

AVONDALE FARM MACHINERY COLLECTION

Shire of Beverley

INTERIM REPORT TO COUNCIL



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1. Background

The Avondale Farm Machinery Collection (AFMC) is located at Avondale Farm, in the Shire of Beverley. Avondale Farm is a 710ha property located 6kms west of the Beverley town site on Waterhatch Road.

The original Avondale Farm Machinery Collection was comprised of items donated by farmers from around the state for the sesquicentenary celebration in 1979. The exhibition concentrated on items of technological significance much of which was restored by the Department of Agriculture workshops. The collection was specifically put together to represent the historical equipment of all the processes in agricultural production and therefore tells the story of the development of farming in the Western Australian Wheatbelt.

The original museum building was constructed to house the donated farm machinery. The building was extended in the early 2000's to house the growing collection that represents some of Western Australia's agricultural machinery dating back to the 1850's.

The Shire of Beverley took over the collection from the Department of Agriculture and Food in 2009 at the same time the management of Avondale Farm was transferred to the National Trust of WA.

Current Situation

AFMC is located at Avondale Farm. The farm comprises 520ha arable farming land and 190ha non arable land comprising a bush reserve (53.5ha), rocky grazing, treed water courses and a built heritage precinct.

Currently the AFMC is housed in a volunteer run museum. The collection is owned by the Shire and is located in a large shed at Avondale Farm leased by the Shire of Beverley from the National Trust. This current situation presents a number of challenges, including:

- Access issues to the AFMC
 - AFMC is located on National Trust land which presents access issues and degrees of compliance
 - Gates to Avondale Farm are regularly closed to visitors and hence the collection
 - There are still outstanding work orders over parts of the museum building which have not been addressed (see *Avondale Farm Agricultural Machinery Museum – Hazard and Risk Assessment*)
 - Visiting the collection needs to be supervised (occupational health and safety around machinery)
 - Significantly reduced opening hours to the museum (by appointment or when a museum volunteer is on site which is irregular)
- Income generating opportunities to maintain and enhance the collection are limited for the museum volunteers with land around the farm leased to a private entity to crop (the museum volunteers used to have access to this land for cropping income and demonstrations). The loss of this income generation has hindered progress of the

collection and museum building (collection conservation, further developments on site etc). Future activities of this nature may require Shire OHS consideration.

2. Methodology

150Square was engaged by the Shire of Beverley to assist in the development of an attraction that is easily accessible all year round and that showcases agricultural machinery through time from the area. The Shire of Beverley seeks a collection and museum that can be easily managed and maintained as volunteer numbers are ageing and declining.

Initially the Shire of Beverley's objective was to develop a feasibility study on the future of the museum and how it will look going forward. With the following key questions answered:

1. Is the museum going to work long term in its current location?
2. Is it possible to move collection to town CBD and condense to area specific?

The intended objective will be achieved in the medium term future however 150Square suggested to the Shire that the project be broken up as follows:

Stage 1: Initial Community Consultation

Facilitate an open community consultation session (completed) and contact with key stakeholders and museum volunteers (completed). Collate ideas and information for presentation to Council (this report). This would then lead into more community consultation about preferred locations for the AFMC.

Stage 2: Management and Activation of Avondale Farm Machinery Collection

Plan for activation and a plan for the long-term management of the collection

The purpose of this report is to *address questions and challenges* around the Avondale Farm Machinery Collection and present *key considerations for the future successful activation* of the collection to the Shire of Beverley.

It includes background information and assessment, case studies and workshop notes.

3. Purpose of the Avondale Farm Machinery Collection

Extract from 3.17 Avondale Agricultural Museum Collection Policy (Shire of Beverley)

The purpose of the Avondale Agricultural Museum Collection is to tell the story of the mechanisation and innovation in farming in the Western Australian Wheatbelt region from the early 1850's to 1979. The Museum aims to provide an educational and tourism experience that is complementary to the interpretation of 'Avondale Farm' which tells the story of the development of Agriculture in WA, intertwining early European settlement, the culture and traditions of the Ballardong Aboriginal people and the natural environment.

The Museum will incorporate objects, history and stories associated with the development of Agriculture in Western Australia, the history of Avondale Farm and the significant contribution made to Agricultural from the research carried out at Avondale.

Upon review of this collections policy the following is noted:

