

COLLINGWOOD HOUSE ACTIVATION PLAN

A Meeting Place on Cabrogal Lands

DRAFT (FOR PUBLIC EXHIBITION)

City Design and Public Domain Unit
Liverpool City Council

JANNY

"We used to walk to Liverpool. The railway line then had a ramp that went up and over and down towards the river side. So we used to walk up and over that and then spend our sixpence we had to get into the pool on hot chips. And then we'd go and swim in the weir!"

JUDY

"All the kids used to swim down there. It was always the biggest mob of people down the weir"

Janny Ely and Judy Chester (Cited in Rivers and Resilience. Aboriginal People on Sydney's Georges River, 2009)

"(Collingwood) house is on the peak of a hill overlooking the Georges River, an important Indigenous site as well. It is one of the sites in Liverpool where the entire history of the invasion, dispossession and colonisation can be seen - just on the one site"

Paul Lynch MP (Parliament of NSW Records dated 9 March 2006. Cited in NSW Department of Environment and Conservation, Collingwood Precinct Aboriginal Place Nomination, 15 January 2009)

Collingwood Precinct Aboriginal Place

"In pursuance of the powers vested in me under section 84 of the National Parks and Wildlife Act 1974, I, the Minister for Climate Change and the Environment, do, by this my order, declare such of the lands described hereunder as an Aboriginal Place.

The special significance of the Aboriginal Place includes the ridge line 'high ground' meeting place for Dharawal, Gandangara and Dharug people, which was also a vantage point during the pre-contact era enabling country to be observed and monitored. The place is associated with early engagement, and at times conflict, between European settlers and Aboriginal peoples. The 'vista' from the high ground provides a corridor southeast to the Georges River across remanent native vegetation and riverine environment"

Carmel Tebbutt, Minister for Climate Change and the Environment (NSW Government Gazette No. 50, Folio 1338. 6 March 2009)

"Activation of a place or building is a process that aims to create a sense of place and social connection, improve streetscapes and encourage community, commercial and residential use. It may be realised in a variety of ways e.g. through art, performance or community activities"

(Heritage NSW, Review of NSW Heritage Legislation — Discussion Paper for the Standing Committee on Social Issues, April 2021, p. 5)

WARNING

Warning: Aboriginal and Torres Strait Islander People are advised that this document (i.e. Collingwood House Activation Plan) contains images of deceased Aboriginal and / or Torres Strait Islander people.

ABBREVIATIONS AND NOMENCLATURE

CMP	Conservation Management Plan
CPAC	Casula Powerhouse Arts Centre
Collingwood	Collingwood House
LRM	Liverpool Regional Museum and Family History Centre
The Precinct	Collingwood Precinct Aboriginal Place*

* In stakeholder engagement with Aboriginal communities for this report, the view was repeatedly aired that “Aboriginal Place” was not a desirable name for the Collingwood Precinct. Alternative names of “Cabrogal Place” or “Cabrogal Land” were suggested by community members. Because any renaming process for the place will need to be led and resolved by Aboriginal communities, this report has opted for the generic “Precinct” label as an interim name.

AUTHORS

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ACKNOWLEDGEMENT OF COUNTRY

We acknowledge that Collingwood House is situated on the traditional lands of the Cabrogal clan of the Dharug people. We pay our respects to Elders past and present and to any First Nations peoples who visit, work or live in the area. This plan embraces the intentions of the NSW Government's Connecting with Country framework and seeks to include opportunities for activation via Aboriginal arts and cultural expression as well as for Aboriginal cultural leadership, enterprise and community engagement.



Cabrogal people: Bidy Giles and Jimmy Lowndes, Georges River – 1880 (Image: National Library of Australia)



MESSAGE FROM THE MAYOR



The continuing transformation of Liverpool into a modern, streamlined city of great potential with its own airport is built on the achievements of earlier generations.

One of the jewels of those past glories is undoubtedly the now magnificently restored Collingwood House.

It's the former home of whaling captain Eber Bunker, who is known as the Father of Australian Whaling for his pioneering work in the 1790s, and is linked to Liverpool.

Collingwood House is also a treasured transitional site where the glory of past eras meets the mechanism and technology of modern day conveniences to provide an attractive environment.

Liverpool enthusiastically retains the past architectural joy of Collingwood House while championing its value to a discerning new clientele wanting a unique setting for a business or social function.

Collingwood House is already a popular choice for joyous occasions such as weddings and its carefully restored interior and landscaped exteriors confirm its multi-functional appeal.

It is a thriving and vibrant setting offering space for celebrations of social milestones as well as areas for quiet contemplation.

Liverpool City Council is now making more opportunities available to utilise Collingwood House for private functions and for community groups and individuals looking for a perfectly positioned and easily accessible site.

Opening Collingwood House to greater involvement with the community enables more people to share the prestige of this historic house and help maintain its significance for generations to come.

Collingwood House is already a highly prized community asset and extending its availability will ensure more people get to enjoy a treasured experience.

Mayor, Ned Mannoun

14 December 2022

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DISCLAIMER

The majority of this document was prepared during the COVID-19 Omicron wave in New South Wales in early 2022, a period in which public health orders were active and imposing limitations and restrictions on public events and activities. This activation plan assumes that in the future, such orders are removed and public activities, trading environments, and population behaviours will resume without these orders and restrictions. Pre-COVID-19 operations and programs of comparable facilities are considered for comparison when considering Collingwood's future. Discussions of any potential long-term changes or trends triggered by the COVID-19 pandemic are not considered in this document.

During the research and engagement phase there was limited access to the property due to COVID-19 restrictions. The majority of meetings and interviews were held online.

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1. EXECUTIVE SUMMARY



A THREE-ROOM HOUSE

In 1810 an American Loyalist, mariner, and whale-trader built a modest, single-pile, colonial cottage with three rooms on some land. This was in an area of land inhabited by the Cabrogal people, overlooking the river, on land that is now known as Liverpool. The land had been 'given' to this mariner, Captain Eber Bunker, in recompense for his services to the Crown.

In subsequent years, Bunker's property, Collingwood House (hereafter referred to as Collingwood), was expanded and altered by its many owners, even serving as a club house for the Liverpool Golf Club for many years. And yet it still remains as one of Australia's oldest remaining colonial houses. In the last 47 years this colonial significance has been recognised and the property has been conserved and restored in response to community petitions. There was a strong community appetite to maintain Collingwood as a living example of the genteel aspirations of European colonial settlers.

In the last two years, Collingwood has been stripped back to bare brick. It has been restitched, replastered, rewired, and repainted and is now ready for its next phase of life.

The community's aspiration for 'liveliness', and social connection at Collingwood has prompted the need for this document. Specifically, this Activation Plan sets out direction for how Liverpool City Council (hereafter referred to as Council) can achieve the following:

- Activate Collingwood House to build awareness and generate interest in the house;
- Provide a source of internal revenue which can support conservation and maintenance;
- Better integrate the house into the local community and the South West Sydney region; and
- Transform Collingwood House into a tourist destination within the Sydney region and increase visitation to Liverpool.

In the following pages, the plan identifies potential experiences and activities which could be facilitated at Collingwood House and key partners with whom Council can work with, to achieve activation of the house.

A MINNOW IN A WHALE

Critical to understanding the cultural significance of Collingwood, is the fact that the 212-year-old colonial house sits within a 40,000+ year old cultural landscape. While Collingwood remains an artefact of colonial heritage, it exists within Country redolent with Aboriginal heritage at every turn. While the same can be said for the whole of Australia, the key fact in the case of Collingwood is that the site surrounding the house has been identified (and gazetted within NSW Government legislation) as an Aboriginal place of heritage significance.

As cited at the beginning of this document, Government recognition is clear about the Aboriginal significance of the Precinct - as Paul Lynch MP observes, the whole site speaks powerfully to the inextricable relationship between colonisation and Aboriginal dispossession. This interweaving of cultural heritage must therefore be evident in how Collingwood and its surrounding Precinct are brought to life through activities, experiences and events provided for local residents and visitors. Collingwood and the broader Precinct have the potential to be a cultural destination unlike any other that currently exists in South Western Sydney.

Of course, in a government context the drivers of such potential exist in a complex interweave of policy, precedent and reporting. Chapter Four of this document sets out this background and analysis.



Aerial view with Collingwood Precinct outlined in red and separable elements highlighted. The blue-shaded LRM region corresponds to areas not included in the Aboriginal Place boundary (Source: CMP p. 3. NearMap, 14 June 2019).

A MEETING PLACE

Also in Chapter Four of this report, is a summary of the stakeholder feedback that City People received in the preparation of this document - from Council staff members, local heritage groups, Aboriginal community members and local business owners. This summary demonstrates the united support for the need to tell the stories of both European and Aboriginal knowledges and values for the place. There was no stepping back from the fact that sometimes, telling these stories would be difficult and emotional. There are some hard truths about colonisation and dispossession that cannot and should not, be avoided.

Nonetheless, there was also a real enthusiasm for continuing to celebrate this part of Cabrogal Ngurra (Country) - at Collingwood and in the Precinct - for its significance as a meeting place. An important high ground site where Dharug, Dharawal and Gandangara Aboriginal people met and travelled through, the Precinct maintains a special meaning for its role in bringing people together.

For an activation plan, this theme of a 'meeting place' is an excellent starting point. For Australians of Aboriginal backgrounds, of European settler backgrounds, and of recent migrant backgrounds, having a local destination in Liverpool that celebrates the coming together and meeting of cultures, is a powerful metaphor.

In terms of how Collingwood is presented, there was also concurrence on the desire to maintain it (at least in part) as a 'house museum'. With this in mind, in Chapter Three of this report identifies twenty-one activation directions for Collingwood and the Precinct, under seven different types, as follows:

- Cabrogal;
- Educational;
- Civic;
- Commercial;
- Public;
- Interpretation / Artistic; and
- Community.

Each of the twenty-one directions has different benefits, imperatives and challenges. Each has been assessed for their respective social and financial cost benefits. Consideration has been made for the resourcing that they require, the partners with whom they may be delivered, and the potential they have to generate income for Collingwood. While activation options that utilise present resourcing and infrastructure form part of this set of recommendations, most avenues to generating income for Collingwood House will require the installation of a commercial kitchen.

