

**Supplementary
Submission
No 148a**

INQUIRY INTO MUSEUMS AND GALLERIES

Name: Dr Lindsay Sharp

Date received: 14 August 2016

Submission II: The Powerhouse Museum to Parramatta ‘move’: a critical analysis of the NSW Government’s suppressed planning and costing documentation as revealed in FOI documents released to The Sydney Morning Herald, March 2016; and a request that all documentation- noted and **prioritised below - be called for tender to this Inquiry prior to commencement. Short explanations given as to the significance of documents to assist Inquiry members.**

Submission to the Upper House Inquiry into museums and galleries in NSW, August 3, 2016

[Relevant terms of reference: (a) (d) (e) (f)]

Dr LG Sharp

Foundation Director, Powerhouse Museum, 1978-1988

PLEASE CALL ME AS A WITNESS FOR THIS AND OTHER SUBMISSIONS

KEY WORDS: cost blow out revealed in FOI documents; suppressed project reports and documents; incompetent and incomplete planning; planning ‘babble’; probable lack of independence of MAAS Board of Trustees; potential conflicts of interest: lack of Board involvement in and control of project planning; misleading public costings and statements by Government; potential funding impacts on other museums, galleries and cultural institutions in NSW caused by project cost blow-out; some key Inquiry witnesses suggested.

Summary:

These numerous documents incontrovertibly reveal misleading and suppressed facts, contrary to the public interest, redolent with planning incompetence, lack of transparency, conflicts of interest and confusion. Without access to these multitudinous reports and minutes, e-mails and correspondence in detail the Inquiry will be incapable of establishing key facts with regard to costs, planning procedures, improper influence on the MAAS Board and others and dereliction of public accountability for a project whose costs may well blow out to \$1 billion.

Recommendation: prioritised, possible reports follow below to be requested by the Upper House Committee of Inquiry into NSW Museums: based on FOI released Project and Board Minutes: red=top priority; blue=mid priority; black=residual

- 1) In May 2014, in fact following years of declining Government supply of administrative funding provisions and drastic loss of staff, the then Director and President of the Board of Trustees had announced their 2020 strategic plan, which included a Master Plan to be completed by late 2014 to reinforce and expand the Museum's long association with the Ultimo/Darling Harbour cultural and innovation precinct and to 'to articulate the future use of the Museum's buildings and spaces' **[Report 1]**. The Director consulted with staff, and commissioned architect and engineering consultants to report on using airspace above parts of the Museum to generate funds for development. Treasury consent to this plan was cut short just prior to 'gateway' approval by the Government's subsequent proposal to move the Museum completely. **The Trustees' Plans for partial capital funding of renovation of the contents of the Powerhouse Museum are keenly relevant to this Inquiry especially terms of reference (d, e and f)**
- 2) From Trustees Minutes: 10 December, 2014: Trustees sought advice [written and verbal] clarifying their responsibilities in relation to the assets of the Museum...from Crown Solicitor's Office **[Report 2]** The Trustees responsibilities need clarification for the Inquiry as to the meaning of the 1945 Act
- 3) Trustees Minutes, 4 March, 2015: "Draft Museum of the Future and workshop outputs" – to the Board; and "Parramatta Update"- detailed papers- [Report 3]
- 4) Trustees Minutes, 20 May, 2015: "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" **[Report 4]**. Plus any work products relating to "stakeholder engagement" **[Report 5]** and a "vision for the development of a cultural quarter...and 21 Century museum in Parramatta..." **[Report 6]** The marketing and audience basis for the proposed disastrous project- needed by Inquiry to see if there is any public justification for the \$860 billion cost.
- 5) Ibid, 20 May: "Review of site attributes and strategic appraisal framework to inform the selection of a preferred site..." by Root Projects **[Report 7]** Site research- leading to a selection which defies logic-the DJ car park site in Parramatta? Did Government even bother to take this into account at Cabinet when selecting this site?
- 6) Ibid, 20 May: "Report from meeting of 28 May: Strategic Visioning workshop for the Parramatta Cultural Precinct..." [Report 8]
- 7) Trustees Meeting, 22 July: "Report/Submission to Cabinet...review options for the divestment of Ultimo; review short list of site options etc..." **[Report 9]** linked to:" Director provided a summary of representations to Government concerning proposed relocation...options...potential costs..."etc. including at least three attachments (Root Projects site attributes/Visioning/Governance and Terms of Reference...for MAAS and the Project) **[Report 10]**. About selling the present site- options available and values? Project management and new site requirements- probably disregarded by Government? Inquiry needs to know.

