to exchange ideas and advice.

I will introduce the session and provide you with an update, however will be over to you.

1. What are the big ideas and issues in Parramatta that we need to be on our radar?
2. Who is doing interesting things and what are some success stories with regard to engagement and partnership?
3. Who should we talk to, locally and further afield, and who are our potential champions?
4. How will we communicate?

A working lunch will be served to give us a chance to meet one another and prepare for the afternoon's session. The session will then be facilitated by Sandra Fields from Fieldworks.

Please RSVP to _____ to let us know if you can attend. Please feel free to contact Michelle Washington, Head of Infrastructure Engagement on _____ if you would like any additional information.

I look forward to seeing you or a colleague on 26th August.

Kind regards

Rose Hiscock



Visioning Parramatta – Sandra Fields program			
		Numbers	Where
Monday 24 August			
11am – 12 noon	Final preparation - Sandra, Rose <i>Sandra please call Kerry on arrival</i> <i>Kerry Thampapillai</i> <i>Senior Executive Assistant</i> <i>T</i>		PLC
12.30 – 1pm	Sandwich lunch and catch up (workshop attendees)		PLC
1-4pm	All staff workshop - Option 1 Visioning a new museum in Parramatta <i>Invited: Permanent staff from all three sites plus representation from frontline and casual staff</i>	Approx. 45	PLC
4 -5pm	Review and make any changes for Tuesday		PLC
Tuesday 25 August			
9.30am – 12.30pm	All staff workshop - Option 2 Visioning a new museum in Parramatta <i>Invited: Permanent staff from all three sites plus representation from frontline and casual staff</i>	Approx. 60	PLC
12.30 - 1pm	Sandwich lunch and catch up (workshop attendees)		PLC
	Break		
	Prepare for Leadership team session Michelle, Rose and exec?		
3.00 – 4.30pm	Leadership team workshop 1. Reflect on what they heard and report back on the all staff workshops 2. Using our MAAS 2020 Vision as a base: test and refine a specific mission for MAAS Parramatta 3. What do we need to know about our audiences in order to best continue our planning?	30?	PLC
Wednesday 26 August			
	Preparation for PM session		
11.00- 12noon	Travel to Parramatta Michelle and Sandra		
12noon	Preparation		
1.00 – 1.30pm	Lunch - attendees		
1.30 – 4pm	Roundtable - Developing an approach to stakeholder participation and building partnerships	20	Parramatta

	<p>Scoping - how should we build a program of community and strategic stakeholder engagement and partnerships for a new MAAS in Parramatta/lessons learnt etc</p> <p><i>Sample of stakeholders</i></p>	@Western Sydney Parklands Trust
All staff workshops		
Overall Purpose	<ul style="list-style-type: none"> • Build on the work from the first workshops • To start visioning what the museum could be like • – putting ourselves in the visitor's/customer's shoes – what are the broad parameters for content and interpretation. <p>The session will focus on</p> <ol style="list-style-type: none"> 1. UPDATE/REPORT BACK 2. AUDIENCES 3. CONTENT 4. INTERPRETATION 	
10 mins	<p>Welcome</p> <p>Where we are in the process</p> <p>Purpose of session</p>	Rose
	<p>1 REPORT BACK</p> <p>very quick Headline outputs of previous session in February</p>	Michelle /Sandra
	<p>2 AUDIENCE</p> <p>Who are our potential audiences</p> <p>–whole group brainstorm</p>	
	<p>3 CONTENT</p> <p>What stories/themes do we want to tell</p> <p>Activity: develop a content map (keep this unstructured – people can invent their own 'map')</p> <p>Prompts: Will we categorise content according to the broad categories of arts/ Sciences, our disciplines or another method?</p> <p>What role will collections take, which collections will feature?</p>	
	<p>4 INTERPRETATION</p> <p>Activity develop Mood boards</p> <p>Putting ourselves in the visitor's/customer's shoes – what experience do we want our visitors to have? How will our audiences engage with us?</p>	

	<p>Develop a mood board that describes 'the Museum experience'</p> <p>Think about every audience interaction</p> <p>Prompts:</p> <ul style="list-style-type: none"> – The welcome – Access to the Museum/precinct/ Parramatta and it qualities/ opportunities – Back of house, – How do our audiences eat, drink and play with us – Experiences for specific audiences – let's put ourselves in their shoes – New ways of learning /Intergenerational learning – What will differentiate us? – What role will the collection take – What role will technology take – What will bring people back again and again? 	
Leadership workshop		
Overall purpose	leadership team to report back and reflect on <i>All staff workshops</i> and contribute to redefining the vision for MAAS in Parramatta	
	Welcome Purpose of session	Rose
	1. Reflect on what they heard and report back on the all staff workshops.	
	2. Define the MAAS Parramatta mission 3. Test the MAAS 2020 Vision	
	4. What do we need to know about our audiences? (build on all staff discussion)	

Developing an approach to stakeholder engagement and building partnerships

Parramatta	<p>Welcome</p> <p>Vision for MAAS – disciplines</p> <p>Excited about new partnerships</p> <p>Purpose of session</p> <p>The story so far</p>	Rose
	<p>1. What are the big ideas and issues in Parramatta that we need to be on our radar?</p>	
	<p>2. Who is doing interesting things and what are some success stories with regard to engagement and partnership?</p> <p><i>May need to prompt</i></p> <ul style="list-style-type: none"> • Who is already doing interesting things in this space? • What are some of the success stories? • <i>Lessons learnt with engagement / partnerships relevant to this project</i> 	
	<p>3. Who should we talk to, locally and further afield, and who are our potential champions?</p> <p><i>May need to prompt</i></p> <p><i>Audience</i></p> <ul style="list-style-type: none"> • Who knows the audience? <p>Who should we engage in understanding the current and future audiences, markets etc</p> <p><i>Disciplines</i></p> <p>Who should we talk to? Local and wider</p> <ul style="list-style-type: none"> • Champions, potential partners, audiences, customers – local and wider <p>Who could be our champions</p> <ul style="list-style-type: none"> • <i>Champions</i> for MAAS Parramatta and more widely 	
	<p>4. How will we communicate?</p>	
	Next steps	Rose/Michelle

Visioning Parramatta

Workshop Notes

Date: 24 - 25 August 2015

Facilitator: Sandra Fields (Fieldworx)

Purpose of the workshop

Two workshops were held with MAAS staff to imagine the new museum at Parramatta. These were followed by a workshop with the Leadership Team to continue the conversation about the move and to identify emerging themes generated during the staff workshops.