Interspersed within this report are three case studies of precedent properties in NSW: Elizabeth Farm in Parramatta, Eskbank House in Lithgow and Armidale Aboriginal Cultural Centre and Keeping Place in Armidale.

In terms of planning activation directions for Collingwood, there are many interdependencies operating within Council that have a direct bearing, as follows:

- There is currently no management plan for Collingwood or the Precinct;
- A masterplan process for the Precinct is soon to begin being prepared, that will guide future direction for the site. This plan will, by necessity, implicate Section 90 changes with regards to any development within the designated Aboriginal Place;
- Preparation of an interpretation plan for the Precinct and Collingwood is also due to commence soon; and
- While programming of the LRM is not within the scope of this document, Collingwood and LRM currently have some programming synergies and a complementary relationship should be pursued as part of the future activation of Collingwood. As part of this relationship, the ultimate governance body should ensure that any programming does not competitively draw visitors from either site.

This Activation Plan presents an option for how the house might be presented in Section 2.4 that builds on the theme of 'meeting place' and maximises the capacity of the place to absorb many of the activation strategies. This approach allows integration with the existing strategic context for activation in Liverpool and will complement actions underway in the Liverpool City Centre as part of Council's City Activation Strategy. In particular, potential satellite activations related to wider events and branding are outlined, among the directions in Chapter Three of this report.

Chapter Two of this report makes a strategic assessment of some of these issues and uncertainties. It analyses the strengths and challenges of the site with an eye to current trends in cultural infrastructure, like Collingwood. Central to this analysis is an appraisal of what level of governance and managerial support will be needed, for diverse activation options at Collingwood to be sustainable.

PRECEDENT 1: ELIZABETH FARM, PARRAMATTA



BACKGROUND AND PRESENTATION

Elizabeth Farm is the oldest surviving houses in Australia, dating from 1793 but with substantial alterations and additions up to the 1820s, and some subsequent relatively minor modifications. As with Collingwood, it was heavily conserved in the 1970s and early 80s. It is owned by the Historic Houses Trust of NSW and has been open to the public since 1984.

The house is furnished largely with reproductions of original furniture, pictures and object d'art. This is sufficient to make the rooms believable interiors without attempting to include all details.

The garden is approximately one acre in size and has been carefully recreated based on detailed research, and is fenced off from a public park on three sides. The property had a small new building constructed when it was opened which serves as a place for ticketing, together with a small retail and café operation, and visitor and staff toilets.



Interpretive landscape project 'Healing land, remembering Country' by Kuku Yalanji artist Tony Albert

OPERATIONS AND USE

Elizabeth Farm is widely regarded as an exemplary museum and is curated and managed to the highest standards. Aspects of its approach have been copied both in Australia and internationally. It appears simple and logical but is, in fact, very sophisticated and was, and remains, carefully curated and managed.

The use of reproductions allows the house to be presented without any barriers and, consequently, it is very popular with school groups who have the choice of a number of well-constructed formal education programs.

In its last full operating year, prior to COVID-19 (2018/2019), the property was open for general visitation on Wednesday to Sunday, 10am – 4pm with schools and booked groups by arrangement.

The Tearoom was open Saturday and Sunday, 10am – 4pm. Combining general visitation, education programs, venue hire and café patrons the total visitation for 2018/2019 was 27,635 (of which close to 11,000 was education programs).

The income and expenditure for Elizabeth Farm for 2018/2019 totalled to a net deficit/cost of services of approximately \$464,000. Employee related expenses comprised \$453,000 of costs. Expenditure excludes the costs of services that are centralised by Sydney Living Museums including financial management, HR services, insurance, marketing, governance and library services. Therefore, the subsidy was \$16.78 per visitor.



LESSONS

- Education programs can generate very good attendance but availability needs to be flexible to fit in with school timetables;
- Education programs must link clearly and directly to the schools' curriculum if they are to be successful;
- Limited open days for the general public are acceptable;
- The public increasingly expects high standards in all aspects of the presentation and operation of an important property;
- Large annual public programs are an intensive activity that can generate significant visitation and income, and excellent community support;
- Cafés should be stand-alone and not rely on visitors engaging with the museum;
- Outdoor areas offer the best potential for public programs when rooms are limited in scale and number; and
- Operating a museum at a high standard generally requires a financial subsidy.

2. STRATEGIC ASSESSMENT



This Chapter briefly sets out four important reference areas that will have an impact on the activation proposals for Collingwood and the Precinct.

2.1 SWOT ANALYSIS

The table below summarises a site SWOT analysis developed by the report authors, with key findings from two workshops that were run with Council staff.

HELPFUL	HARMFUL
<p>STRENGTHS</p> <ul style="list-style-type: none"> - Context: rich local history, cultural diversity, developing arts and entertainment scenes; - Highly significant historic house; - Designated Aboriginal Place with importance to Cabrogal people; - Garden and large adjacent parkland; - History of strong community involvement; - Existing education program links; - Proximity to Liverpool Regional Museum; - Connectivity via proximity to Hume Highway, M5 and potential access from the back near CPAC; and - Has been a traditional meeting place and place of refuge. 	<p>WEAKNESSES</p> <ul style="list-style-type: none"> - Residential area: noise restrictions; - Poor infrastructure, accessibility and wayfinding; - Limited parking and public transport; - Park is exposed to road and wind; - Remote location from major centres, 'feels miles away' due to the surrounding environment despite proximity to Liverpool CBD; - No tourism context, brand, information centre - COVID-19 related closure diminished profile; - No dedicated Council resourcing; - Limited capacity; and - Liverpool has low tourism profile.
<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> - Expand existing programming (education); - To have engaging programming rather than static house museum, that changes and evolves to ensure repeat visitation; - Realise Cabrogal connection and stories; - Realise uses for Aboriginal people; - Expand programming and audiences to include multicultural engagement; - Unique history: Bunker house and Cabrogal Land and positive story; - New uses: venue hire, events, workshops and arts; - Relationships with LRM and CPAC; - Existing destination brand, Love Liverpool, is an opportunity for leveraging – tie in and be recognised by the brand; and - Build on history as a meeting place and place of refuge. 	<p>THREATS</p> <ul style="list-style-type: none"> - Trend: decline in traditional house museum interest; - Future adjacent development (outside protected precinct); - Community hesitation around large events or increased use; - Lack of programming funding; - Commercial competitors for venue hire; and - Security (no natural surveillance).

2.2 TREND ANALYSIS

Observations in this section draw on data published by Museums and Galleries NSW in the 2018 NSW Museum and Gallery Sector Census (developed by consultant Culture Counts), and the trajectory of the case study facilities and other comparable properties. These trends are relevant both to Collingwood and the LRM.

The M&GNSW census survey results provide a picture of current practice in galleries, museums and heritage organisations (including house museums), including the following:

- Decline in traditional house museums where displays are static;
- Development of commercial opportunities such as venue hire, filming, retail, food and beverage, and large-scale events to make properties more sustainable; and
- Growing professionalism - in curation, research, presentation, conservation.

Other trends observed in case studies and comparable facilities:

- Active engagement with Indigenous people in developing programs;
- The use of historic sites for place-based contemporary art;
- Gardens emphasised because they are changing and participatory;
- Use of outdoor spaces as opportunities for larger activities and changing displays;
- Use of new technologies for interpretation, especially where they can be non-intrusive and readily changed; and
- The use of sensory and interactive interventions, e.g. fragrance, lit fires, cooking, interactive databases, music.

Trends in audience and program considerations include:

- Desire for multiple voices: for example, historic/contemporary; fabric/ideas; upstairs/downstairs; historical curation/contemporary artists;
- Increasing interest in wider historical context, 'downstairs', labour, workforce, pre-colonial etc. - not just principal family; and

- Need to supplement permanent displays with activities relevant to contemporary audiences.

2.3 GOVERNANCE AND MANAGEMENT REQUIREMENTS

Given that there is currently no formal management model adopted by Council for Collingwood or the Precinct, it is not possible to peg an activation framework to current resources. Instead, **City People** has considered a range of governance and management options for the delivery of the activation program. These range from a model in which Collingwood is managed by a cross-department committee through to a model in which it stands as an independent cultural institution within Council such as CPAC or LRM.

However, it is noted that a Heritage Activation Officer (or similar) role would be beneficial. The intention for the role is to coordinate the various functions of Council across communications, marketing, events and museums to activate and manage the house and Former Liverpool Courthouse. The position would also work with local businesses to generate commercial interest and revenue that would support long term management of the property. While this would be a valuable position in relation to Collingwood, the specific functions outlined in the resourcing areas below should also be considered in relation to future operations. Three broad options were outlined and explored at an online discussion with Council staff on 25 February 2022, though no definitive conclusion was reached.

Ultimately, it is beyond the scope of this Activation Plan to make recommendations on this front, though it is recognised that it will influence the type, scale and quality of the activation of the property. Whatever model is chosen by Council, will need to work within budget and resource constraints. However, it is important to get a measure of the various levels of management that will be required for Collingwood and the Precinct, noting that this will change in relation to the requirements of each activation stream. In Chapter Three below, these additional resources are identified within each recommended direction for activation. Set out below, is a brief overview of what these resource allocations would entail.

Venue Management and Operations

This resource would provide the administrative and site logistics for Collingwood (and potentially the Precinct), including venue and infrastructure upkeep, security and access, licencing and permits, oversight of cleaning and maintenance, scheduling and administration.

Program Development and Curatorial Services

This resource would provide the curatorial guidance and program direction for Collingwood (and potentially the Precinct). This includes content development for programs developed in-house (including education programs), brokerage with presenting partners, oversight of exhibitions and residencies, scheduling of any program content delivered with external providers (e.g. lecture series, demonstrations etc.), and also sourcing funding opportunities for in-house produced program content.

Event Delivery

Event delivery resources will sometimes cross over with venue operations but may also include additional staffing not generally required for the day-to-day running of Collingwood. For example, production managers, stage managers, event crew, event cleaning and security etc.

Business and Venue Development

A business and venue development resource will be vital if Collingwood is to generate income of any magnitude. This resource would set and meet income targets, oversee any food and beverage operators on-site (temporary or permanent), promote the venue to external hirers, foster collaborative partnerships, manage sponsorship and commercial partners and also ensure that the venue provisions meet a sufficiently high standard to meet its value proposition.