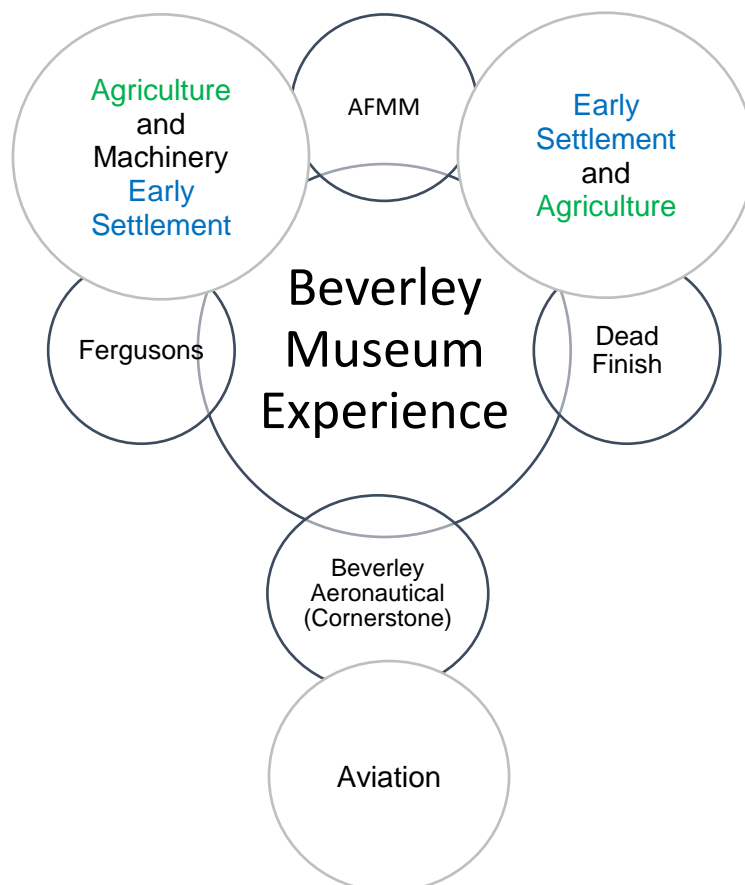
- *The purpose of the Avondale Agricultural Museum Collection is to tell the story of the mechanisation and innovation in farming in the Western Australian Wheatbelt region from the early 1850's to 1979. The collection displays mechanisation and innovation in farming in the WA Wheatbelt but is limited in its ability to 'tell the story' with minimal*

interpretation attached to the machinery and innovations, significantly reduced opening hours and access issues.

- *The Museum aims to provide an educational and tourism experience that is complementary to the interpretation of ‘Avondale Farm’ which tells the story of the development of Agriculture in WA, intertwining early European settlement, the culture and traditions of the Ballardong Aboriginal people and the natural environment.* The Museum whilst on Avondale Farm, has now very limited educational and tourism experiences that is complementary to the interpretation of Avondale Farm (mainly due to access issues – in the past Avondale Farm has been an activated space with regular events and celebrations). Again the museum and collection is limited in its story telling and visitor experiences of agriculture development in WA, European settlement and the culture and traditions of the Ballardong Aboriginal people. In 2021 there is the proposed development of a Noongar Bush Tucker centre however it is unclear what implications this will have on the collection and museum.

4. The ‘Museums Experience’ in Beverley

Currently there are four museums in Beverley, each at various levels of collections management and interpretation. The museums have varying access and are also open at different times. Below is a diagram demonstrating the current collection connection between the four museums.



Opening Hours of Beverley Museums:

	MON	TUE	WED	THUR	FRI	SAT	SUN	P/H
Fergusons	Private / appointment only							
Beverley Aeronautical	8.30am – 4pm	8.30am – 4pm	8.30am – 4pm	8.30am – 4pm	8.30am – 4pm			
Dead Finish	Appointment only						March - Nov	
AFMC	Appointment only							

The Shire of Beverley should consider how the AFMC ‘fits’ into the museum experience in Beverley and enhances the visitor experience with the ultimate goal being extending the stay of visitors and tourists.

As can be seen above, local, visitor and tourist access to each of the collections is limited and is often dependent on the availability and capacity of volunteers / owners. **For a collection or museum to deliver impact to a community it must be accessible.**

Providing inclusive and appropriate access to collections is one of the primary goals of a museum.

It is quite common to focus on the physical aspects of access – getting into and moving around the building – and not realise how much broader barriers to access can be. Improving access across a broad range of issues will create a more welcoming environment and lead to greater and more diverse visitation of the collection.¹

Accessibility to a collection includes but is not limited to:

- Regular opening hours
- Easy to locate / find in town
- Accessible and available parking
- Disabled access
- Access to toilet facilities
- Guided or interpretative tours, sensory experiences

5. Audience of the Avondale Farm Machinery Collection

Below is a summary of the audience the AFMC is currently attracting and the possible audience it could attract in an improved space.

Current Audience LIMITED BY OPENING HOURS	Desired Audience
Locals (Beverley)	Locals (Beverley)
Visitors to Beverley: CALD	Wheatbelt residents; families, farmers
	Visitors to Beverley: families, retired experience seekers, CALD, metro based
	School aged children
	International visitors

¹ Introduction to Access, Museums and Galleries NSW, 2020

6. Collection Location Assessment

The following is a high level review of the current location of the collection and other location options for the Shire of Beverley to consider:

1. Avondale Farm – Museum Shed (current location)

Benefits	Costs and Challenges
Connection with historic Avondale Farm	National Trust restrictions on site
Large shed and display area (inc office)	Access to the AFMM (locked entrance gate)
Parking	Requires on site supervision to open AFMM (not a passive museum)
Potential access to demonstration space	Loss of income generation (land)
	Currently a static display
	Isolation of the Museum
	Visitors have to drive out of town to access the AFMM
	Telecommunications black spot