The process was premised on the concept of the conversation. A conversation that will inform the consulting team as they commence the development of the business case for the relocation to Parramatta. A conversation that will continue to support and encourage new ideas.

These notes summarise the outcomes of the workshops. The majority of the content has been included as attachments.

Audiences

Workshop participants considered the question *who is the audience for the Museum in Parramatta?* In the main this exercise enabled workshop participants to focus on the depth and breadth of audiences and the important role they play in the success of the museum. An enormous list of the potential audiences was developed and is at attachment one. These were prioritised by workshop participants into critical audiences; very important audiences; and important audiences. As this was a brainstorming exercise only, further work is required to define target audience clusters and to better understand the difference between 'audience' and 'stakeholder'.

MAAS Parramatta mission

The Leadership Team considered the existing MAAS vision and mission and the idea of developing a new mission specifically for the Parramatta museum. Whilst there was no consensus about whether the Parramatta museum needed a mission of its own, there were several suggestions put forward:

- Where the ordinary becomes the extraordinary
- Reflects the wonder and enlightenment of the everyday
- To be the leading contemporary precinct/centre for applied arts and sciences inspiring communities and transforming the world (effectively not calling the space a museum)

The 10 mood boards created during the staff workshops informed the conversation about mission. Mood board images and narrative is at attachment two.

Underpinning Themes

Themes and threads were generated during the staff workshops following the creation of the mood boards. The Leadership Team developed the following 7 underpinning themes for the new museum based on the numerous themes generated during the staff workshops. The full list of themes generated by staff is at attachment three.

- **Inspired ideas** – An environment that fosters debate, sharing and the stimulation of new thinking
- **Destination** – A unique, world class museum where Arts, Science, Design and Technology collide
- **Co-Creation** – A space for creating, making, doing
- **Fun and playful** – An environment which purposefully creates enjoyable and memorable experiences
- **Belonging** – A place for community connection, curiosity and creativity
- **Inside Out** – A dynamic and porous hub: a museum for the future
- **Wonder** – A place that reveals the magic of the everyday (magical, iconic, breath-taking collection)

In addition, the following themes were also considered critical to the success of the museum,

- It's all about the **visitor** – making them feel happy, welcome, thoughtful, excited and satisfied
- It's about experiencing the **collection**
- It's about **experiences** that are integrated, involving, evolving, interactive, participatory and immersive
- It's about **culture**

Content

Staff considered the eight MAAS disciplines and discussed ways of structuring content for the new museum. Five content maps were developed and are at attachment four.

Communication

A number of staff have experienced negative reactions from the public about the move from the Ultimo site to Parramatta. Attachment five provides the brainstormed list of responses that could be used by staff in casual conversation.

Attachment One: The Parramatta Audience

Critical Audiences	
<p>Students and teachers</p> <ul style="list-style-type: none"> • Primary schools • Secondary schools • Tertiary sector <p>Families</p> <ul style="list-style-type: none"> • Families with pre-schoolers • Families 6 - 16 • Intergenerational family groups <p>Tourists</p> <ul style="list-style-type: none"> • Overnight visitors • International • Interstate • Intrastate <p>Indigenous people</p> <ul style="list-style-type: none"> • Western Sydney • Sydney Metro • NSW • Arts Workers <p>Culturally diverse groups</p> <ul style="list-style-type: none"> • Chinese community • Pacific Community • Indian Community • New Australian communities <p>Industry specialists / academics</p> <ul style="list-style-type: none"> • Science • Design • Technology • History 	<ul style="list-style-type: none"> • Parents • Seniors • Teenagers • Young People post school • Researchers • Arts and design enthusiasts • STEM enthusiasts • Culturally active adults • Aspirational audiences • Special exhibition audiences • New audiences who want to be part of community • Current audience • Functions visitors • People with a disability and carers • Digital – online • Scientists and artists - STEAM • Corporate sector (sponsors) • Affiliated society • Members • Donors and (can't read) • Makers and creators • Disadvantaged economically / social • Emerging Communities • Media and commentators <p>Sydney Metro</p> <ul style="list-style-type: none"> • Parramatta residents • Western Sydney Residents
Very important audiences	
<ul style="list-style-type: none"> • 18 – 35 "Hipster" <ul style="list-style-type: none"> ◦ Wants to experience the new before others • People who think it's too far away 	<ul style="list-style-type: none"> • Refugee and multicultural organisations • Makers • Industrial Parra HQ

<ul style="list-style-type: none"> • Early childhood services • Business groups • Audiences that have been traditionally marginalised /isolated from museums • Seniors • New visitors to MAAS or any other museum • Entrepreneur • Parramatta Artists' Studios • Health and medical services • Parramatta High School • Families – older kids • Café society • NSW regional audiences • Festival Goers 	<ul style="list-style-type: none"> • Adult learners • Intrastate and regional • Tourists <ul style="list-style-type: none"> ◦ International ◦ Interstate ◦ Intrastate ◦ Cruise ships • Hyper local (can walk) • Dinks and sinks • Parramatta FIFOs • Business Community <ul style="list-style-type: none"> ◦ Business events (MICE) • Seniors (aging population) • Teens and tweens seeking independence
Important Audiences	
<ul style="list-style-type: none"> • Emerging commercial and creative industries • Cultural tourists / visitors (festival audiences) • Local business → venue hire 	<ul style="list-style-type: none"> • People who have never been to Parramatta • Craft beer enthusiasts • Foodies • Families

Attachment Two: Mood Boards

These mood boards were generated by groups of MAAS staff in response to the questions:

- What will the arrival experience be like?
- What will the audience experience at the Museum/or virtually at the museum?
- What will the leaving/legacy experience be like?

The text below the image is the transcript from each groups presentation.