2.4 CURATORIAL APPROACH

There is significant support for, and an expectation that, Collingwood will be presented, at least in part, as a furnished house museum. This has been anticipated in the recent major conservation program at the property. At the same time there is also an expectation that the property will be activated in multiple ways beyond the visitation expected at a traditional house museum.

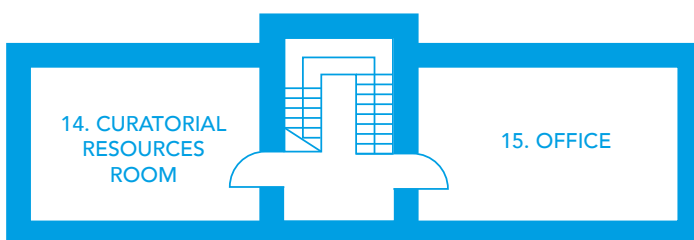
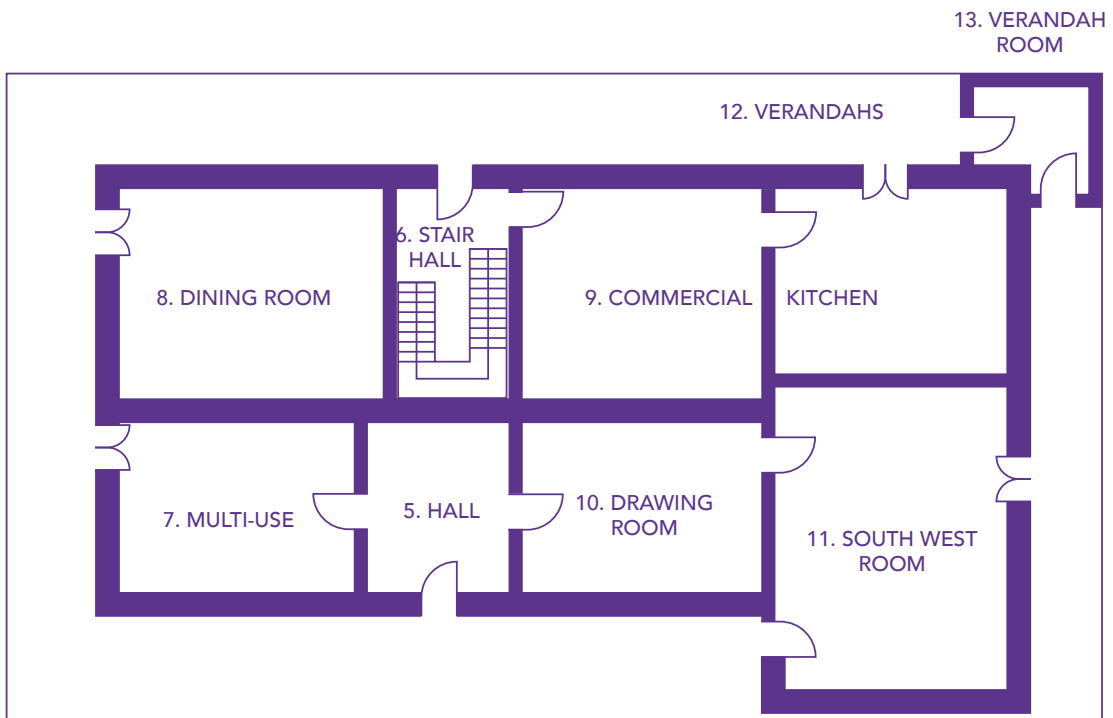
In the absence of any curatorial policy, and following discussions with Council staff on 25 February 2022, it is expected that the property will be presented as some form of hybrid which facilitates as many of the activation strategies as possible. In time, the range of these might be narrowed as those that prove most successful are given precedence, and others which are less successful are not pursued or downplayed.

Whilst developing a curatorial framework for the property is not a task for this Activation Strategy it is very difficult to develop opportunities for activation without some notion of how the property will be presented. City People has therefore developed a potential approach to the presentation of Collingwood House and its garden (excluding the surrounding parkland which is the subject of a number of recommendations in Chapter Five) which it believes would facilitate the implementation of the maximum number of activation strategies as outlined in Chapter Three. In doing so it draws attention to the following:

- The collection has no provenance to Collingwood thus allowing greater freedom in relation to access and security;
- Following the recent conservation work the property is relatively robust, rather than fragile, and is therefore capable of absorbing substantial visitation and activity;
- Simplifying the garden would make it more historically appropriate and facilitate greater use for outdoor events;
- Most avenues to generating income for Collingwood House will require the installation of a commercial kitchen;
- The governance and management model and the available staffing of Collingwood will have a significant bearing on the opportunities for, and success of, the activation strategies;
- Access to the first floor is difficult due to the nature of the staircase; and
- There should not be a 'set and forget' approach. It will require constant review and adjustments made depending on the success or otherwise of different activation strategies.

The potential curatorial approach is summarised on the following plan. It is an unique hybrid approach that is neither museum house, commercial venue, community meeting place nor cultural venue. Rather, it could be a combination of each, building on the theme of 'meeting place'. This is an unusual approach and will require skilled resources to achieve the right balance. The general idea is that each space would be capable of relatively easy adaption for a variety of uses. As such, no room would be presented as a fully furnished and decorated museum house room. However, several of them would be sufficiently 'furnished' to comfortably convey the essence of a period room. This applies especially to the hall, dining room and drawing room, which, with minor adjustments, could be used for entertaining.

It is again noted that these suggested resources would be subject to available funding.



NO PUBLIC ACCESS

KITCHEN WING

1. EAST ROOM

Description

- Empty with display (including hanging system), with education and café equipment available
- Walls hung with contemporary and historic photographs of Liverpool

Use

Multi-use including:

- Wet weather café seating
- Display and exhibition
- Artist in residence studio
- Education

2. KITCHEN

Description

- Existing kitchen tables, chairs and sideboards
- Contemporary installation of kitchen equipment

Use

Multi-use including:

- Communal table café seating
- Education
- Small meetings

3. KITCHEN VERANDAH

Description

- Small tables and chairs

Use

- Access
- Café seating

4. EAST STORE

Description

- Contemporary fit-out to efficiently and securely store tables, chairs, large equipment etc.

Use

- Storeroom

MAIN HOUSE GROUND FLOOR

5. HALL

Description

- Nineteenth century hall table and hall chairs

Use

- Welcome and directions

6. STAIR HALL

Description

Empty

Use

- Circulation

7. MULTI-USE

Description

- Empty with display (including hanging system) and education equipment available
- Walls hung with contemporary and historic photographs of Liverpool but capable of change

Use

Multi-use including:

- Education
- Display
- Artist in residence studio

8. DINING ROOM

Description

Presented as 19th century dining room.

Use

Multi-use including:

- Communal table café seating
- Education
- Dining
- Small meetings

9. COMMERCIAL KITCHEN

Description

Commercial kitchen including refrigerated store

Use

- Commercial kitchen

10. DRAWING ROOM

Description

- Presented as 19th century drawing room

Use

Multi-use including:

- Display
- Education
- Special events (e.g. high teas)
- Special small meetings and entertainment

11. SOUTH WEST ROOM

Description

- Removable panel exhibition on history of the property
- Chairs, lectern, sound system, whiteboard, exhibition equipment etc. readily available

Use

Multi-use including:

- Display and exhibitions
- Meetings, lectures, workshops
- Small meetings

12. VERANDAHS

Description

Furnished with seats, pots, plant stands, rattan blinds in the nineteenth century manner

Use

- Café seating
- Visitor seating

13. VERANDAH ROOM

Description

- Fit-out for storage of outdoor equipment

Use

- Storage

MAIN HOUSE FIRST FLOOR

14. CURATORIAL RESOURCES ROOM

Description

- Fitted out to house all information about the property – maps, plans, research reports, storage of display panels
- Secure storage for important collection items including any loans etc.
- Tables to prepare information and also for internal meeting use, chairs

Use

- Research and study
- Display preparation and storage
- Collections store
- Small internal meetings

15. OFFICE

Description

- Fitted out as staff office
- Contemporary office kitchenette installation of kitchen equipment

Use

- Staff office

PRECEDENT 2: ESKBANK HOUSE, LITHGOW



BACKGROUND AND PRESENTATION

Eskbank House is an 1841 Georgian sandstone complex consisting of a homestead and outbuildings originally built for magistrate, politician and mining entrepreneur Thomas Brown, who was an important figure in the development of Lithgow and in New South Wales industrial history. Set on 1.7-hectare grounds, the property is owned by Lithgow City Council and was added to the State Heritage Register in 2018. Conservation works were completed in 1986 and a new, sympathetic sandstone building was added in 1993.

The Lithgow District Historical Society was instrumental in its preservation as the group's leader, Eric Bracey, provided the funds for the

local Council to purchase the property following World War II. Inspired by Vaucluse House, the society opened Eskbank House as a house museum in 1966 and this organisation was responsible for the property's care, curation and operations up until 2003.

Under Council management, Eskbank House moved away from house museum presentation and has since operated as Lithgow's regional museum for the district, maintaining the collections developed by the society while also including temporary exhibitions under historical and artistic programs. The vision statement for the institution is: 'to be a vibrant cultural centre that illuminates the region's past and celebrates the present through a dynamic program that values heritage and the arts.'

OPERATIONS AND USE

Opening hours are Wednesday to Sunday 10:00am – 4:00pm with entry fees charged for visitors. Guided tours of the collections and the property are available with advance bookings, and these remain volunteer-run.

The volunteer teams are managed and coordinated by the Council's Cultural Development Officer across three areas: visitor experience, programs and events, and collection and research.

Training resources for collection handling have been developed in partnership with Museums and Galleries NSW with grant support from Create NSW.

The property advertises a range of venue hire options. All hires are only available during opening hours. A \$250 bond applies to all hire uses, excluding photography. Rates are listed in the schedule below.