- 8) Ibid, 22 July: "Cox architects...preliminary estimates of floor space and volume requirements illustrative of blocking and stacking diagrams of short listed sites" and "Quantity Surveyors WTP to provide cost assessments to build preliminary estimates of floor space on the 3 shortlisted sites..." **[Reports 11 and 12]** and "Museum Core Mission statement" **[Report 13]**. Architecturally how to squeeze what's on about 8 acres in Ultimo into about 2 acres at Parramatta and how much it might cost. The first, very telling estimates. Government probably hid the bad news. The Inquiry needs to know. **ESSENTIAL READING!**
- 9) Ibid, 22 July "Cabinet Submission attached to this report" **[Report 14]**. **A CORE DOCUMENT DESCRIBING GOVERNMENT CORE DATA FOR DECISION MAKING: ESSENTIAL READING.**
- 10) Trustees Meeting, September 2015: Parramatta Update Report, all documents pertaining **[Report 15]** including Cabinet Standing Committee decision papers. **DITTO, ESSENTIAL READING.**
- 11) Trustees meeting, 7 October, 2015: AEA/MAAS Executive draft Visioning document; plus Preliminary Business case **[Report 16]** by KPMG plus KPMG Briefing by James MacAtamney/Michele Washington Head Infrastructure engagement **[Report 17]**. **ESSENTIAL READING. KPMG strikes again- think Council Amalgamation redacted report debacle etc.**
- 12) Collection storage, move logistics report/outline, interim and finished documents by Root Projects **[Report 18]** **ALL RESULTS HIDDEN ABOUT THIS KEY, COST-BLOW OUT PROJECT ISSUE AFTER THIS OUTLINE WAS TABLED. ESSENTIAL READING.**
- 13) Ibid, 7 October, 2015: "Parramatta Update, September 2015" **[Report 19]**
- 14) Ibid, 7 October, 2015: "Decision of Cabinet Standing Committee" documentation **[Report 20]** **ESSENTIAL READING.**
- 15) Ibid, 7 October, 2015: Document deciding against the Arthur Phillip School campus as potential site for new museum and correspondence/detailed minutes and notes relating thereto **[Report 21]** **Government duds Professor Barney Glover, now the new President of MAAS?**
- 16) Ibid, 7 October, 2015: All documents and emails relating to "Collections Logistics Project" undertaken by Root Projects **[Report 22]** **ESSENTIAL READING: RISKS TO COLLECTION, COST BLOW-OUT, HIDING FACTS?**
- 17) Master Architectural, Engineering, QS and Project brief for whole project **[unknown date: Report 23]** **ABSOLUTELY CRITICAL READING- ALL THE PRACTICAL ISSUES OF PROJECT SCOPE,SCALE,ENGINEERING,COST AND LOGISTICS FROM THE [EXPENSIVE] EXPERT CONSULTANTS.**

- 18) Trustees Minutes, 7 October 2015: “All staff workshop- visioning the new MAAS in Parramatta 24/25 August 2015” work outputs, documents, relevant emails etc. [Report 24]
- 19) Ibid, 7 October 2015: “MAAS senior Leadership workshop 25 August 2015, Guiding principles- Review of Vision and Mission Statement”- all documents, work products, emails and reports **[Report 25] HOW COMPETENT ARE SENIOR MAAS STAFF AT PLANNING?**
- 20) Ibid, 7 October 2015: “Developing an Approach to stakeholder engagement and building partnerships” all documents, work products and emails **[Report 26] INSTEAD OF WIDE COMMUNITY CONSULTATION IN CENTRAL SYDNEY, AND GREATER WESTERN SYDNEY?**
- 21) Ibid, 7 October 2015: “MAAS Parramatta Vision- AEA Report” drafts and final – from November/December 2015 **[Report 27] SO, WHY DID IT TAKE AN AMERICAN, EXPENSIVE CONSULTANT TO DO THE WORK OF MAAS SENIOR, EXPENSIVELY REMUNERATED STAFF?**
- 22) Ibid, 7 October 2015: “Draft Summary” of [Report 26] above... [Report 28]
- 23) Trustees Minutes, 9 December 2015: “Rachel Neeson from Neeson Murcutt architects and Joe Agius from Cox architects presentation of design concepts” all material with all visuals, diagrams, charts, plans, quantity survey statements, estimate of spaces, costings, caveats, emails, preliminary documents and work products etc.**[Report 29] ALL THE KEY VISUALS FROM THE ARCHITECTS, PLUS THE PRACTICAL COST CALCULATIONS, SPACE PROVISIONING, WARNINGS – ESSENTIAL READING- AND SHOULD BE COMPARED WITH THE PRESENT ULTIMO MUSEUM SPACES REGARDING SCALE, ACCESS AND COMPARABILITY. LIKELY VERY REVEALING OF A MUCH SMALLER NEW FACILITY.**
- 24) Ibid, 9 December 2015: KPMG final business case scheduled for February/March 2016 [Report 30] **KPMG again: HOW MUCH TO BUILD, OPERATE NEW FACILITY; FISCAL SUSTAINABILITY BASED ON MARKETING PROJECTIONS. ACTUALLY ESSENTIAL READING. POSSIBLY HIGHLY DEBATABLE AND SUPERFICIAL.**
- 25) Ibid, 9 December, 2015: All documents pertaining to “Parramatta Update” to MAAS Trustees including all relevant emails, letters, notes of conversations and work products related to this update e.g. KPMG “Project Update” / “Update on Stage2-Site Selection” / “Revised Visioning Statement” etc. [Report 31]