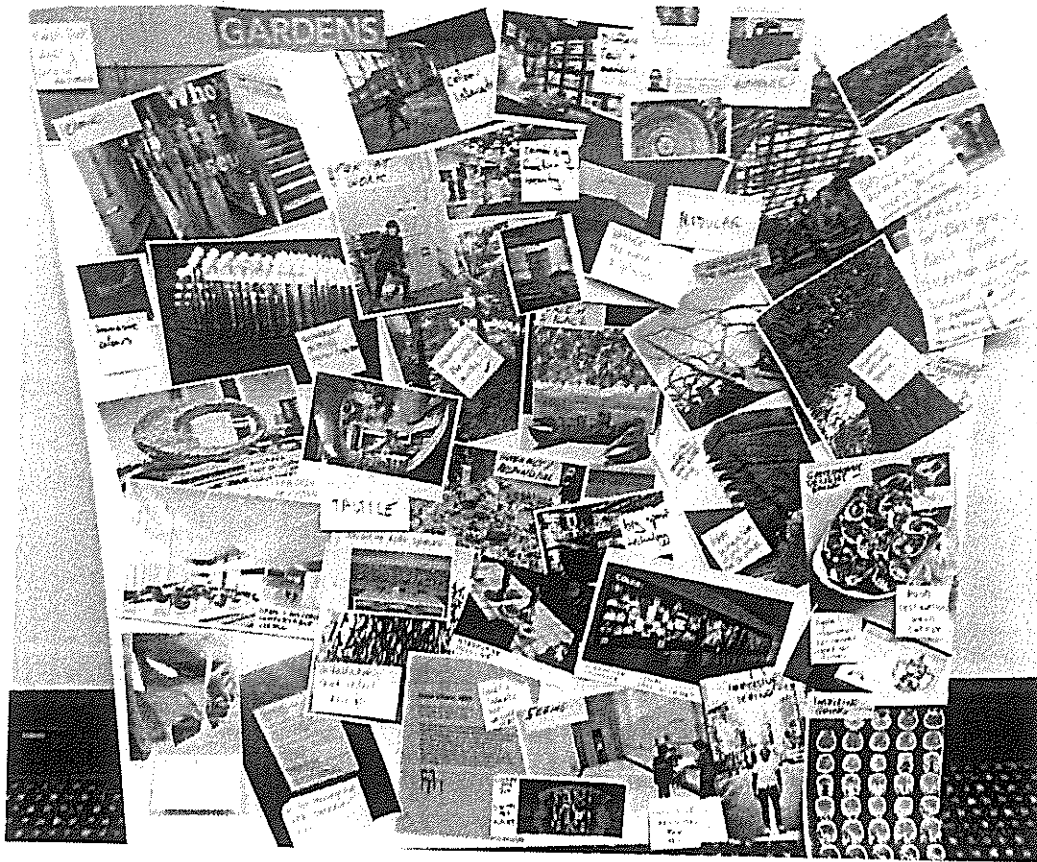
Mood board 1



Experiences of the museum - wanting to have a fun and exciting time, museum rich and dense
Arrival and what's going to happen when you get there. We need to have something iconic and
present in the landscape, and announces who we are

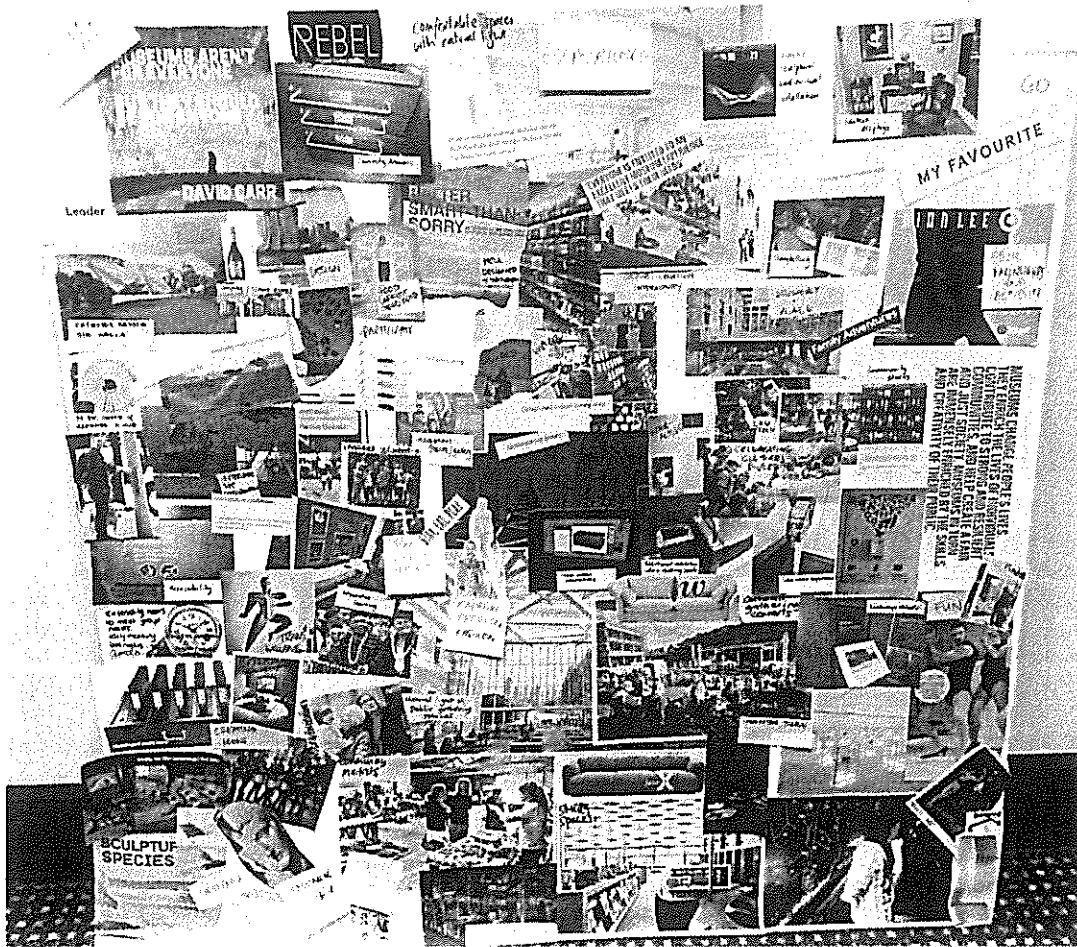
- Engagement can take on different forms
- Space functionality
- Being present in the space, space is dynamic yet peaceful
- Create participatory experience
- And how experience bleeds into digital experience
- A bit of wow
- Building doesn't need to be static, can transform, engage with environment around you.
- Part of city scape but changes when you go inside.
- Organics and free movement which lends itself to free expression.
- Interplay leading to the experience that we want to have inside.