HIRE TYPE	RATES
Weddings – Ceremony	\$250
Events	\$150 (hourly)
Exhibition – Gallery hire	\$30 (per day)
Exhibition – Gallery hire (non-commercial)	Free
Commercial photography	\$50



Apart from commercial hire, there are a number of other community uses and points of engagement that activate the property. Education visits and school holiday programs are presently run, however the website notes that targeted, curriculum-responsive programs and materials are currently being developed, which again this points to this as a requirement for realising more substantial educational visitation. A community development project named 'Mary's Garden' is currently underway for volunteer gardeners and historians to restore the garden to its mid-19th century form, which is funded by a grant from the State Government's Bushfire Community Resilience and Recovery Fund. Arts programming has included drawing classes, an opera performance, the Waste 2 Art reuse-themed exhibition, and a retrospective of notable regional artist Bob Cunningham.

LESSONS

- Historical exhibitions, arts programming and other uses can exist side-by-side under a curatorial umbrella that connects past and present, by recognising the values and the roles of the property 'then and now';
- Heritage interpretation and historical presentation should capture all eras, including recognising the key figures in the origination of the property but then also telling the entire story up to the present as well (e.g. Eskbank House also tells the story of its volunteer society's preservation and conservation efforts); and
- Use of volunteer staff in community-facing program roles is viable when supported by a Council that conducts the property management and coordinates the volunteer teams, including coordination of training.

3. DIRECTIONS FOR ACTIVATION



This Chapter includes twenty-one different proposed directions for activation at Collingwood and the Precinct. As noted above, they are grouped into seven distinct areas, these being: Cabrogal, educational, civic, commercial, public, interpretation / artistic, and community. Where the proposed directions are cost neutral or potentially generate income, this has been noted. Alternatively, where there is a cost implication for the proposed direction, this has been indicated in line with the expenditure key shown on the right hand side of this page.

EXPENDITURE KEY:	
\$	< \$50,000
\$\$	\$50 – 100,000
\$\$\$	> \$100,000

3.1. CABROGAL

In stakeholder engagement conducted for this report with Aboriginal communities, there was a repeated enthusiasm for access, inclusion, and engagement with Collingwood and the Precinct. Community members saw the heritage value of both the Precinct as a traditional meeting place for Aboriginal groups, and also the colonial Collingwood setting as a place that should be celebrated as a place of shared history between European settlers and Aboriginal Australia. Furthermore, there was an enthusiasm for Collingwood and the Precinct to operate as a place where Culturally and Linguistically Diverse (CALD) communities can learn about the cultural identity of Liverpool and its surrounds.

1. Community group engagement and regular use for meetings or events

There are numerous Aboriginal community groups in the area that would appreciate the opportunity to have a regular place to host meetings and activities.

As a site that has been used as a meeting ground for thousands of years by Aboriginal communities, it would be a powerful offering from Council to encourage this use once again.

If Aboriginal communities feel that Collingwood is a place where they really belong, then it sets the precedent for it to subsequently become somewhere that fosters meeting up between all parts of the community including people from culturally and linguistically diverse (CALD) backgrounds.

As a starting point, Aboriginal communities that are looking for a welcoming, all-weather venue should be encouraged to use the facilities at Collingwood.

Currently / potentially resourced by:	<ul style="list-style-type: none"> Community and Culture Directorate
Additional resources required:	<ul style="list-style-type: none"> Venue Management and Operations Venue fixtures and equipment (AV screens, PA, chairs etc.)
Finances – approximate cost / potential revenue:	<ul style="list-style-type: none"> N/A
Potential partners / grants:	<ul style="list-style-type: none"> Numerous Aboriginal community groups such as Haigh Park Coffee Club, Cabrogal Elders Group, Council Aboriginal Consultative Committee, Miller community weaving and craft group, etc. Numerous CALD community groups seeking meeting and events - via Council's Community Development Unit. The Welcome Dinner Project
Actions / Responsibility:	<ul style="list-style-type: none"> Management, in collaboration with Council's Community Development Workers (ATSI and CALD) to contact community groups and offer Collingwood as a venue.

2. Bush tucker events

There is discussion within Council about the potential to incorporate Indigenous ‘bush tucker’ plantings in the flora management of the Precinct, as part of the forecast masterplanning and interpretation planning processes. A full bush tucker garden would require significant revegetation of the Precinct to provide sufficient understorey species. However, there are many examples of activation being generated from demonstration gardens in different developments.

If this can be progressed with the input of Aboriginal groups who might have a hand in the subsequent activation of the Precinct, then it seeds the potential for regular ‘bush tucker’ demonstrations and talks, and it could become a feature of any cafe.

Potentially, visitors could visit the precinct and study and collect local edible flora with Aboriginal guides. There could also be a meal component that is served from the Collingwood kitchen facilities. Ideally this activation project would be delivered in partnership with an Aboriginal enterprise (e.g. [Muru Mittigar](#)).

Currently / potentially resourced by:	<ul style="list-style-type: none"> – Community and Culture Directorate
Additional resources required:	<ul style="list-style-type: none"> – Venue Management and Operations – Venue fixtures and equipment (AV screens, PA, chairs etc.) – Business and Venue Development – Program development – Commercial kitchen fit-out
Finances – approximate cost / potential revenue:	<ul style="list-style-type: none"> – Positive income generation
Potential partners / grants:	<ul style="list-style-type: none"> – Muru Mittigar
Actions / Responsibility:	<ul style="list-style-type: none"> – Collingwood Precinct Masterplan and Collingwood Precinct Interpretation Plan. Liaise with Council’s Community Development Officer (ATSI) and Aboriginal communities to consider bush tucker plantings throughout the Precinct and/or in more structured garden. – If feasible, then program development personnel will be required to develop program.



Yerrabingin rooftop bush tucker farm, South Eveleigh (Image - Mirvac)

3. Yarning circle and truth-telling events

There has been reported support for the idea of the implementation of a yarning circle within the broader Precinct, outside the picket fence that surrounds Collingwood. Such an initiative could be pursued as part of any broader landscaping of the site, that occurs subsequent to the Collingwood Precinct Masterplan and Interpretation Plan processes for the area (see below).

If this transpires then it would set the ground for public programming around 'truth-telling' - events and activities that discuss frankly, the often difficult and emotionally sensitive stories of Aboriginal dispossession at the hands of European colonialists. Ideally these 'truth-telling' activities would occur both within Collingwood and in the Precinct more broadly.

Currently / potentially resourced by:	<ul style="list-style-type: none"> - Community and Culture Directorate
Additional resources required:	<ul style="list-style-type: none"> - Venue Management and Operations - Venue fixtures and equipment (AV screens, PA, chairs etc.) - Program development - Program costs (speaker fees etc.)
Finances – approximate cost / potential revenue:	<ul style="list-style-type: none"> - \$
Potential partners / grants:	<ul style="list-style-type: none"> - NSW Department of Planning and Environment's Metropolitan Greenspace program - Create NSW's Arts and Culture Grants Program
Actions / Responsibility:	<ul style="list-style-type: none"> - Collingwood Precinct Masterplan and Collingwood Precinct Interpretation Plan. Liaise with Council's Community Development Officer (ATSI) and Aboriginal communities to consider yarning circle and potential performance area in the Precinct, as well as the appetite for truth-telling events within Collingwood.

4. Integrated landscaping / Aboriginal art commission

The inclusion of Aboriginal-led arts within any development that is to take place in Collingwood Precinct would be a powerful way to inscribe identity within the landscape. Aboriginal artists (foregrounding local custodians as an accepted cultural protocol) could be engaged to collaborate with any engaged Landscape Architect/s to develop an environment in which Aboriginal arts and cultural values are intrinsically embedded into the site.

Rather than any art commission that is developed and installed independently, the integration of arts projects within any infrastructure or landscape planning for the Precinct, will deliver a more wholistic outcome.



Bangala artwork by Jonathan Jones and Aunty Julie Freeman integrated into landscape design for Gunyama Park Aquatic Centre, Green Square.

Currently / potentially resourced by:	– City Design and Public Domain Unit (Public Art and Heritage)
Additional resources required:	– NIL. Public Arts Officer and Heritage Officer to work with relevant project leads, to integrate art into capital expenditure on landscaping.
Finances – approximate cost / potential revenue:	– \$
Potential partners / grants:	– NSW Department of Planning and Environment’s Metropolitan Greenspace program
Actions / Responsibility:	– Collingwood Precinct Masterplan and Collingwood Precinct Interpretation Plan. Liaise with Council’s Community Development Officer (ATSI) and Aboriginal communities to consider integrated public art and landscaping projects in the Precinct.

5. Aboriginal arts and craft projects

There is an opportunity for Collingwood and the Precinct to offer a more structured and regular program of Aboriginal cultural experiences and this will rely on developing good working partnerships with local Aboriginal companies and/or individuals. While these partnerships may not bring any direct income to Collingwood, the profile development that they would bring for the precinct would positively influence other potential income streams (venue hire etc.) as well as visitation more generally.

This programming could take place in collaboration with CPAC’s contacts in this domain and / or in collaboration with a suitable Aboriginal enterprise with experience in these events (e.g. [Muru Mittigar](#), [First Hand Solutions](#)).

For example, in Miller, there is an active Aboriginal arts and craft group. If the group is assisted with event delivery support, they may be open to hosting an Aboriginal arts and craft event on site in the precinct. As a first step this could occur during Council’s NAIDOC week celebrations.

Similarly, if Collingwood becomes a venue with regular opening hours and staffing capacity, an arrangement might be made to profile locally produced Aboriginal arts and craft in Collingwood, either by selling wares (without commission) or by allowing Aboriginal enterprise to have a presence in a retail outlet on site. This would grow the tourism offer of Collingwood, as a destination for authentic engagement with Aboriginal communities.



Blak Markets by First Hand Solutions at Bare Island, Laperouse (Image - Mark Bond Photography)

3.2. EDUCATIONAL

An integrated educational offering at Collingwood and the Precinct can provide an excellent opportunity for a significant contribution to schools and community knowledge about the area. This approach maximises the use of these community assets; provides a key entry / recruitment point for building community appreciation of Liverpool’s distinctive identity (especially for culturally and linguistically diverse communities that may otherwise remain unaware) and; provides reasons for return visitation and activation.