Assessment against accessibility:

Access	Description	Suggestions
Physical and Sensory	Considerations include the needs of those using wheelchairs, parents with prams, as well as elderly and frail people. The major sensory issues are those related to visual and hearing impairment and should consider not simply the size of print or the level of sounds but also visual or acoustic “overload.”	<ul style="list-style-type: none"> • Poor access for disabled persons (no disabled parking, toilets, dirt floor, entry door etc) • Dirt floor can be slippery (falls) • Machinery can be touched and machinery can be included in a live demonstration but this is limited • No interpretation, guided tours, sounds etc
Cultural	An awareness of the needs and sensitivities of the diverse cultural groups which make up our communities can not only improve the experience of visitors but will lead to more inclusive approaches to collecting and exhibiting	<ul style="list-style-type: none"> • Needs improved awareness and sensitivities to the Balladong people as referenced in the Collections Policy
Social	Museums can become unwelcoming and irrelevant to many groups in the community if they ignore the needs of those outside the financial, educational or age brackets identified as the “typical visitor”. The choice of exhibition topic, the types of items collected and the manner of working is crucial to including all groups as potential visitors.	<ul style="list-style-type: none"> • Currently not achieved as the space to the collection has irregular opening hours • Target audience to be defined • Visitor experience to be mapped and improved • Improved awareness of the collection needs to occur
Intellectual	Complicated language and design used on labels and signage can prevent people with intellectual disabilities from engaging with a	<ul style="list-style-type: none"> • Limited engagement due to irregular opening hours

	museum or gallery. Providing a range of ways that visitors can engage with your exhibitions will satisfy their varied needs.	<ul style="list-style-type: none"> Limited engagement styles with the collection Interpretation plan to be developed for the collection
Attitudinal	Providing a welcoming and safe environment is a key component to developing a continued engagement with the community and should include not only the people and facilities at the reception area and in exhibitions but approaches to donors, researchers and others who engage with your organisation.	<ul style="list-style-type: none"> Limited engagement due to irregular opening hours Collection is out of town Collection requires supervision No events held National Trust access issues
Financial	While organisations need an income in order to function, developing mechanisms for equitable charges for entry and program attendance can broaden the type of visitor coming to your organisation.	<ul style="list-style-type: none"> Limited engagement due to irregular opening hours Free entry Experience is not 'valued' yet Organised tours could be developed Reliance on volunteers Lack of access to income generating opportunities

2. Former CBH Wheat Bin

Currently used by CBH as a workshop and maintenance area for their train sets. Under CBHs Network Strategy the site is due to be relinquished and there is an opportunity for Shire / community ownership and a new location for the collection.

Benefits	Costs and Challenges
Large shed and display area in line with agricultural theme	Proximity to working train line (occupational health and safety)
Parking	Works on the site to upgrade it
Potential access to demonstration space	Land opposite may be leased for income generation
Within the CBD	Requires 'gifting' by CBH
	Relocation costs
	Repurposing of the museum building

3. Vacant Land

Vacant land opposite the Dead Finish museum.

Benefits	Costs and Challenges
Access within the Beverley town site	Land costs / gifting
New and modern facility	Development applications
Along the main road of Beverley	Infrastructure establishment costs (likely grant application required)

Ample space	Relocation costs
	Purpose of the museum building

7. Alignment to Shire of Beverley Plans

Strategic Community Plan 2017 - 2027

Relevant goals and strategies from the strategic plan:

GOAL 2: Community infrastructure of significance, economic value and history adds value to our identity

2.2 External funding is attracted to Avondale Farm.

2.3 Assist in facilitating working relationships between the stakeholders of Avondale Farm and progress towards a model that generates value to the local economy

The Shire of Beverley Tourism Plan 2016-2020 outlines a number of key goals and strategies going forward. Within the plan is the establishment of a Beverley brand which has been achieved and the development of a destination plan. Going forward it would be ideal to use the Beverley brand in the development of the AFMC brand and include the AFMC in the Tourism Plan. The Shire may also review the target audience it is working towards attracting and how the AFMC can help achieve this, and subsequently how it can attract the target markets to Beverley.