Mood board 2



- Idea of something being a destination is strange, people visit buildings and look at the outside but don't go in, but we need to have something worthy inside.
- Inside is something really to discover.
- Embracing, interactive, responsive, tactile, immersive installation, art that reflects design and design that reflects art. Colours, difference.
- Visitor experience should be seamless, get there, the entrance is inviting and there are fabulous things inside.
- Experience starts when you get there not after you pay fee.
- Long term strategy of having the equivalent of the annual Serpentine or Summer Pavilion to embrace as an annual event, create a space to work with designers.
- Food, a decent café
- Example of de Young in San Francisco – a building with no windows with a beautiful garden in the entrance, and upstairs is a viewing platform which is both a maker space but has a view of San Francisco, brings people there as a destination.
- There should be fun at work, often talk about the visitors, but should also consider the people delivering it - the architecture and the space should encourage type of attitude and team work in everything we do. Taken signage about the museum and create a curiosity about it, rather than just arriving
- Interactive and respond to things within the space.
- Sense of place is really important. To have local authentic representation of all the communities that surround Western Sydney so they have some sense of ownership over the space.

Mood board 3



- "Art for everyone but it should be for anyone"
- Having a good food destination so people will come and lunch and a glass of wine regardless what we have on and then we entice them in, like other institutions
- Fun a big theme
- Innovative display and innovative approaches to what we are putting on in our spaces and how we are designing our spaces
- Space itself a big thing – wanting big spaces expanding beyond traditional museum hours and activities into night events. Concerts, outdoor areas. markets
- Going outside the boundaries of the museum and outreach to people socially disadvantaged, disabilities, having multilingual audio tours, through to interactive experience when you're inside form a variety of programs that are accessible, cater for lots of different age groups, thing from having a dedicated kids space, to having a theatre area where you can have live talks and lecture series, and things to take away too, encouraging people to debate topics to interactive experiences in the museum, continuing to explore experience on line after they leave museum.
- Architecture has a sense of discovery – city museum in Barcelona where excavation under the building - discover layers underneath, part of the experience, kids being about to pick up stuff and look at it – integrated into the building itself, not just about the exhibitions. Unexpected, takes you somewhere you didn't expect to go when you walk inside the building
- Lots of seating, feel comfortable to stay at the museum for a long time and engage, enjoy the aura space, chill out areas.

Mood board 4



Interested in indoor outdoor space, breaking down museum block.

Have something that's impressive, go somewhere unusual, dramatic, very immediate entry points

Embracing online platform – physically getting there but can visit from Tibet, make platforms relate to a global audience

Beyond a website and beyond promotional material

Experience

- Start with object and materials, but engaging with ideas,
- Engage with current debates, civic debates, dangerous ideas, challenging ideas
- Be prepared to put things out there
- How museums can be laboratory spaces – putting together people who wouldn't necessarily come together e.g. engineers and artists, different kind of scientists. And it is visible – makes processes accessible like the Rijksmuseum where the conservation lab is visible while the work is being conducted. Not just museum function but creating new content
- How performance can be integrated into the general physical movement through the space, but also a performance space where you can have more traditional forms of performance. And residencies and combine with accommodation so you can ground the residency and not just have pop in and pop out.
- Think about how digital realm enhances that.

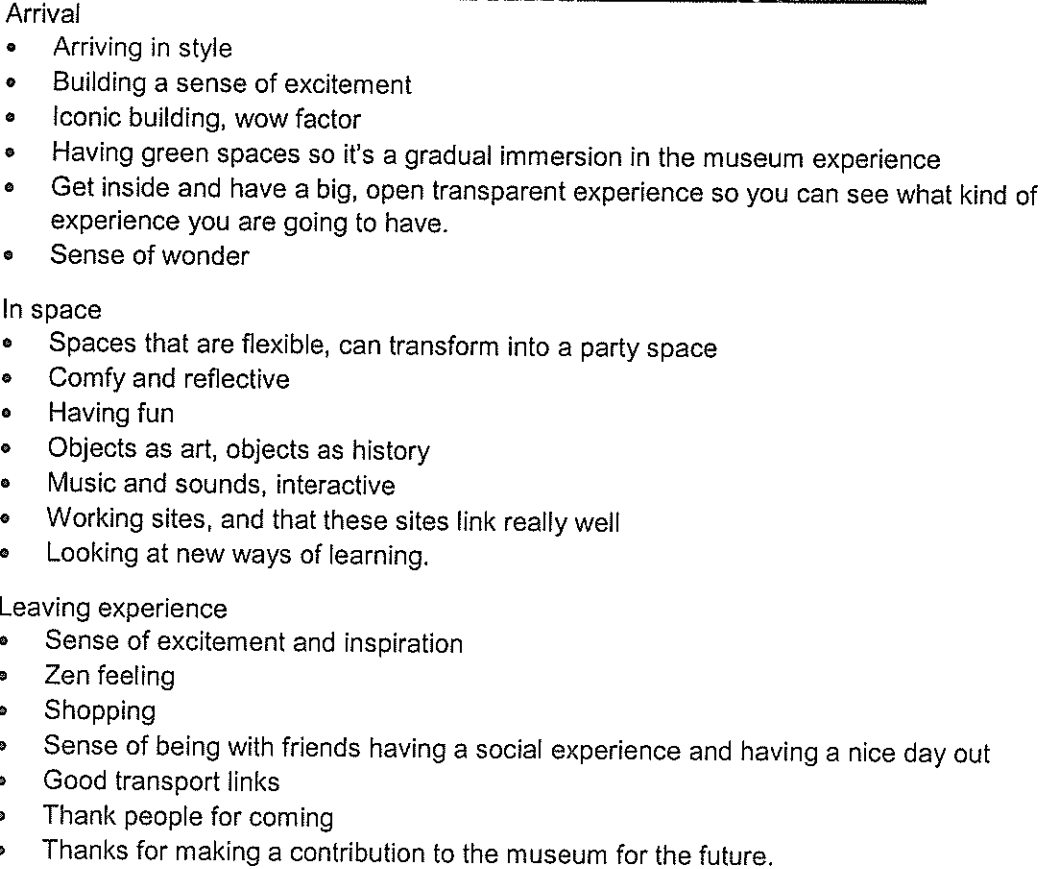
Wellness

- Sense of community forming, seeking connection and trying to co create
- Participation
- People trying to find synergy with each other



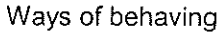
What you come away with

- Stimulating and motivating
- Thinking
- What makes a masterpiece, what make an icon, revealing new ideas, new connections





- Museum that listens
- A way for people to feed back into the museum, leave their mark
- Working with scientists in the community, not isolated but working with significant community partners
- Making craft beer
- Things that are tactile, integrate observatory into the space
- Emphasise that play doesn't just mean for children, support everyone
- Is "iconic" something that looks same or is about the experience as being surprising
- A forecourt that people want to take photos of
- Curiosity, connect with people before they get to the museum

[illegible]

- ## Operation

- ## Playful

- ## Experience

Mood board 8



Entry experience

- a welcome in a place that's safe and comfortable for audience
- materiality and tactility are critical in space
- connectedness of spaces
- travel in style
- built environment – a living museum

Actual experience

- Maker spaces
- Form
- Food is critical
- Confessions – "Museum of broken relationships" a place for people to have their own voices- confess on camera.