Although not noted as a separate activation direction, Council also holds established tertiary education connections, including with Western Sydney University, which could develop into site-based programs related to coursework, work experience and research. Council is currently engaging with WSU regarding higher education opportunities involving the Collingwood property and the Courthouse - these have been canvassed across law, archaeology, history and Aboriginal studies disciplines, as well as the University’s new heritage and tourism program.

6. Primary School programs

Primary school tours are already a proven success at Collingwood. With further investment in program development and marketing, this element could be expanded to provide a regular day-time activation. Refer to Appendix 6.2 for alignments with the school syllabus. The management and bookings for this activation offering could be either administered in-house or could be outsourced to an excursions agent.



Primary school students at Elizabeth Farm (Image - James Horan)

<p>Currently / potentially resourced by:</p>	<ul style="list-style-type: none"> - Library and Museum Services Department
<p>Additional resources required:</p>	<ul style="list-style-type: none"> - Venue Management & Operations - Program development with regard to school syllabus - Marketing and administration of program - Program delivery costs (guides, guest speakers, collateral, props such as costumes etc., risk assessment documentation including Working with Children clearances etc.)
<p>Finances – approximate cost / potential revenue:</p>	<ul style="list-style-type: none"> - Cost neutral if program is run at current basis - Expanded program will require \$ investment but will provide more regular activation - Could become cost neutral in short – mid term

<p>Potential partners / grants:</p>	<ul style="list-style-type: none"> - Numerous school excursion agents exist (e.g. Macquarie Educational Tours, Away We Go Tours, etc.) who could be informed by Council of available programs. While bookings would in general remain internally administrated via direct contact with schools, this could be a non-exclusive option for booking. - Other cultural institutions such as CPAC and museum can create programs to allow a 'full day out' that many schools prefer.
<p>Actions / Responsibility:</p>	<ul style="list-style-type: none"> - Library and Museum Department to continue education tour pilot. - Collingwood House Management to commission program development from education specialist, in partnership with Council's Community and Culture Directorate, specifically the Library and Museum Services and CPAC (Programs Unit) Departments. Where relevant, it is to be aligned with existing exhibitions and public programming.

7. Primary Stage 3 and Secondary Schools program with focus on First Nations culture

Collingwood could provide the base for a Stage 3 and secondary school program with a particular focus on First Nations history, culture and language. Refer to Appendix 6.2 for details of school syllabus alignments. In line with best practice, Council would ideally partner with an Aboriginal enterprise owned by local custodians, to deliver this program.



Year 5 and 6 students in yarning circle at Museum of Sydney (Image - Declan May)



Koomurri Aboriginal incursion at William Stimson Public School, Wetherill Park (Image - Fairfield City Champion)

Currently / potentially resourced by:	<ul style="list-style-type: none"> – Library and Museum Services Department
Additional resources required:	<ul style="list-style-type: none"> – Venue Management & Operations – Program development with regard to school syllabus – Marketing and administration of program – Program delivery costs (guides, guest speakers, collateral, risk assessment documentation etc.)
Finances – approximate cost / potential revenue:	<ul style="list-style-type: none"> – Will require \$ investment but will provide more regular activation. – Could become cost neutral in short – mid term
Potential partners / grants:	<ul style="list-style-type: none"> – Numerous school excursion agents exist who can help develop and promote Aboriginal school programs. Ideally local custodians would be engaged to do this work. For example, potential partners who work local to Council are Koomurri Aboriginal Incursions and Jannawi Dance Clan
Actions / Responsibility:	<ul style="list-style-type: none"> – Library and Museum Services Department to continue / commence secondary education tour pilot. – Collingwood Management to commission program development from education specialist. – Specialist to scope additional resources requirements such as staffing, training, required collateral, equipment and storage.

8. Aboriginal culture – digital platforms

As a way to embed a contemporary perspective on Aboriginal culture, Collingwood could host a targeted Aboriginal digital literacy program in partnership with Cabrogal-led digital agency [Indigital](#). While the initial audience for this program may be Aboriginal communities, there may well be residual program content developed (e.g. online or AR content) which could remain as part of the Collingwood House / Collingwood Precinct activation offering.



Indigital delivers technology-based education programs and was founded by Cabrogal woman, Mikaela Jade.

Currently / potentially resourced by:	<ul style="list-style-type: none"> - Library and Museum Services Department - Information Technology Department
Additional resources required:	<ul style="list-style-type: none"> - Venue Management & Operations - Venue fixtures and equipment (AV screens, PA, chairs etc) - Fee for Indigital to facilitate program
Finances – approximate cost / potential revenue:	<ul style="list-style-type: none"> - \$
Potential partners / grants:	<ul style="list-style-type: none"> - Indigital - Potential funding available through the Australian Government's Office of the Arts' Indigenous Languages and Arts program
Actions / Responsibility:	<ul style="list-style-type: none"> - Collingwood Management to scope funding possibilities and availability of Indigital to participate.

9. Aboriginal education events

The [NSW Aboriginal Education Consultative Group \(AECG\)](#) runs programs in Aboriginal arts, language and culture for, by and with Aboriginal communities. These include Aboriginal literacy and STEAM programs as well as courses in diverse aspects of Aboriginal culture. Collingwood could be a prominent western Sydney venue partner for these activities and in this way, activate Collingwood House and the Precinct more broadly.

Currently / potentially resourced by:	<ul style="list-style-type: none"> - Community and Culture Directorate
Additional resources required:	<ul style="list-style-type: none"> - Venue Management & Operations - Venue fixtures and equipment (AV screens, PA, chairs etc.)
Finances – approximate cost / potential revenue:	<ul style="list-style-type: none"> - Cost neutral
Potential partners / grants:	<ul style="list-style-type: none"> - AECG - Create NSW's Museums and History Grants Program
Actions / Responsibility:	<ul style="list-style-type: none"> - Collingwood Management in collaboration with Council's Community Development Officer (ATSI), to contact AECG Liverpool representative and initiate venue partnership.

3.3 CIVIC

Civic events provide a public and prominent platform for Council to showcase its leadership in historical and heritage interpretation at Collingwood and the Precinct. By leveraging the current events that Council already stages in other parts of the Liverpool LGA and relocating them, Council is able to tell the broader story of its identity and origins to its stakeholders and wider Sydney communities.

10. Ceremonial events

Ordinarily, Council hosts a range of ceremonial events throughout the year such as annual Australia Day awards and [citizenship ceremonies](#) which are held monthly. Collingwood would provide an evocative backdrop for these kinds of ceremonial events that seek to invoke an appreciation of Australian history and culture.



Brothers from Iraq at a citizenship ceremony held in Macquarie Mall (Image - Simon Bennett)

Currently / potentially resourced by:	<ul style="list-style-type: none"> - Civic and Citizenship Unit
Additional resources required:	<ul style="list-style-type: none"> - Venue Management and Operations - Commercial kitchen fit-out - Venue fixtures and equipment (AV screens, PA, chairs etc.)
Finances – approximate cost / potential revenue:	<ul style="list-style-type: none"> - As per current arrangements
Potential partners / grants:	<ul style="list-style-type: none"> - N/A
Actions / Responsibility:	<ul style="list-style-type: none"> - Council’s Civic and Citizenship / Events Unit/s to develop a scope for event delivery requirements.



Potential for NAIDOC and Sorry Day ceremonies in the Precinct – Blacktown Native Institute event 2018 (image Anna Kucera)

11. Meetings

Mayoral functions that are currently hosted in Council chambers could be occasionally be held at Collingwood House. Occasional internal and external-facing meetings hosted by Council officers and management could also be hosted at Collingwood House. As well as providing regular activation, this would help build the profile of the facility with external stakeholders.

Currently / potentially resourced by:	<ul style="list-style-type: none"> – Council and Executive Services Department – Civic and Citizenship Unit
Additional resources required:	<ul style="list-style-type: none"> – Venue Management and Operations – Commercial kitchen fit-out – Venue fixtures and equipment (AV screens, PA, chairs etc.)
Finances – approximate cost / potential revenue:	<ul style="list-style-type: none"> – As per current arrangements
Potential partners / grants:	<ul style="list-style-type: none"> – N/A
Actions / Responsibility:	<ul style="list-style-type: none"> – Council’s Civic and Citizenship / Events Unit/s to develop a scope for event delivery requirements. – Council’s Office of the Mayor and Office of the Chief Executive Officer, to scope suitable Council events.

3.4. COMMERCIAL

House museums have an opportunity to earn revenue from a variety of sources. The success or otherwise of revenue-raising endeavours relates to many factors, including; location, facilities, stakeholder support, membership arrangements, appetite for risk, quality of offering, management expertise, reputation, volunteer support and competition, amongst other factors. Revenue from commercial activities within cultural institutions is commonly viewed as providing a source of income, that can be used within the institution to subsidise cultural activities.

Collingwood has the capacity to generate revenue from a number of sources. In all areas of potential revenue, it needs to be recognised that this requires investment, careful management and staff time and some activities are more lucrative than others. Less lucrative revenue raising activities frequently have other institutional benefits such as exposure, reputation, education, community engagement, philanthropic support, and activation.

In terms of food and beverage operators, there are essentially two operational models that could be applied to Collingwood:

- The venue could be managed by Council including sales, bookings, servicing, cleaning and staffing. All income and risk would then be the responsibility of Council. This is a model that is often used in local government infrastructure (e.g. sporting facility kiosks etc.) and is currently in place at Council's Casula Powerhouse Arts Centre.
- Council could engage an appropriately skilled and experienced operator to run the commercial offering at Collingwood. Venue hire fees would be negotiated with Council, as could the various expenses for outgoings, fit-out, furnishings etc.