26) Ibid, 9 December, 2015: All documentation up to and including final Cabinet Submission noted in the Table headed "Milestone" under main Minute segment entitled: "Parramatta Update". All related emails, documents, noted conversations, notes and reports **[Report 32]** FINAL CABINET SUBMISSION: WHAT DOES IT MISS OUT? WHAT CAVEATS ARE IN OR OUT? WHAT IS THE BASIS FOR SITE SELECTION? WHAT FOR FINAL APPROVAL TO PROCEED WITH AN \$850 MILLION PLUS PROJECT? ESSENTIAL READING.

27) Ibid, 9 December, 2015: All documents pertaining to the job description, role, responsibilities, payments, reporting, management etc. of the "Project Director" including emails, letters, notes of conversations, notes etc. **[Report 33]** WHO RUNS THE PROJECT? EXPERIENCE AND COMPETENCE ISSUES.

28) All relevant emails between MAAS Directors/staff and MAAS Board Chairman/Trustees and between Trustees, especially those trustees representing the Board on the Project Steering Group and other project management groups, in regard to the reports noted above and relevant issues related thereto **[Report 34]** HOW MUCH HAVE THEY HIDDEN FROM THE PUBLIC, FROM GOVERNMENT, FROM DONORS, FROM STAFF AND VOLUNTEERS? HOW KNOWINGLY HAVE THEY GIVEN UP PROJECT CONTROL AND CARE FOR THE LONG TERM INTERESTS OF MAAS? HOW CULPABLE ARE THE BORD AND PRESIDENTS? BACK ROOM DEALS?

29) All documents pertaining to the Brief, retention, costs, advice provided, emails and related notes in regard to AEA **[Report 35]** WHY SPEND SO MUCH ON AN OUTSIDE AMERICAN CONSULTANT? VALUE FOR MONEY? WHY COULD MAAS SENIOR STAFF NOT DO THIS CORE WORK UNLIKE THE STAFF IN THE 1988 ORIGINAL PROJECT?

30) All documents pertaining to the Brief, retention, costs, advice provided, emails and related notes in regard to KPMG **[Report 36]** KPMG HAVE BEEN THE GOVERNMENT'S 'GO-TO' EXTERNAL CONSULTING FIRM WITH WIDESPREAD, SUB-OPTIMAL RESULTS. A CLOSE LOOK HERE IS ESSENTIAL. HOW SOUND IS THEIR ADVICE?

31) All documents pertaining to the Brief, retention, costs, advice provided, emails and related notes in regard to Root Projects **[Report 37]** THE ORIGINAL SUB-CONSULTANT TO KPMG. WHY WAS THIS TEAM NOT CONTINUED IN 2015? ADVICE TOO EMBARRASSING REGARDING LOGISTICS AND COSTS? A CLOSE LOOK HERE IS ESSENTIAL. HOW SOUND IS THEIR ADVICE?

32) All documents pertaining to the Brief, retention, costs, advice provided, emails and related notes in regard to the project's two architectural firms **[Report 38]** **WHY WAS THIS TEAM NOT CONTINUED IN 2016? ADVICE TOO EMBARRASSING REGARDING LOGISTICS AND COSTS? A CLOSE LOOK HERE IS ESSENTIAL. HOW SOUND IS THEIR ADVICE?**

33) All documents pertaining to the Brief, retention, costs, advice provided, emails and related notes in regard to the project's Quantity Surveyors **[Report 39]** **WHY WAS THIS TEAM NOT CONTINUED IN 2016? ADVICE TOO EMBARRASSING REGARDING LOGISTICS AND COSTS? A CLOSE LOOK HERE IS ESSENTIAL. HOW SOUND IS THEIR ADVICE?**