Exit experience

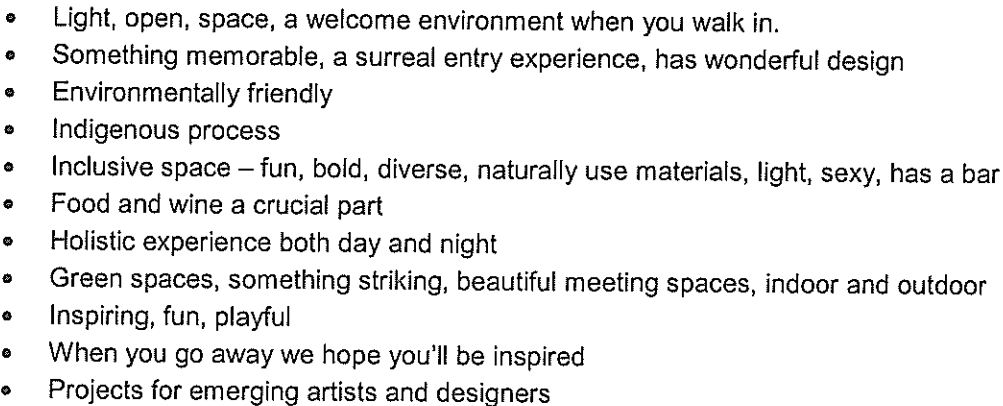
- What people think and feel
- Continuing the conversation afterwards

Performance

- Innovation on display
- Science
- Fun

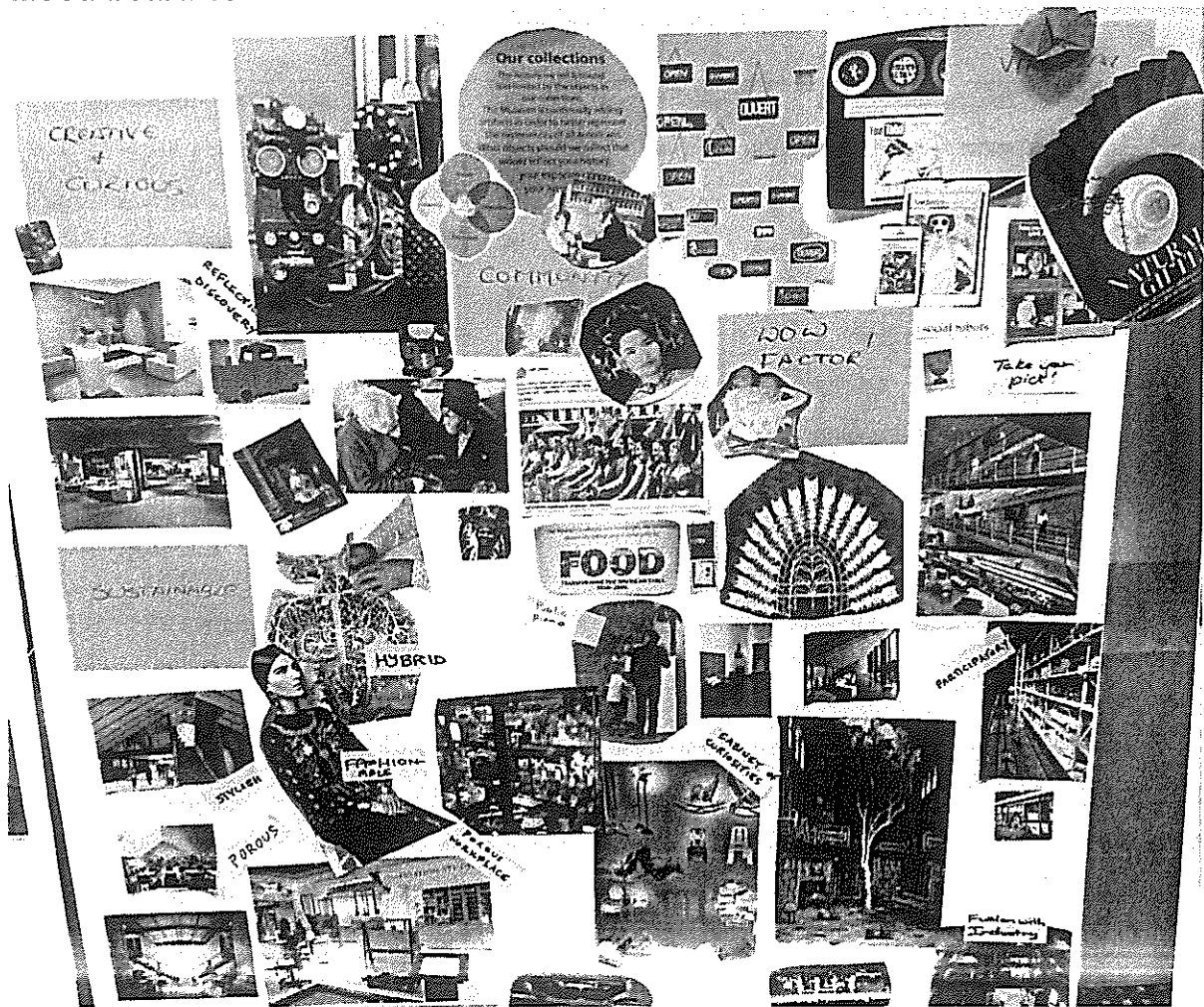


work



- Light, open, space, a welcome environment when you walk in.
- Something memorable, a surreal entry experience, has wonderful design
- Environmentally friendly
- Indigenous process
- Inclusive space – fun, bold, diverse, naturally use materials, light, sexy, has a bar
- Food and wine a crucial part
- Holistic experience both day and night
- Green spaces, something striking, beautiful meeting spaces, indoor and outdoor
- Inspiring, fun, playful
- When you go away we hope you'll be inspired
- Projects for emerging artists and designers

Mood board 10



Collections

Building

- creative and curious
- sustainable
- porous – you can see what is going on inside, a porous workplace
- virtual and physicals – two sides of one museum