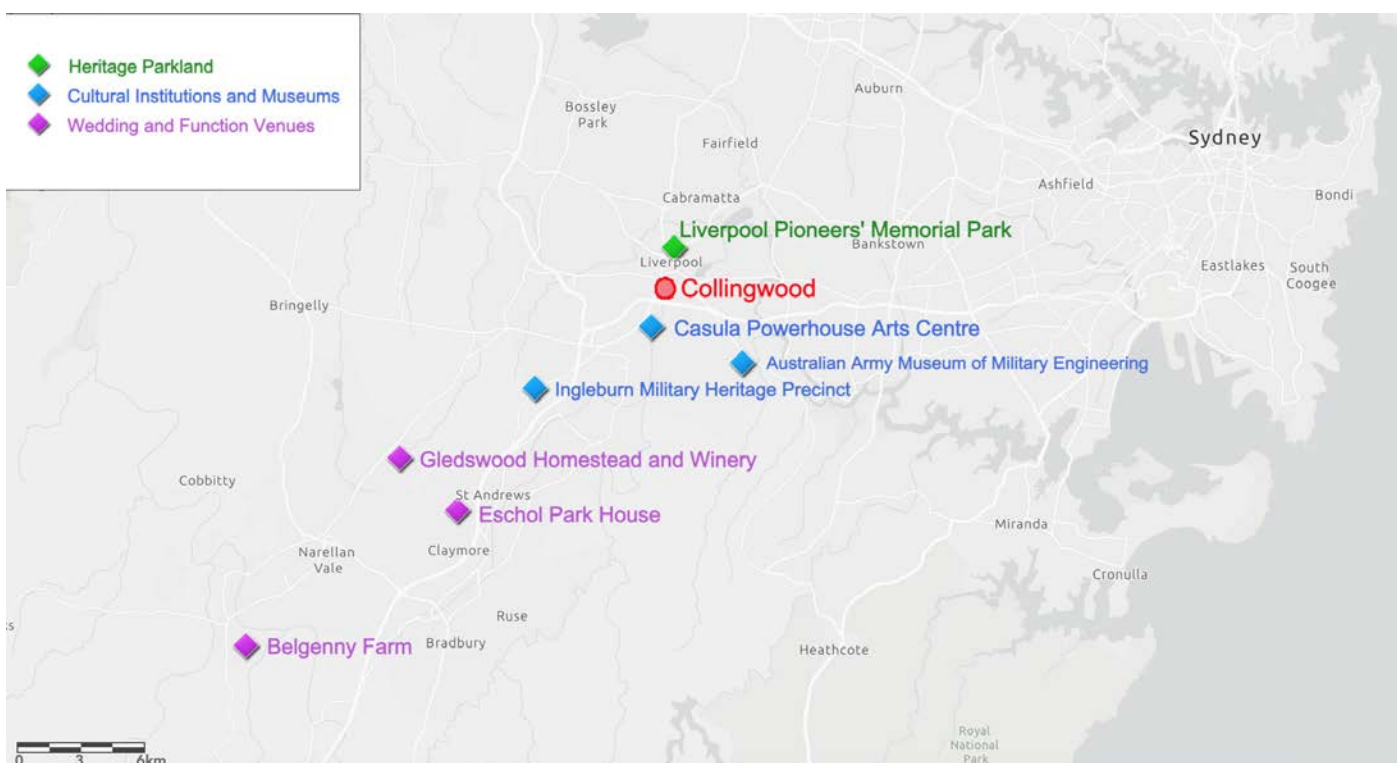
12. Weddings, private functions, conferences, workshops and business meetings

If venue access can be simplified and managed, Collingwood House would make a sought-after venue for various private events (e.g. weddings, parties, corporate functions, conferences and meetings). Council currently generates revenue from its halls and venues including Liverpool Community Centre, Casula Community Centre and Chipping Norton Recreation Centre. However, none of these offer the unique atmosphere that the historic Collingwood House can.

There are numerous private and public sector historic venues that offer colonial architecture / country-style surrounds for weddings, including Gledswood Homestead and Winery, Eschol Park House and Belgenny Farm. Please refer to the map on the following page.

Due to the small scale of Collingwood House's internal spaces and its current garden configuration, the anticipated income might be modest. However, given the unique offering of the venue, demand could be regular and continuing providing the venue is well presented and managed.

Currently / potentially resourced by:	<ul style="list-style-type: none"> - Community and Culture Directorate - City Economy Department
Additional resources required:	<ul style="list-style-type: none"> - Venue Management and Operations - Business and Venue Development - Venue fixtures and equipment (AV screens, PA, chairs etc.) - Commercial kitchen fit-out - Assessment and potential simplification of garden and lawn areas to maximise potential use - Additional power internal and external - Additional water access external
Finances – approximate cost / potential revenue:	<ul style="list-style-type: none"> - Positive income generation
Potential partners / grants:	<ul style="list-style-type: none"> - N/A
Actions / Responsibility:	<ul style="list-style-type: none"> - Additional market research and business/operations plan for commercial venue hire. - Collingwood Precinct Masterplan to consider casual vehicle path and event-only access across the Precinct for VIP arrivals etc. Investigate Section 90 application, if applicable. - An events policy and procedures manual should be developed for Collingwood and the precinct more broadly. This policy should address the appropriate fit of corporate, community and in-house events and activations with the curatorial positioning and venue management of the property (e.g. licences and permits, costs, relevant interpretation themes).



While Collingwood has a unique offer, it has competitors in relation to certain site, program and commercial aspects. In particular there are established wedding venues in the south west.



Wedding at Belgenny Farm, Camden (Image - Easy Weddings)

13. Café / restaurant

Cafés / restaurants in small cultural institutions are not necessarily financially viable and in some instances are cross-subsidised by an operator who has sole rights to service functions in the facility.

Establishing a café / restaurant at Collingwood would require a commercial kitchen with associated resources such as grease traps, garbage access and storage etc. The fit-out of the premises (e.g. furniture and equipment) could either be covered by Council or potentially passed onto the operator, in return for reduced rental for a specified number of years.

Due to the small scale of Collingwood and its location, any operator would be taking a significant risk in starting a food and beverage

business on site. For this reason, an extended rent-free period is suggested (up to two years) with Council only recouping income on a percentage basis during this period.

A café / restaurant would provide activation benefits, other than financial return, including the following:

- Activation of the building and museum, making it more inviting to approach and enter, in particular utilising the east and west verandahs that have precinct views and good visual exposure.
- An opportunity to sell packages (i.e. a 'visit, talk, and food and beverage' package). This can be especially useful to group visitors, such as Probus Clubs etc.
- Increases the offer to visitors.



Cafe at Lewers at Penrith Regional Gallery (Image - Penrith Regional Gallery)

Currently / potentially resourced by:	<ul style="list-style-type: none"> - City Economy Department - Property Department
Additional resources required:	<ul style="list-style-type: none"> - Venue Management and Operations - Venue fixtures and equipment (AV screens, PA, chairs etc.) - Commercial kitchen fit-out and associated infrastructure (grease trap, refrigerated and general storage etc.) - Additional power internal and external - Additional water access external
Finances – approximate cost / potential revenue:	<ul style="list-style-type: none"> - Positive income generation
Potential partners / grants:	<ul style="list-style-type: none"> - N/A
Actions / Responsibility:	<ul style="list-style-type: none"> - Additional market research (possibly through an Expression of Interest) and business/operations plan for commercial venue hire.

3.5. PUBLIC

There are various issues that have a significant impact on the capacity of Collingwood and the Precinct to host public events, including the following:

- The scale of the internal spaces
- The proximity to residential neighbours
- Access
- Transport and parking options
- Suitable power and amenities (e.g. toilets etc.)
- Environmental limitations (e.g. wind, shade etc.)

Nonetheless, stakeholder engagement for this report demonstrated an enthusiasm for smaller scale events in both Collingwood and the Precinct that could assist in the place's activation and public profile.

14. Heritage lectures, garden craft and design talks and demonstrations, mini festivals

Collingwood has the capacity to host a wide range of talks, lectures, demonstrations and small festivals, that are common in house museums. These might be presented in partnership with local heritage groups and other historical interest organisations (e.g. Royal Australian Historical Society, History Council of NSW, Museum of Applied Arts and Sciences, Australiana Society, Australian Garden History Society). Different CALD groups might also be engaged to generate festivals that feature their culture (dance, food, music, textiles, costume etc.). Either a dedicated Collingwood volunteer team or local volunteer-based organisations would be well placed to deliver these programs.



Horticultural education at Light Horse Park Community Garden (Image - Community Gardens Australia)

Currently / potentially resourced by:	<ul style="list-style-type: none"> - Community and Culture Directorate
Additional resources required:	<ul style="list-style-type: none"> - Venue Management and Operations - Venue fixtures and equipment (AV screens, PA, chairs etc.) - Program development
Finances – approximate cost / potential revenue:	<ul style="list-style-type: none"> - Cost neutral
Potential partners / grants:	<ul style="list-style-type: none"> - Friends of Collingwood - The Liverpool Genealogy Society - The City of Liverpool and District Historical Society - Moorebank Heritage Group - Royal Australian Historical Society - History Council of NSW - Museum of Applied Arts and Sciences - Special interest groups with a focus on gardens, plants, transport, craft, historic trades, antiques, food etc.
Actions / Responsibility:	<ul style="list-style-type: none"> - Collingwood Management to liaise with potential partners and heritage / history groups to develop an annual program of lectures and talks

15. Library events program

The Libraries and Museum Services Department has networks and program contacts with deep reaches into the communities of the Liverpool LGA and has already started a couple of activation program series in Collingwood that have proved initially to be very successful.

While some regular programming by the Museum and Library Services Department has already been established, in the future, the number of activities could be expanded. This would be especially beneficial if Council progresses with the option of installing a café / restaurant operator in Collingwood, as the regular attendance at Libraries and Museum

related events (e.g. assisted play groups, school holiday programs, story-time etc.) would be mutually supportive to activation of the site.

Regardless, for Libraries and Museum related programming to continue beyond an ad hoc basis, a developed venue management and operations resource will need to be identified (cleaning, maintenance, security etc.). Even if Collingwood comes to be managed independently of the Libraries and Museum Services Department, it would be beneficial to the profile and reach of the program to maintain this collaboration.

Currently / potentially resourced by:	<ul style="list-style-type: none"> - Community and Culture Directorate
Additional resources required:	<ul style="list-style-type: none"> - Venue Management and Operations - Venue fixtures and equipment (AV screens, PA, chairs etc.)
Finances – approximate cost / potential revenue:	<ul style="list-style-type: none"> - Cost neutral
Potential partners / grants:	<ul style="list-style-type: none"> - As per current - Create NSW's Museums and History Grants Program
Actions / Responsibility:	<ul style="list-style-type: none"> - Libraries and Museum Services Department to appraise the potential for some of its events to be based at Collingwood.