8. Principles of Successful Museums

Museums are powerful assets for local development. They can inspire creativity, boost cultural diversity, help local economies, attract visitors and bring revenues. There is also increasing evidence that they can contribute to social cohesion, civic engagement, health and well-being.²

For museums to be these powerful assets they require a dynamic engagement with the public. This dynamic engagement is guided by the following principles, which the Shire of Beverley should consider in any future plans of the AFMM:

- Museums should **classify and arrange their exhibits** with boldness and caution, conscious that a way of arranging knowledge can be illuminating in one era and stultifying in another era,
- Museums should **satisfy curiosity and arouse curiosity**,
- Museums should **educate formally and informally**, and
- Museums should **extend the frontlines of knowledge**.³

Critical Success Factors

- Access to the Museum is inclusive and appropriate to the collection
- Leadership, role and contribution of local government to the AFMC. Many studies have shown how the attitudes of local government can catalyse or inhibit the potential contribution of museums to local development regardless of the museum's status

² Culture And Local Development: Maximising The Impact OECD/Icom2019

³ The Piggott Report (1975)

- Ability for the museum volunteers to generate an income for the collection and the space it is located in (beyond patronage to the museum, which is currently free)
- Museums and their collections not being cost prohibitive to maintain and open to the public or on local ratepayers
- Multi organisation collaboration with clearly defined roles and responsibilities

9. Recommendations

In line with Council Policy 3.17 *Avondale Agricultural Museum Collection Policy* the Museum and Collection management is as follows:

- *The Shire of Beverley owns and is responsible for the Avondale Agriculture Museum Collection.*
- *Museum governance, future planning and funding will be the responsibility of the Shire of Beverley.*
- *The Shire of Beverley will be responsible for the operations of the Museum in accordance with the policies and procedures of the Museum.*

The Shire of Beverley is in line with their authority and capacity as owners and managers of the Avondale Farm Machinery Collection and Museum to receive these recommendations and determine the most appropriate path forward.

In the brief to 150Square the Shire of Beverley sought responses to the following questions:

1. Is the museum going to work long term in its current location?
2. Is it possible to move the collection to town CBD and condense to area specific?

Response:

1. 150Square believes the current location of the collection will work long term for a number of reasons;
 - the land is owned by the National Trust which has responsibility for the overall site and preservation of heritage, hence longevity is attached to this,
 - the connection to the historic Avondale Farm is of great value to the visitor and provides an important connection to the collection,
 - the shed is in a relatively good state and is large enough for the collection,
 - the shearing shed in the museum is authentic and adds value to the visitor experience,
 - the basic facilities are there (office space, shed for display, toilets) and there was no outlay by the Shire for the infrastructure development (no loss of capital investment) and
 - there is space for demonstrations of the machinery
 - Noongar Bush Tucker is proposed at the Farm which will bring additional investment and activation.

HOWEVER there are a number of issues that need to be addressed for this location to be successful.

- Discussion and agreement with the National Trust to **'separate' the museum area** (including demonstration space, parking, open space that adds value to the collection experience) **from Avondale Farm** e.g. a gate at the bridge which restricts access to the Farm and limits risk and liability to the National Trust. Agreement that this gate is locked and the entrance gates are open during museum opening hours
- **Development of a Management Plan** (beyond the current Collections Policy) for the Collection which will address the collection management, roles and responsibilities of the Shire, volunteers etc in managing the collection (this also applies if a new location is selected)
- **Financial allocation towards a dedicated 'Resource'** to drive the project forward, improve the collection and assist in the achievement of the collection purpose as well as improved operations, governance and the visitor experience of the collection (this)

also applies if a new location is selected). This may be linked to the current Shire of Beverley Tourism Officer role

- **Development of a Visitor Experience Plan** for improved experiences and interpretation of the collection, opening hours, accessibility etc (this also applies if a new location is selected)
- **Improved signage and branding** of the collection to direct traffic to the collection which is out of town (physically, online, at the site etc)
- **Development of a financial plan** forward including income generation, minimal operating costs for the collection and an analysis of operating entities including such structures as a registered charity, NFP etc

2. It is certainly possible to move the collection to the central business district HOWEVER there are some common issues and challenges present that will still require resolution. Moving the location is not going to resolve challenges around the collections management, opening hours and overall access, income generation for sustainability, decreasing volunteer base etc. Because of this, 150Square makes the following recommendations.

RECOMMENDATION – Commence Stage 1

Using the *National Standards for Australian Museums and Galleries*, the following recommendations are made to the Shire of Beverley as owners of the collection and museum.

Principle A4: The museum is a secure, well-managed facility that presents a positive public image.⁴

The key considerations for the location options are that there is security of tenure, the museum dedicates appropriate spaces to all activities and the location of the museum conserves, maintains, protects and documents its assets. **These are the guiding principles for Council in selecting the most appropriate location for the AFMC**

	Avondale Farm	CBH Wheat bin	Vacant Land
<i>Security of tenure</i>	National Trust	Needs to be granted	Needs to be obtained
<i>Appropriate space for display</i>	Yes	Yes	Needs to be developed
<i>Appropriate space for demonstrations</i>	Yes	Needs to be obtained	Needs to be obtained
<i>Appropriate space for engagement activities</i>	Yes	Yes	Needs to be obtained
<i>Appropriate space for volunteers</i>	Yes but needs upgrade on works orders	Yes but needs upgrade	Needs to be built
<i>Appropriate space for visitors / tourists</i>	Yes but needs upgrade on works orders	Yes but needs upgrade	Needs to be built
<i>Museum conserves, maintains, protects and documents its assets</i>	Protects and maintain – Yes Further work on conserve and document required	To be developed	To be developed