Stored collections that are participatory

- Cabinets of curiosities

Fusion with industry

Live tv studio

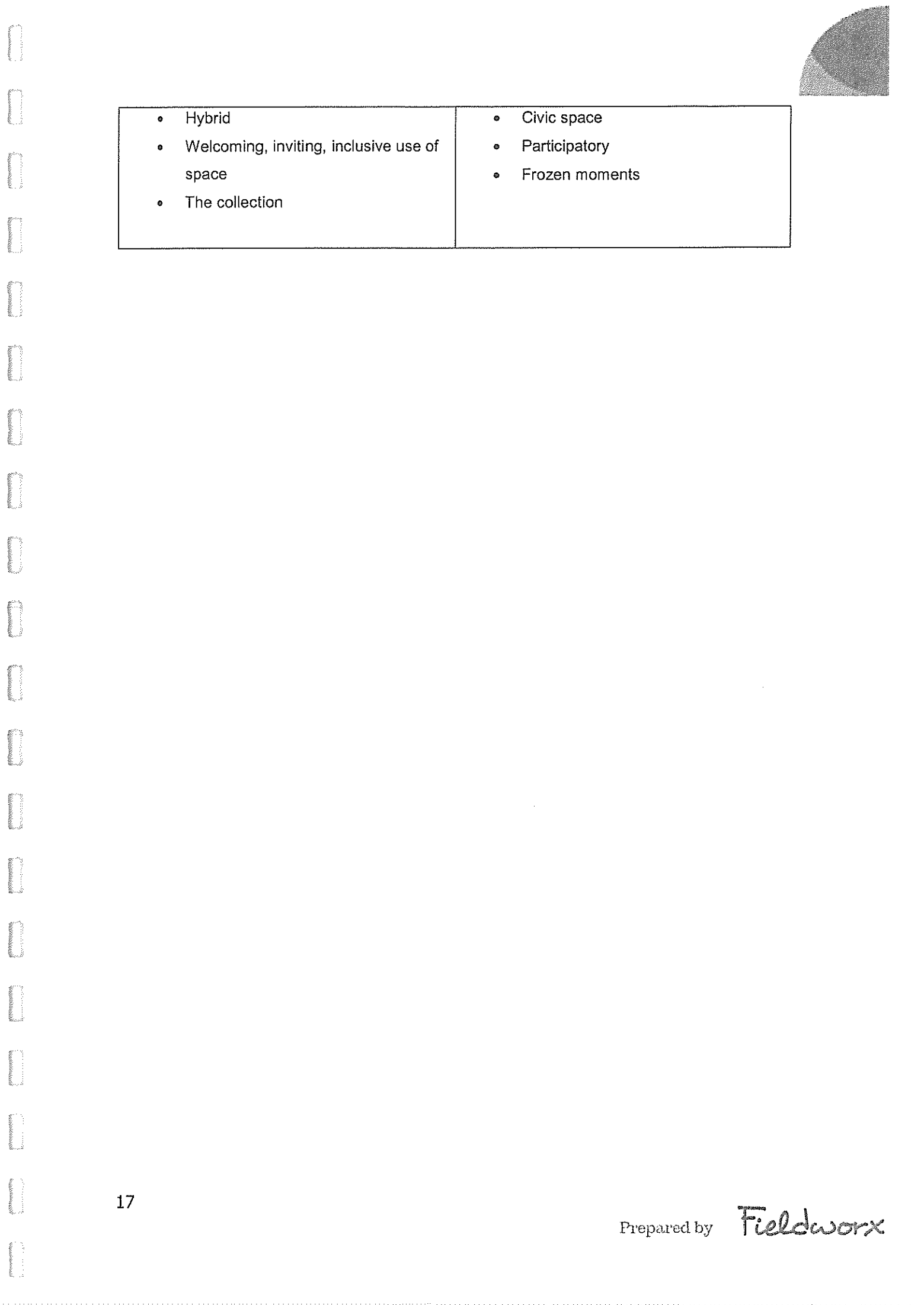
Community, engagement with people

- E.g. Museum of American History – “what object should we collect that would reflect your history, your experience, your America”
- Be more engaged and not make all the decisions ourselves

Attachment Three: Themes

Priority themes and threads	
<ul style="list-style-type: none"> • Wow factor • Inside / Outside space, inviting and comfortable • Fun and social • Playful • Connectedness • Physically and philosophically going beyond boundaries • Inspired • Comes back to the collection • Innovation – content, presentation, design, food, public spaces, digital, programs, communication 	<ul style="list-style-type: none"> • Where art, technology and design collide (bridge) • Idea palace • Porous (and rhizomatic) • Interactive / participatory • Social spaces and experiences • Co-creation • Wonder • Community • Destination • Forum for ideas and debate • Accessible and inclusive

Brainstormed themes and threads	
<ul style="list-style-type: none"> • Collaboration • Makerspaces • New take, reframing – breaking out • Accessibility • Involvement • Porous • Outside / inside • Different perspectives • Green, sustainable spaces • Social, inviting spaces • Revealing discomfort • Experiences in the museum • Arrival • Audience agency and owners (listening museum) • Integrated learning • Participatory experiences • Discovery • Challenging perceptions 	<ul style="list-style-type: none"> • Empower audience • Fun, playful • Active • Open • Light • Bold • Colourful • Tactile • Whole experience – food, eat, beer • Arrival experience – look and feel • Holistic experience • Community dialogue • Revealing • Architectural drama • Contemporary • Making interactive • Counteracting • Experiential • Social



<ul style="list-style-type: none">• Hybrid• Welcoming, inviting, inclusive use of space• The collection	<ul style="list-style-type: none">• Civic space• Participatory• Frozen moments
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Attachment Four: Content Maps

Map one

Design and Fashion	Cultural	Scale - Big things, little things (locos, planes, teacups)	Kids space (under 5) *as well as integrated	Visitor's choice exhibition space
Research / study space	Scientific exploration (STEM)	Invention / creation / Maker space (design laboratory / digital)	Temporary exhibition space (external / paid)	Temporary exhibition space (MAAS)

Map two

Centre for fashion	Asian gallery	Out of this world
Global connections (tech)	Energy	Indigenous design culture
Sustainability		Centre for innovation
Beginnings → Failure → Theft (ideas) → Iteration → Future		

Expressed through –

Current affairs and news	Community Gallery	Workshops and open labs
Hybrid practice	Micro and macro	

Map three

Wellness	Knowledge
Identity	Scale
Design	Exploration

Map four

Ideas gallery	Big / live data – bring your own, visualisation
Children's space	Forever young
Pleasure and pain	

Map five

Revolution	Temporary gallery
------------	-------------------

Collect and Create (development of the gallery as an object)	The “And” bit between disciplines
The family children gallery	A point in time gallery
The future gallery	Rapid response to tech innovation
Cities / our city	Who designed it? How does it work? Children’s “points throughout museum”

Attachment Five: Responses to nay sayers

Below is a list of responses staff are using (or can use) in response to public, friends and family who have a negative response to the move from Ultimo to Parramatta.