Liverpool City Library currently holds Conversation Café on Wednesdays and Thursdays at the Liverpool and Carnes Hill Libraries. In future, Collingwood could provide another session location for this and other programs.

16. Council events off-shoots

Council currently produces several of its own events, annually. These include Australia Day, Christmas in the Mall, NAIDOC Week and Liverpool on a Roll - with some of these events having a presence in more than one location within the Liverpool LGA.

Collingwood could play host to small-scale program components of some of these events as a means to spread the activation benefits of events across different wards.

This might include intimate concerts and recitals in the Collingwood Ashcroft room or in the garden.

When produced in collaboration with Collingwood management, the inclusion of these 'off-shoot' program components would not impose significant additional effort by the Events Unit. However, these events and the wide profile they attract would serve to help put Collingwood back on the map as a cultural venue in the LGA.

Currently / potentially resourced by:	<ul style="list-style-type: none"> - Community and Culture Directorate
Additional resources required:	<ul style="list-style-type: none"> - Venue Management and Operations - Venue fixtures and equipment (AV screens, PA, chairs etc.) - Program delivery costs
Finances – approximate cost / potential revenue:	<ul style="list-style-type: none"> - \$
Potential partners / grants:	<ul style="list-style-type: none"> - As per current arrangements
Actions / Responsibility:	<ul style="list-style-type: none"> - Council Events Unit and Management to scope what cross-programming options exist within the current events portfolio and what additional resources are required, to include Collingwood and the Precinct as locations for off-shoot events.



Liverpool on a Roll Event (image - TimeOut)

3.6. INTERPRETATION / ARTISTIC

Because there is now considerable competition for leisure time, the offering of heritage properties needs to be increasingly imaginative and sophisticated in order to support activation goals. It is no longer a sufficiently attractive prospect for house museums to act as repositories for historical objects on the assumption that visitors want to know about them. Visitors want to engage mentally, emotionally, and physically with the heritage context that they are visiting.

In this context, the role that the arts can play cannot be underestimated. Arts projects, when directed in concert with interpretation goals to tell stories specific to place, have the capacity to provide visitors with an imaginative and engaging experience.

17. Arts residencies

While it is neither possible nor appropriate for overnight-stay residencies to take place in Collingwood, there would be a great benefit in initiating an annual artist-in-residence program with artists being given a dedicated work space within the property (e.g. upstairs bedrooms, detached building rear room) for a set term (recommended 1-month minimum and 3-month maximum).

The residency program could be set up in such a way that artists are chosen and given free workspace, in return for developing work that speaks directly to interpretation themes that are relevant to the site. The developed work would then be showcased in an activation that the artist promotes and produces on site.

This model has numerous benefits, including the following:

- Creates a regular presence in the building;
- Provides regular activation content that speaks to the site's history;
- Potentially provides content for a display or exhibition in the house;
- Fulfills a gap in current arts residency infrastructure in South West Sydney so should attract significant attention and good quality artists; and
- Could potentially offer a residency partnership with organisations that do not have infrastructure in place (e.g. Greater Sydney Parklands).



Artist in residence Andrei Davidoff at Vacluse House (Image - Sydney Living Museums)

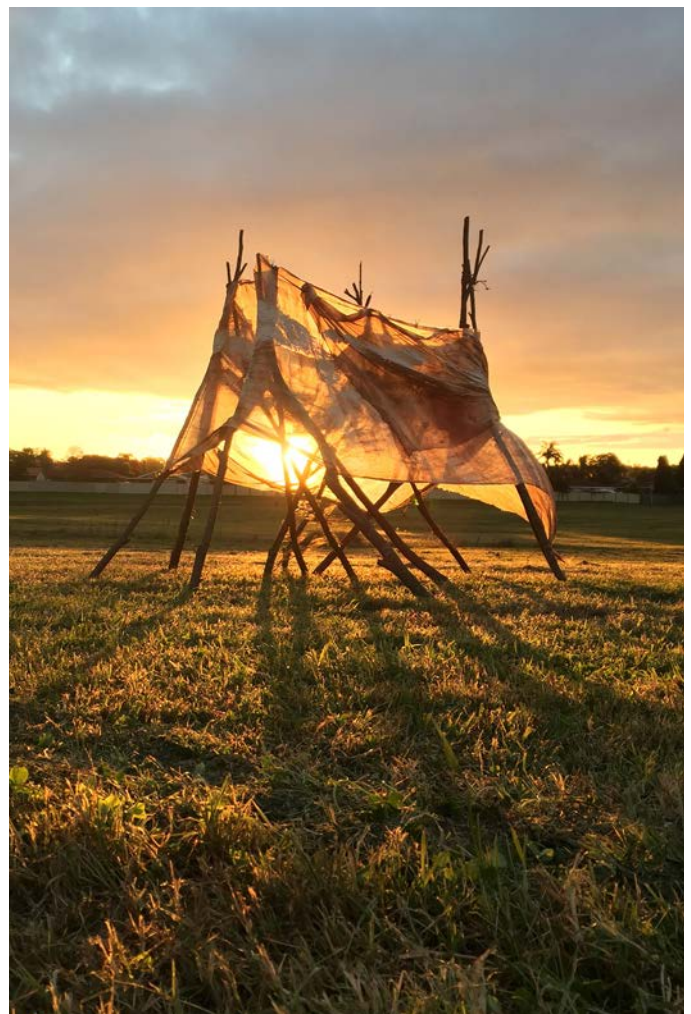
Currently / potentially resourced by:	<ul style="list-style-type: none"> - City Design and Public Domain Unit (Public Art) - CPAC Department
Additional resources required:	<ul style="list-style-type: none"> - Venue Management and Operations - Venue fixtures and equipment (AV screens, PA, chairs etc.)
Finances – approximate cost / potential revenue:	<ul style="list-style-type: none"> - Cost neutral
Potential partners / grants:	<ul style="list-style-type: none"> - Greater Sydney Parklands - Create NSW's Museums and History Grants Program
Actions / Responsibility:	<ul style="list-style-type: none"> - Management to scope artist in residence program with CPAC Department's Curatorial Unit. - Management to commission Interpretation Plan for Collingwood and the precinct more broadly, in order to identify key interpretation themes and platforms.

18. Interpretive performance, exhibitions and installations (in-house and externally produced)

When thoughtfully programmed, live performance and installations that respond to the site can provide potent interpretation of the themes of Collingwood and the precinct. In this way they can strongly affect visitors' understanding and associations with the place. Although typically more expensive to develop than 'off the shelf' programs (if produced in-house) they return a far higher yield in terms of a unique value proposition.

Externally-produced programs and exhibitions that are either partnered or presented on the site via venue hire are less likely to be site relevant. However, an events policy and procedures document (see direction 12 above) can help communicate and encourage this direction for external hirers.

Either way, these activations have the capacity to draw visitors to the site, increase its profile and provide some income from associated activities such as lectures, café, and corporate events.



Venessa possum - Ngurra Bayali for Biennale of Sydney, Blacktown Native Institute.

Currently / potentially resourced by:	<ul style="list-style-type: none"> - CPAC Department
Additional resources required:	<ul style="list-style-type: none"> - Venue Management and Operations - Venue fixtures and equipment (AV screens, PA, chairs etc)
Finances – approximate cost / potential revenue:	<ul style="list-style-type: none"> - Cost neutral
Potential partners / grants:	<ul style="list-style-type: none"> - Greater Sydney Parklands
Actions / Responsibility:	<ul style="list-style-type: none"> - Management to commission interpretation plan for Collingwood and the precinct more broadly, in order to identify key interpretation themes and platforms. - Suitable external events to be curated with regard to interpretation plan (above) and in line with events policy and procedures (see direction 12 above).

3.7. COMMUNITY

In order for Council to realise the investment it has already made in Collingwood, it needs to encourage the community as a whole to actively embrace it as a place for meeting up, for leisure, and for learning. It needs to attain a profile and reputation as a place that both residents and visitors can regularly enjoy. Council can facilitate this by brokering relationships through its current community networks so that gradually, by exposure, communities are exposed to its potential as a key local cultural destination within the Liverpool LGA.



The Ramadan Eid Bazaar is currently held at the Whitlam Leisure Centre. In future, an outdoor offshoot of this and other cultural festivals could be feasible in the precinct parkland.

19. Small to mid-scale cultural festivals

The majority of community events in the Liverpool LGA are currently hosted in Woodward Park. Collingwood and the adjoining parklands could be used for small-scale events that are better suited to a more intimate venue.

If possible, it would be beneficial to the profile of Collingwood and the broader precinct if celebrations from culturally and linguistically diverse (CALD) groups could be hosted here. This would provide an opportunity to share the histories of Aboriginal / colonial Australia with CALD communities and reinforce the activation theme of the precinct being a meeting place for all people in the community.

Currently / potentially resourced by:	<ul style="list-style-type: none"> Community and Culture Directorate
Additional resources required:	<ul style="list-style-type: none"> Venue Management and Operations Venue fixtures and equipment (AV screens, PA, chairs etc.)
Finances – approximate cost / potential revenue:	<ul style="list-style-type: none"> Cost neutral
Potential partners / grants:	<ul style="list-style-type: none"> As per current arrangements
Actions / Responsibility:	<ul style="list-style-type: none"> Management to liaise with Council’s Events Unit to determine if there is a good fit between Collingwood and small to mid-scale cultural festivals.

20. Meetings for Community Groups

To reinforce the overarching activation theme of ‘meeting place’, consideration could be given to hosting the activities of some of Council’s current community groups in Collingwood.

While it might not be appropriate to promote the venue on Council’s community venues page, management could liaise with the Community Venues Unit to see if there are potential users who would be a good fit for the premises.

Currently / potentially resourced by:	<ul style="list-style-type: none"> Community and Culture Directorate
Additional resources required:	<ul style="list-style-type: none"> Venue Management and Operations Venue fixtures and equipment (AV screens, PA, chairs etc.)
Finances – approximate cost / potential revenue:	<ul style="list-style-type: none"> Cost neutral
Potential partners / grants:	<ul style="list-style-type: none"> Liverpool Migrant Resource Centre Liverpool Migrant Interagency Group
Actions / Responsibility:	<ul style="list-style-type: none"> Management to liaise with Council’s Community Venues Unit and Community Development Unit to see how suitable community groups could be best accommodated. Opportunity for venue usage to be promoted through CALD networks in the LGA.