⁴ National Standards for Australian Museums and Galleries 2016

Whichever location is presented to the Beverley community. The Shire of Beverley should have the opportunity to **leverage the power of the AFMC for local economic development**. The Shire of Beverley should have the opportunity to build on the role of the AFMC for **town regeneration and community development** and the AFMC should **support the already culturally aware and creative community of Beverley** to build resources and capacities to take a broader approach to the visitor experience

150Square recommends to Council the following key activities to select the preferred location of the collection:

1. Council reviews this interim report
2. Council communicates key information from this report to the community and in particular the AFMC volunteers
3. Council presents two location options to the community for feedback – Avondale Farm and one other (early 2021). During this activity **it is essential to gain commitment from the community as to how the collection will be open to the public (minimum F,S,S and Public Holidays) and how it will be activated in a realistic manner**
4. Summary of feedback presented to Council
5. Council makes a decision on the preferred location of the AFMC and its ongoing management (early 2021)
6. Council leads the project and establishes a terms of reference and a working group led by the Shire that includes Council representation, AFMC volunteers and interested individuals / organisations (that may step up from the community consultation)
7. Council makes a provision in the 2021/22 Budget for Stage 2 of the project

RECOMMENDATION – Progression to Stage 2

After stage 1 using the *National Standards for Australian Museums and Galleries* the following recommendations are provided to the Shire of Beverley (which is not dependent on a location but needs to be addressed regardless).

Principle A1: The museum has a sound legal and management framework that follows recognised museum ethics and protocols. Specifically:

- Define the roles and responsibilities of the Shire of Beverley and volunteers
- Work with the volunteers to reinstate the inactive Avondale Project Association Inc or establish a “task” group with clearly defined Terms of Reference
- Work towards (not necessary to achieve) compliance with Australian federal, state/territory and local laws, by-laws and regulations (if AFMC remains at Avondale Farm then the work orders need to be budgeted for and addressed)

Principle A2: The museum is effectively managed, sustainable and publicly accountable. Specifically:

- Work with the volunteers to establish a statement of purpose
- Review the current Collections Policy
- Develop a Digitisation Policy for the collection
- Work with the volunteers to establish an operations plan (requires commitment from the Shire and/or volunteers as to how the collection will be actively managed and open in a realistic manner)
- With the volunteers develop a forward plan for the collection and space
- Develop an annual budget and income generation statement

Principle A3: The museum manages its workers to make the best use of their skills and knowledge, and to achieve the museum’s purpose. Specifically:

- Shire of Beverley considers the employment dedicated resource that is a conduit between the Shire and AFMC volunteers. The purpose of the position would be to address the recommendations in this report and progress the AFMC forward
- Consideration towards the training needs of volunteers if they are part of the collection management and opening of the collection space to the public

Principle B2: The museum presents its most significant collection items, stories and themes through engaging exhibitions and programs. Specifically:

- With the volunteers develop a Visitor Experience Plan
- With the volunteers select significant collection areas, stories or themes to highlight, based on what is most relevant to the AFMC purpose and audiences
- The museum's exhibitions, activities and events are based on sound research and current museological practices

Principle C1: The museum's collection represents the significant stories and interests of its diverse and changing communities. Specifically:

- Shire and AFMC volunteers develops its collection to reflect its unique purpose and the significant stories and interests of its diverse and changing communities
- Research into whether the collection is of national significance and as such can attract government funding
- Integrate the AFMC into the Beverley Tourism Plan.

Appendices

CASE STUDY 1

Motor Museum of WA – Whiteman Park

History

The Motor Museum of Western Australia was established in 1994 when the Combined Car Club Association of Western Australia in association with the Classic Car Enthusiasts group decided that Western Australia needed a motor museum. Directors of the newly formed Motor Museum of WA undertook significant fundraising to enable the construction of the museum. Director Maurice Brockwell in particular utilised his established business community contacts to raise significant funds. The museum now houses a collection of around 180 privately owned motor vehicles and motoring memorabilia.

Governance

- The Motor Museum of WA is governed by a non-profit trust known as the Motor Museum of WA Trust (Inc). The museum employs one paid Manager, all committee and other staff are volunteers.
- Board of Directors meet regularly as per the requirements of the Australian Charities and Not-for Profits Commission.
- The Museum is a registered charity, so all donations over \$2 are tax deductible.
- Entry fees and sponsors make a significant contribution to the annual income of the museum, though donations and assistance from organisations such as the Council of Motoring Clubs and affiliated car clubs also help.
- Sponsors include the RAC who have a large historical and promotional exhibit within the museum, and whose members receive discounts on admission. Shannons (insurance provider for motoring enthusiasts) sponsor the museum with vehicle insurance and Curtin FM runs regular radio advertising for the museum as part of their sponsorship.
- The museum also applies for Lotterywest grants for large one off projects.