- Parramatta is 28min from Central and 2min from Westmead
- We are able to access all the existing and emerging innovation and creativity in western Sydney
- 10% population and 1% of cultural infrastructure, therefore it is time for a great museum in Western Sydney
- Excitement and opportunity
- Exciting opportunity
- Museum will be purpose built and world class
- We have the time to develop this properly – feasibility study
- Making new connections, accessing new audiences
- Only we can do mix of Art, Science, Tech, Design
- It's the opportunity to build a new world class gallery from scratch
- We are just at the beginning of the process, average building of a new gallery is 5 years
- Yes we will miss this site, but it's an exciting opportunity to build a fit-for-purpose museum
- It is an exciting opportunity to build a new museum that showcases our values of innovation, sustainability and good design
- New carpet
- We are planning for the future – Parramatta is the heart of Sydney
- Opportunity for an exciting new museum that's not far away in the fastest growing part of Sydney
- It's ok the Obs isn't going anywhere
- New MAAS is going to be better than MONA, Cooper Hewitt, V&A, Smithsonian etc.
- Visibility, opportunities, the economy
- We are building the premier museum of the future

Washington, Michelle

From: Hiscock, Rose
Sent: Wednesday, 26 August 2015 11:18 AM
To: MAAS Staff and Volunteers
Subject: Invitation

Dear Colleague,

Thank you for your contribution to MAAS Parramatta visioning sessions this week. We generated an amazing set of concepts and ideas.

To continue our visioning work, we will host a series of thought leaders over the forthcoming months.

I'm delighted to invite you to a conversation with Kim Williams AM regarding the relevance of cultural institutions into the future. Kim presented a provocative paper at this year's Museums Australia conference and he has generously agreed to repeat the session for MAAS staff.

Tuesday 1 September
11.30am
Powerhouse Theatrette

Kim Williams has had a long involvement in the arts, entertainment and media industries here and overseas and has held various executive leadership positions since the late 1970s including as Chief Executive at each of News Corp Australia, FOXTEL, Fox Studios Australia, the Australian Film Commission, Southern Star Entertainment and Musica Viva Australia and also as a senior executive at the ABC.

Mr Williams was the Chief Executive of FOXTEL for the decade up until November 2011. At FOXTEL he pioneered many of the major digital broadcast innovations in Australia and received the 2012 Lifetime Achievement Award from the Australian subscription television association ASTRA for his diverse contributions.

Rose

Rose Hiscock
Director



Museum of Applied Arts and Sciences Parramatta
Developing an approach to stakeholder
participation and building partnerships
Wednesday 26th August 1.00- 4.00pm



**Museum of
Applied Arts
& Sciences**

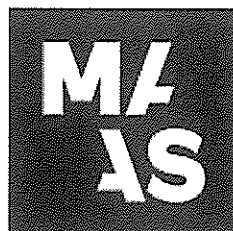
Sharni Jones	Senior Aboriginal Cultural Development Officer - Strategic Initiatives	Arts NSW
Mary Darwell	Executive Director	Arts NSW
Stacy Warren	Manager, Infrastructure Development	Arts NSW
Michael Dagostino	Director	Campbelltown Arts Centre Chair Western Sydney Arts Lobby
Johanna Pitman	Deputy CEO / Head of Operations	Committee for Sydney
Renee Attard	A/ Senior Policy Officer – Cities Branch	Department of Premiers and Cabinet
Kate Dundas	Dept Justice (NSW)	Deputy Sec Arts and Culture
Sandra Fields	Director	Fieldworx
John Kirkman	Executive Director	Information and Cultural Exchange (ICE)
Mark Long	Deputy Principal	James Ruse Agricultural High School
Jennifer Bowen	Head Teacher Gifted and Talented	James Ruse Agricultural High School
Marcus Hughes		MAAS
Rose Hiscock	Director	MAAS
Michael Parry	Director of Programs & Engagement	MAAS
Dolla Merrillees	Director of Curatorial, Collections & Exhibitions	MAAS
Elizabeth Stratford	Director of Corporate Resources & Chief Finance Officer	MAAS
Leann Meiers	Director of Development & External Affairs	MAAS
Arani Duggan	Head of Development	MAAS
Michelle Washington	Head of Infrastructure Engagement	MAAS
John Gok	Principal / Fairfield PPA President	Merrylands East Public School
Mal Fruean	Chair	NSW Council for Pacific Communities
Lema Ulunabou		NSW Council for Pacific Communities
Rebacca Grasso	Director Marketing and City Identity	Parramatta City Council
Sophia Kouyoumdjian	Coordinator Parramatta Artists Studios	Parramatta City Council
Suellen Fitzgerald	Director	Parramatta Park & Western Sydney Parklands Trusts
Robert Love	Director	Riverside Theatres
David Borger	Director-Western Sydney	Sydney Business Chamber
Dr Jane Hunter	Specialist in curriculum, pedagogy, technology integration in learning School of Education	University of Western Sydney
Andy Marks	Government Relations Manager	University of Western Sydney
Professor Peter Hutchings	Dean, School of Humanities and Communication Arts	University of Western Sydney
Belinda Thompson	Project Communications Advisor on the Parramatta North Urban Transformation Project	UrbanGrowth NSW
Jennifer Sweeney	Senior Development Manager – Parramatta North Team	UrbanGrowth NSW
Janett Milligan	Executive Director	Venues NSW



Washington, Michelle

From: Washington, Michelle
Sent: Thursday, 20 August 2015 12:19 PM
To:
Subject: FW: INVITE FROM ROSE HISCOCK, Director Museum of Applied Arts and Sciences

Dear Robert



**Museum of
Applied Arts
& Sciences**

Dear Robert,

Museum of Applied Arts and Sciences Parramatta

Developing an approach to stakeholder participation and building partnerships

Wednesday 26th August 1.00- 4.00pm

Venue in Parramatta –Parramatta Parklands Trust Boardroom

Level 7, 10 Valentine Avenue

PARRAMATTA 2150

You will be aware that the NSW Government has committed to relocating the Museum of Applied Arts and Science (Powerhouse) to Parramatta. This is a once in a generation opportunity to reinvent a new museum for the 21st century in the heart of Sydney.