34) Trustees Minutes, 9 December 2015 "Macro Environment and audience Workshop", to include all marketing, audience, stakeholder, public relations (e.g. Ogilvy PR), community engagement work outputs, reports and related documents and emails **[Report 40]** with the Brief, management, and procedural documents of consultants related thereto. **ESSENTIAL READING: THE BASIS FOR MARKETING AND BUSINESS PLANS FOR THE NEW MUSEUM.**

35) The Minutes of the Trustees, Project Steering Committee, other related Committees from the period January 2015 to the present day, including attachments, reports, documents/ emails/letters sent to the Minister/Deputy Premier, Premier and their officers related to this project and the Parramatta Cultural Centre/project **[Report 41]** **WHO WAS DOING WHAT ABOUT WHICH, TO WHOM, AND HOW MUCH DID IT COST?**

36) All documents, reports, emails and notes regarding the divestment of the Ultimo, Power House Museum site **[Report 42]** **FLOG THE SITE NO MATTER WHAT, UNDER WHAT CIRCUMSTANCES AND TO WHOM?**

37) All e-mails between Liz Ann McGregor and the Premier/ Premier's Officers/ Department of Arts/ That Department's officers in regard to this project; ditto between the Director of Carriageworks and Premier/Premier's Officers/ etc. **[Report 43]** **THE HEART OF THE BEAST: WHAT WERE THE REAL PRESSURES, COSTINGS, PREDICTIONS, DEALS AND MOTIVATIONS AT THE HEART OF GOVERNMENT? HOW SOUND WAS THE ADVICE GIVEN? BASED ON WHAT RESEARCH, DATA AND CALCULATIONS?**

NOTE- all documents to be tagged, given description, be in appropriate date order and integrated with each subject heading, in binders which permit easy access, removal and placement back in sequence; in colour where relevant and at a scale (e.g. Plans, diagrams, charts etc.) which facilitate ease of study and, where appropriate, copying.

Participants in and informed critics of the process who could be questioned about their understanding of the research and decision-making that took place’(not yet including myriad cultural and museological individuals).

These can all be tied back to the document issues and questions outlined above in black:

Mr Blair Comley PSM, Secretary - Department of Premier and Cabinet

Mr Mark Paterson AO, ex-Secretary, Trade and Investment

Ms Kate Dundas, Deputy Secretary Arts and Culture, Department of Justice (DOJ)

Ms Mary Darwell, previously of Arts and Culture

Professor John Shine, ex-President, MAAS Board of Trustees

Ms Lisa Chung, Trustee MAAS- representative on Project Steering Group

Professor Barney Glover, President MAAS- representative on Project Steering Group

Professor Shirley Alexander, previous Trustee, MAAS/Dep. VC UTS

Mr Peter Morton, Secretary Board of Trustees MAAS

Ms Dolla Merrillees- current Director, MAAS

Ms Rose Hiscock- previous Director, MAAS

Mr Peter Root- senior Project Consultant

Ms Rachel Neeson, Neeson-Murcutt architect

Mr Joe Agius, Cox architect

KPMG- Mr Steven Casey and Mr James MacAtamney +other KPMG staff involved

Ms Michelle Washington, Head of Infrastructure Engagement

Ms Elizabeth Ann Macgregor OBE, Director, Museum of Contemporary Art (Sydney)

The representative of AEA Consulting who was involved in planning the project

Mr David Borger -Western Sydney Director of the Sydney Business Chamber

Dr Geoff Lee, MP for Parramatta

Mr Michael Parry, interim Project Director

WTP Quantity Surveyors- appropriate representative

Mr Nick Pappas, previous President MAAS Trustees

Dr Lindsay Sharp, Founding Director Powerhouse Museum

Mr Lionel Glendenning, Powerhouse Museum Architect

Ms Kylie Winkworth, Museum consultant

Ms Jennifer Sanders, previous Deputy Director, Powerhouse Museum

Dr Grace Cochrane AO, previous Curator, Powerhouse Museum

Mr Andrew Grant, previous Curator, Powerhouse Museum

Mr Rob Renew, previous Curator, Powerhouse Museum

Mr Tom Lockley, Volunteer, Powerhouse Museum

Mr Robyn Williams AO, Ambassador and Life Fellow, Powerhouse Museum

Dr Des Griffin, previous Director, Australian Museum

Save Powerhouse Museum representative- Patricia Johnson?

Dr Ragbir Bhathal, expert in science engagement, UWS

Mr Desmond Kennard, AM, expert museologist