Visitor Experience

The key features of the Motor Museum of WA experience are:

- The Motor Museum of Western Australia is open every day except Christmas Day from 10am to 4pm.
- Displays across two pavilions, the first pavilion has a focus on the history of cars through the years. The second pavilion, which was added within the last 5 years, has a focus on sports/muscle/racing cars.
- Large variety of professional displays and motor vehicles of various kinds as well as memorabilia for visitors to enjoy, including the RAC Learning Hub & Exhibit, Daniel Ricciardo's Red Bull F1 Racing Car, Vintage and Goldfields exhibits.
- The museum frequently adds new displays, featuring new cars loaned to the museum.
- The museum is located in Whiteman Park, near to other natural and built tourist attractions. It is surrounded by picnic areas and barbecue facilities, and is on the park's tramline.
- Interactive experiences are offered. These include:

- ❖ A small stationary Peugeot passenger vehicle with the doors removed that kids can play in, they are able to pump its pedals, climb around in it and put their head up through its sun roof.
- ❖ An old farm vehicle that looks extremely rusty and decrepit but that visitors can sit in and run.

Volunteer Management

- The Manager has obtained a Centrelink identifier for the museum that enables the museum to easily provide approved volunteering hours to people who are required to volunteer as part of receiving income support. Both older and younger volunteers have benefitted.
- 50 – 60 volunteers on the books. Some volunteer every week, others every fortnight.
- Volunteers are directly recruited into the organisation (often expressing an interest after visiting) or are drawn from over ninety member car clubs.
- Volunteers don't repair or rebuild vehicles, most volunteer time is spent setting up displays, cleaning vehicles, and cleaning the site for visitors.
- Volunteer coverage during both the week and on weekends has been relatively easy to achieve. Volunteers are able to nominate certain days and times that suit them, and if they can't make a shift on the roster swap with another volunteer.
- Have several volunteers who have volunteered for over 20 years. Extensive tenure is acknowledged on plaques displayed at the museum.
- Volunteers are rewarded by providing a positive happy environment.
- The museum is often asked to display its vehicles at car shows. Volunteers are asked to transport and attend the car show, and some volunteers find this opportunity rewarding.

Challenges

- Earning enough income to cover costs every year. The museum doesn't concern itself too much with making a profit.
- Attracting enough volunteers.
- Lack of public transport to access the museum, but this will change when the train line to Ellenbrook opens.

Benefits

- Location in Whiteman Park which is a visitor attraction in its own right, with other museums in the vicinity, and a tram. Whiteman Park are also very supportive of museums within the park (don't provide financial support but are very keen to retain and promote the museums).

Additional Notes:

- There is also a Tractor Museum in Whiteman Park with a workshop where tractors are restored – this museum is open Monday, Wednesday and weekends.
- The Bunbury Geographe Motor Museum might also be worth talking to - just opened on the 11th of October 2020. This museum is run as a non-profit community organisation.

CASE STUDY 2

Hood-Penn Museum Westonia

History

The Hood-Penn Museum in Westonia is predominantly the result of a very large historical collection that was donated to the Shire of Westonia by the Hood-Penn family, who ran the Burracoppin Store. The Shire of Westonia obtained grant funding to assist in building the purpose built museum right next door to the Shire of Westonia offices on the main street of the town, with the museum opening its doors in 2014.

Governance

- The Shire of Westonia has overall responsibility for the Hood-Penn Museum and its management.
- Entry to the museum is via the Shire of Westonia offices, so reception staff at the shire are utilised to open and administer the museum during business hours of Monday to Friday 9am to 4.30pm. The location of the museum is also historically appropriate, with the museum building modelled on the town's Club Hotel which stood exactly where the museum now stands on the town's main street.

Visitor Experience

The key features of the Hood-Penn Museum experience are:

- A variety of scenes that encompass early domestic, commercial and industrial life in the shire. Scenes include a kitchen scene, a petrol station/garage, shearing shed, blacksmith, general store/grocery/post office, and pub. This means the museum appeals to a variety of audiences, and both women and men are drawn to the museum.
- The museum is conveniently located right in the centre of the town's main street and is well-lit and air conditioned.
- Shire staff take people through to the museum and inform visitors that they are available for any questions. Visitors are often happy to wander through themselves but appreciate knowing someone is available to talk to should they wish to ask a question.
- As a security measure self-locking lockers are offered so that visitors can stow their own handbag/bag and hat and then retrieve it again themselves when they leave the museum.
- Interactive experiences are offered. These include:
 - ❖ A Scitech vibrating mine tunnel replicate life in an early Westonian gold mine. Visitors press a button upon entering the tunnel & then experience a three minute sequence of sound effects and physical vibrations that simulate blasts going off in the vicinity of the mine. The sound effects also include a conversation between miners working in the mine.
 - ❖ A pen and ink stand where visitors can write with dip pen and ink.

Volunteer Management

- Volunteers are utilised to staff the museum on weekends (excluding the summer period), which is open 10am to 12pm Saturdays, Sundays and public holidays. Biscuits and tea and coffee facilities are provided for museum volunteers, who enjoy interacting with visitors.
- The museum is not open on weekends from December to February. This gives volunteers a break and sees them return refreshed for a new year.