I am excited to have the opportunity to lead the development of a world class, fit for purpose museum in Parramatta. One that responds to the changing shape of Sydney, but also to new methods of content delivery, learning and collaboration.

We are at the beginning of this incredible journey and it is the perfect time for a conversation. To start the process of building relationships I am keen to get some advice on how to engage in Parramatta. What's the best way to build stakeholders, advocates and ongoing relationships.

I would be pleased if you could join me for an informal roundtable discussion in Parramatta to exchange ideas and advice.

I will introduce the session and provide you with an update, however will be over to you.

1. What are the big ideas and issues in Parramatta that we need to be on our radar?
2. Who is doing interesting things and what are some success stories with regard to engagement and partnership?
3. Who should we talk to, locally and further afield, and who are our potential champions?
4. How will we communicate?

A working lunch will be served to give us a chance to meet one another and prepare for the afternoon’s session. The session will then be facilitated by Sandra Fields from Fieldworks.

Please RSVP to _____ to let us know if you can attend. Please feel free to contact Michelle Washington, Head of Infrastructure Engagement on _____ if you would like any additional information.

I look forward to seeing you or a colleague on 26th August.

Kind regards

Rose Hiscock

Michelle Washington
Head of Infrastructure Engagement

Washington, Michelle

From: Washington, Michelle
Sent: Wednesday, 26 August 2015 9:27 AM
Subject: Confirming time and venue for session today - Museum of Applied Arts and Sciences Parramatta

Dear All

Museum of Applied Arts and Sciences Parramatta

Developing an approach to stakeholder participation and building partnerships

Wednesday 26th August 1.00- 4.00pm

Boardroom

Western Sydney Parklands Trust

Level 7, 10 Valentine Avenue

PARRAMATTA 2150

Thank you for making the time to come to our round table today at **1pm** – details below.
Please note the 1pm start.

Thank you very much to Suellen Fitzgerald and the team at the Western Sydney Parklands Trust for hosting us at their offices.

A light lunch will be available at 1pm

The offices are adjacent to Parramatta railway station and there is a council car park next door.

Thanks again and we look forward to seeing you this afternoon

Michelle



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Thanks again and we look forward to seeing you this afternoon

Michelle



Washington, Michelle

From: Washington, Michelle
Sent: Wednesday, 30 September 2015 10:51 AM
To: 'Mow, Desmond'; 'Christopher Snelling'; 'McAtamney, James'; Casey, Steven; 'Stacy Warren'; 'Martyn Killion'
Cc: 'Zakhia Aoun'; 'Sandra Grubisic'
Subject: RE: Update on the Powerhouse in Parramatta and the Cultural precinct and coordination with Parramatta Master planning

Dear Colleagues

Update on the Powerhouse in Parramatta and the Cultural precinct and coordination with Parramatta Master planning

11.00 -12.30pm, Thursday 1st October
Museum of Applied Arts and Science
The Powerhouse
500 Harris Street, Ultimo

Please use the Harris Street entrance on level 3

Please note: We are now 10 minutes pleasant walk along the newly opened Goods Line from Central or just up the new stairs from China Town and Haymarket

Thanks you all for coming back so quickly on this meeting and making time in your diaries.

We have a good cross section of attendance between 11 and 12.30 . We will focus the critical part of the agenda between 11 and 12non and cover some of the data sharing etc between 12 and 12.30

If anyone would like to stay for a quick tour of the museum afterwards you would be very welcome. Please let me know.

Be warned you will not be alone when you arrive. The place is buzzing for the school holidays with Minecraft fans, fashionistas and budding scientists and digital entrepreneurs. We are very pleased to report we have had record attendance over the school holidays both in terms of attendance at our special programs and through the door.

I will send an outlook calendar invite shortly to confirm details and will circulate an agenda and list of attendees before the end of the day

Kind regards

Michelle

From: Washington, Michelle
Sent: Tuesday, 29 September 2015 6:37 PM
To: 'Brendan O'Brien'

< >; 'Mow, Desmond' < >;
>: Rebecca Grasso

Cc: 'Zakhia Aoun' >; Stacy Warren < >; Sandra

Grubisic <

>
Subject: Update on the Powerhouse in Parramatta and the Cultural precinct and coordination with Parramatta Master planning

Dear Colleagues

Together with Stacy Warren at Arts NSW (who I believe some of you have worked with before), I am attempting to get a small number of people involved in the master planning process for Parramatta CBD to update you on the relocation of the Powerhouse to Parramatta, the business case and early discussions on the cultural precinct. As you will be aware the Cabinet Infrastructure Committee decided that we should business case two options – the Golf course and the Riverbank site.

We are working with a consortium of consultants lead by KPMG to deliver the business plan.

We are keen to touch base with you early in the process as the masterplan and site accessibility are both key inputs to our business plan and we are keen to establish the relationship early in the process.

The purpose of the meeting will be to

- Update you on our process on the business plan for the Powerhouse in Parramatta and planning for the cultural precinct
- Understand from you your program for the CBD masterplan - issues and opportunities arising from this process
- Update on transport plans for the CBD and surrounds
- Establish if there is agreed population projections, other data, assumptions etc that we should be using in our modelling - key contacts for this etc

And of course anything else that will be useful to share.

Ideally we would like a representative from NSW Planning, Parramatta City Council and Transport for NSW. Also in attendance will be Stacy Warren from Arts NSW, representative from both KPMG and Urbis who are providing the planning and transport input into the business case.

I am aware that INSW is providing a coordinating role for Parramatta and have attended the first meeting of this. I will also let Erin know that we are planning to get together and invite her if she wishes to come.

It is hoped that this is a more informal update and opportunity to coordinate our activities. We are also keen to identify critical timeframes, consultation programs etc so we avoid doubling up and use existing data, resources etc . where possible.

Please let me know if you or a colleague can make any time between 10am and 2.30 on Thursday 1st October. Apologies for the short notice but we are finding that diaries are a bit freer with the school holidays

If this date doesn't work we will look at some other time slots and come back to you with these.

Please feel free to give me a call if you wish to discuss.

Kind regards

Michelle

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