- The museum has 20 volunteers on its list, so volunteers appreciate the fact they only work at the museum once every six weeks or so.
- The museum has many long term volunteers, who also encourage people new to the town to volunteer and remove the “daunting” element from the idea of volunteering there.
- The Senior Administration/Community Development Officer phones volunteers to remind them about upcoming weekend shifts, also using the opportunity of the call to keep volunteers informed of any changes and to ask them if they have any issues. This staff member finds that speaking on a regular basis helps retain volunteers.
- Volunteers don’t like to do more than a 2 hour shift on the weekends.

Challenges

- Staff time in administering the museum – reception staff sometimes can be stretched during the peak tourist season when rates payments are also due. Staff however manage their workload well and visitors are often happy to self-guide.
- The Senior Administration/Community Development Officer is finding it harder and harder to attract volunteers for museum busy bees, where duties like cataloguing and setting up new displays are undertaken. She also finds keeping volunteers motivated, finding ways to incorporate their ideas and yet also ensure museum standards are kept at a very high level challenging.
- A Westonia Historical Society was set up to represent volunteers and to allow them to have a separate contribution to the museum. However this organisation has fizzled out as volunteers have not been willing to take on leadership roles in the society, preferring to let the shire run the museum and simply come in to help out on weekends or at busy bees.

Grants

The Museum has benefitted from a number of grants over time, including grants from:

- Lotterywest – assisted with the construction of the building.
- Catalpa Resources (owner of local gold mine) – assisted with set up of the museum. Now owned by Ramelius Resources.
- Westonia Progress Association (owns land and earns regular cropping income), as well as receives funds from the local gold mining company under an MOU.

Benefits

- Staffing of the museum during the week by shire reception staff makes the facility available to the public and “low maintenance.”
- Entrance fees are very low (\$3 for adults & \$1 for children), and could easily be raised to generate additional income.
- There is little in the way of ongoing labour and maintenance requirements now that the museum is set up. Additional scenes are added and developed continually, but the museum is not excessively demanding on staff or volunteer time. A Shire Cleaner is used for weekly cleaning.
- The museum is a drawcard in its own right, and also complements other visitor attractions in the centre of the town to make Westonia a continuously popular tourist attraction – the Westonia Gallery Café (offering art, locally made gifts and café) is close by on the main street, the 1916 heritage Westonia Tavern is directly opposite, and the quality Shire of Westonia Caravan Park featuring campers kitchen is a short walk down the main street. The town’s streetscapes and gardens are also a tourist drawcard, with

quality landscaping and historical trucks and mining equipment distributed throughout the centre of the town.

CASE STUDY 3

York Motor Museum

History

The York Motor Museum was opened in 1979 when motor enthusiasts Peter Briggs and James Harwood acquired a building on the main street of York to exhibit their private collection. York was selected due to the historic nature of the town and its location less than 100 km from Perth.

Peter Briggs ran the museum for 39 years, and in December 2017 sold it to the not for profit Avon Valley Motor Museum Association Inc. (AVMMA) which was developed specifically to purchase and operate the York Motor Museum as a community venture.

Governance

AVMMA was successful in obtaining a Royalties for Regions grant for \$200,000 as a deposit to purchase the building, with further funding provided by the Shire of York and Bendigo Bank. The Shire of York agreed to contribute \$18,000 a year for the first 3 years of museum operations, with the museum recently negotiating another 12 months of support. The Shire of York however has no involvement in the running of the organisation.

Donations were also secured from private individuals, including local farmers, and their names are listed on an Honour Board in the museum as Gold, Silver and Bronze supporters. Redeemable subscription units were issued in the Avon Valley Motor Museum Unit Trust, with all funds raised held in trust and to only be used for the purpose of purchasing the building, for capital improvements or to assist with direct museum costs. Unit holders do not have any capital rights to the building, with all contributions simply donations that may be repaid at some point if possible.

The loan to purchase the building is still being paid off by the AVMMA, but once the loan is paid off any additional income will be donated to local schools, the local fire service, etc.

- Committee of AVMMA Inc. meets every month.
- Chairperson is Julian Krieg (ex Wheatbelt Men's Health), who is a strong person with the ability to listen to all committee members and who treats everyone fairly. Everything is voted on.
- The organisation was set up with the intention that there would always be a member of the York branch of the Veterans Car Club on the committee, currently of the 8 committee members, only 3 aren't members of the Veterans Car Club. This means that while 40% of the museum's vehicles still belong to Peter Briggs, if his vehicles were removed the AVMMA could easily fill the same space with vehicles from the Veterans Car Club. One of the two volunteer managers of the museum is also the Chairperson of the York branch of the Veterans Car Club.
- The two volunteer managers make minor decisions themselves, go to the stable and supportive committee for major decisions, and cover each other if the other is on holiday.
- No sponsors as yet, however Shannons verbally indicated an interest in sponsoring the museum prior to Covid-19. Was due to physically visit the museum to progress this but nothing has happened as yet.

- The AVMMA is looking at possibly applying for grant funding from Lotterywest in the future to build a shed behind the building. This shed would enable the museum to accept additional donated vehicles, and rotate such vehicles through the museum.

Visitor Experience

The key features of the York Motor Museum experience are:

- The York Motor Museum is open every day from 9am to 4pm. The Avon Valley Motor Museum achieved an increase in visitor numbers of 25% when they took over ownership of the museum. This in part was due to increasing opening hours from 10 am – 2 pm to 9 am to 4 pm. This enables the museum to attract caravans who arrive in town early in the afternoon, or who wish to visit the museum before they leave the next day.
- Professional and interesting displays, including the "Never Never Tours" Valiant ute used in the movie "Crocodile Dundee," featuring Paul Hogan's signature on the dashboard.
- Displays are changed frequently to keep visitors coming back.
- Free entry to locals. This encourages them to bring visitors to the museum who pay their entry fee, and this also keeps locals well informed about the museum's offerings.
- The museum is conveniently located right in the centre of the town's main street. It is also located in a 1908 heritage listed building which was originally the home of the York Road Board. In the 1920's the museum was a car dealership, and the floor of the building still features the original hoist. In the 1930's the building became a Ford dealership, which was the longest operating Ford dealership in the state when it closed in 1979.
- All the lighting in the building was replaced with brighter energy efficient LED lighting a number of years ago, and visitors comment on how light, bright and pleasant the museum environment is.
- Air conditioning was also installed in the museum to ensure the comfort of volunteers and visitors. Visitors comment that the cool air from the building they can feel out on the street invites them into the museum. The museum's power bill has also been almost eliminated through installing solar panels on the roof of the building.

Volunteer Management

- Retain volunteers through effective communication – keep volunteers informed of what is happening and why, and ensure any issues are dealt with straight away.
- Have an excellent long term volunteer cleaner. Comes in early in the day once a week to chamois all the vehicles and clean the floors. Volunteer lives out of town so is given an honorarium to cover her expenses.
- Have a great core volunteer group made up of 6 women who cover Mondays to Saturdays, working set days every week. Then each of them covers a Sunday once every six weeks. Ideally would like to have a person covering Sundays on a permanent basis but don't have this at the moment.

Challenges

- When the AVMMA took over the museum there were a number of maintenance problems in the building that had to be attended to, including roof leaks. However the association has dealt with these issues and constantly feeding any income back into the museum has paid off.

Benefits

- Proximity to Perth, had over 300 people through the doors some days during the September /October 2020 school holidays.
- Festival events help – bring 1,000 vehicles to the town. The museum also collaborates continuously with the York Tourist Bureau to the mutual benefit of both organisations.

Summary Notes – Open Workshop
9.30am – 10.45am Friday 6 November 2020
Avondale Farm Machinery Museum

What is special about the Farm Machinery Museum?

- Comprehensive historical collection of agricultural machinery (localised and beyond)
- Includes a shearing shed within the museum
- Machinery can be shown as a live demonstration
- Stories of life on the land, nostalgic, captures farming history
- Demonstrates ingenuity of farmers
- Timeline of agricultural mechanisation
- Connection to the Rabbit Proof Fence
- Large undercover collection
- Connection to the Avondale Farm
- Volunteers who promote and engage in the museum are friends, strengthens sense of community, contributes to positive mental health

What do we NOT want it to be?

- Closed
- Static
- Isolated (location)
- Boring
- Owned from 'afar' / bureaucratic
- Dangerous
- Dilapidated
- Restrictive

What do we WANT it to be?

- Same sized collection
- Open minimum Fri, Sat, Sun (inc Public Holidays on Monday) and by appointment
- Foster memories
- An accurate timeline of agriculture and mechanisation
- Educational and informative
- Welcoming to visitors and tourists
- Contributing to the local economy (visitation)
- An attraction that brings people together

What is it?

A comprehensive display of working agricultural machinery that celebrates our local heritage and farming

Potential – State significant

Where is it? *(high level thinking)*

Location	Challenges	Benefits
Avondale Farm	National Trust bureaucracy Risk adverse Out of town Bush Tucker – access Loss of land for income (cropping)	Avondale Farm connection Existing structure Shearing shed included
Former CBH wheat bin and adjacent land	Access to shed CBH Railway line (public safety) Movement of machinery	24/7 access Paddock for cropping (income) Historic CBH shed Close to town
Hunt Rd	Zoned residential – needs subdivide Headworks Shed to be built	Main road
Behind Dead Finish	Small block Shed to be built Limited display space	Main road Connection to Dead Finish Museum Close to stop over point

Who is it?

- To be successful it needs local leadership
- Possibly an incorporated body – or connection to existing organisation
- Volunteer board and volunteers working on machinery, tours etc
- Financed with a ‘start up grant’, there after cropping program, donations and sponsorships (plus use of the existing funds allocated to the museum)
- Required a paid team member (casual / part time) working closely with the Shire Tourism Officer