21. Community services programs

Council currently offers a wide range of community services for a wide range of its residents. These include community health programs, social groups and activities for seniors, families, and children. These programs include the “Discovery Tours” that are run by Council’s Community Development Unit as a cultural orientation for new residents and migrant groups that have moved to the Liverpool LGA. Collingwood House once featured prominently on these tours (and now that the renovations are complete), the house and Precinct more broadly will offer a significant point interest.

Youth is another group in the community that could be addressed through services and programs held at the property. Council could partner with organisations like KARI and CPAC for programs or information sessions run in the spaces. For example, the KARI Youth Leadership program could complete a day of activities at Collingwood.

Some of these activities would be well-suited to taking place at Collingwood and the broader precinct. They would also provide mutually beneficial outcomes for the community and a café / restaurant located in Collingwood, if that option is pursued.

Currently / potentially resourced by:	<ul style="list-style-type: none"> - Community and Culture Directorate
Additional resources required:	<ul style="list-style-type: none"> - Venue Management and Operations - Venue fixtures and equipment (AV screens, PA, chairs etc.)
Finances – approximate cost / potential revenue:	<ul style="list-style-type: none"> - Cost neutral
Potential partners / grants:	<ul style="list-style-type: none"> - Community Development Discovery Tours - KARI - As per current arrangements
Actions / Responsibility:	<ul style="list-style-type: none"> - Management to liaise with Council’s Community Development Unit to see if any of its current community activities program could be accommodated at Collingwood.

PRECEDENT 3. ARMIDALE AND REGION ABORIGINAL CULTURAL CENTRE AND KEEPING PLACE, ARMIDALE



BACKGROUND AND PRESENTATION

The Armidale and Region Aboriginal Cultural Centre and Keeping Place (ACCKP) is not based within or on a heritage listed property. However, this centre has been included as a precedent case study because it demonstrates a range of Aboriginal community uses, has some general physical site similarity and additionally demonstrates the tourism and economic

development impacts of facilities that support Aboriginal cultural expression.

The ACCKP was established with a Bicentennial Program grant and was opened in 1988. Initially managed by higher education institutions, it was incorporated in 1997 and governance was transferred to a Board of Custodians. The centre receives annual funding from the Armidale Regional Council as well as state and federal



support, including a grant in 2018 to complete expanded gallery spaces. The centre's activities are focused around the Aboriginal population of the New England Tablelands, which the website notes as comprising Anaiwan, Kamilaroi, Dainggatti, Ngarabal, Banbai, Gumbainggier and Bigambul nations.

The 1-hectare curtilage includes parkland and the centre is located next door to the New England Regional Art Museum. Apart from local community uses, this co-location with the NERAM also positions the ACCKP for tourist visitation as part of a combined stop for buses and groups, as opening hours are generally aligned.

OPERATIONS AND USE

The ACCKP is open 9:00am - 4:00pm Monday to Friday and from 10:00am - 2:00pm on Saturdays. The centre includes two Aboriginal artwork galleries, café, a family history centre, meeting and seminar rooms, an outdoor covered function area with pavilion, and a gift shop selling Aboriginal merchandise. The website describes the ACCKP as a 'major tourist destination for international, domestic and local visitors and a meeting place for the local community groups

and related service providers.' The program included 30 exhibitions across the two galleries in 2019.

The centre runs Aboriginal cultural activities and workshops, school holiday programs and art classes. An Aboriginal Men's Group and an Aboriginal Women's Group run functions and events for local community members (these are funded by corporate sponsorship from Transgrid). An Elders Group was launched in 2019. NAIDOC Week events are held at the ACCKP, including the all-ages Day in the Dale event with live music. Event management of larger scale events are coordinated in partnership with the local council's staff, including the Aboriginal Community Development Officer.

A Friends of ACCKP support group exists for fundraising and advocacy, including from non-Aboriginal community members. The Board of Custodians meets quarterly but met fortnightly during redevelopment works. A Management Committee works with the Board to guide the implementation of programs and centre uses in line with strategic priorities.

LESSONS

- Instructive combination: uses and services for Aboriginal community members, as well as opportunities for sharing culture with other communities and visitors;
- Demonstrates the tourism impacts that professionally-run Aboriginal cultural programming can potentially deliver; and
- With declared Aboriginal Place status and its significance, Collingwood can go further than being infrastructure for cultural expression and additionally present a unique interpretation and story sharing opportunity that is embedded in the place.

4. BACKGROUND AND ANALYSIS



4.1. METHODOLOGY

This activation plan was developed over three stages: analysis and review; external stakeholder engagement and plan structuring and; drafting and finalisation. Stage one activities included review of relevant existing studies, documents and policy; site visits; preliminary audit of comparable cultural facilities; interviews with Council staff; literature review of best practice activation for similar sites and; development of stakeholder engagement plan in collaboration with Council. Stage two included the engagement process and stakeholder interviews; SWOT analysis; consideration of use scenarios and; the confirmation of the structure of the activation plan document.

Stage three commenced with submission of a 75% draft of the document and was followed by further feedback and drafting before submission of the final document.

4.2. SITE CONTEXT

The study area is approximately 4.36 hectares in total area. The Collingwood Homestead sits on 0.17 hectares.



Aerial view with Collingwood Precinct outlined in red (Source - CMP p. 2. NearMap, 14 June 2019)

4.3. PLANNING CONTEXT

Zoning

The Collingwood Precinct area is governed by multiple layers of environmental controls: the State Heritage item controls and the declared Aboriginal Place status, as well as controls applicable to each lot within it. Collingwood Precinct is listed as a Heritage - General Item under the Liverpool Local Environmental Plan (LEP) 2008, which corresponds to the State Heritage Register item of the 7 contiguous lots. Within this area, the LEP zoning for the lots is as follows (names and addresses used correspond to property names in the Council planning portal):

- SP2 - Infrastructure:
 - Liverpool Regional Museum (462 Hume Highway).
- RE1 - Public Recreation:
 - College Park (470 Hume Highway).
 - Former Tourist Information Centre site (460 Hume Highway).
 - 107 Congressional Drive.
 - Discovery Park (40 Atkinson Street).
 - 15 Birkdale Crescent.
 - Collingwood - Captain Bunker's Cottage (13 Birkdale Crescent).

Apart from Collingwood House and its parking at 15 Birkdale Crescent, the RE1 land forms continuous parkland dividing the Bunker house and the Museum and extending south to north from Congressional Drive up to Atkinson Street.

The declared Aboriginal Place curtilage includes the land noted above, apart from the three lots fronting the Hume Highway: the Liverpool Regional Museum and its carpark, the former Tourist Centre site and a bounded section of College Park (CMP 2021, p. 9).

During the gazettal process for the declared Aboriginal Place, a blanket Section 90 approval was provided for Council development and use related to required maintenance of the land and properties. Any other use, including for example a DA for a larger scale event, is possible under a Section 90, assuming the application demonstrates that cultural

values, significant elements and items are not affected. The NSW Office of Environment and Heritage has a set of Declared Aboriginal Places Management Plans Guidelines which lists specific considerations of activities on land in relation to its type of significant elements (2017, p. 10-13). With reference to these guidelines and with community consultation, a new blanket Section 90 may be possible, that provides for general approval of events of a certain type or scale. Any new landscape works should also consider these guidelines since tree-clearing, for example, is generally cited as harmful across a range of Aboriginal Place types.

Community and population

2016 ABS census data provides a snapshot of the cultural diversity, relative youth and volunteering habits of those living in Liverpool:

- 41% of Liverpool residents were born overseas.
- 52% speak a language other than English at home.
- Median age 33.
- 37% less than 27 years old.
- Top languages spoken at home are: English, Arabic, Vietnamese, Hindi, Italian.
- Fewer persons spent time doing unpaid voluntary work through an organisation or group (11 per cent), compared to the Greater Sydney population (17 per cent), and across all of NSW (18 per cent).

Key facts from Council's Destination Management Plan 2018/2019 - 2022/2023:

- Liverpool is one of the most ethnically diverse communities in Australia with residents from 150 different countries.
- Liverpool is home to one of the fastest growing populations in Australia.
- Population of 212,000 in 2016 expected to grow to 331,000 by 2036.
- 630,000 visitors p.a. to Library and Liverpool Regional Museum.
- 90,000 visitors p.a. to Casula Powerhouse Arts Centre.

'It is important to ensure that the visitor economy and tourism experiences are accessible and affordable to families, younger children, those with lower incomes, whilst providing a social and welcoming environment, and a point of difference to other visitor experiences across the region.'

Liverpool City Council's Destination Management Plan 2018/2019 - 2022/2023

District-level development will also shape the future population of Liverpool, for example the Western Sydney International (Nancy-Bird Walton) Airport development 'is expected to transform and drive future investment, jobs reorientation, and settlement patterns' (James et al, 2018).

4.4. STAKEHOLDER REPORT

Stakeholder Consultation Overview

From December 2021 - March 2022, the City People team conducted targeted interviews with representatives from key local history and heritage groups nominated by Council. These stakeholders were selected based on their relationships with and expertise on Collingwood House specifically, or for their general expertise on heritage sites in Sydney, in particular the Liverpool area. An additional interview was conducted with Jennifer Shearer French, private owner of the Glenfield heritage property in Casula. These structured interviews were designed and run by City People team members Michael Cohen and Eugene Ward, with specialist advisor Peter Watts.

The groups consulted included the following:

- Friends of Collingwood;
- The Liverpool Genealogy Society;
- The City of Liverpool and District Historical Society; and

- Moorebank Heritage Group.

As well as Alison Cukic OLO, descendant of Eber Bunker and key member of the Friends of Collingwood group, in a personal capacity as a stakeholder.

Consultation was also conducted during this period with local Aboriginal community members by project team member, Thelmerie Rudd.

Key themes, views and ideas that emerged from stakeholder consultation about activation for Collingwood House and the Precinct are detailed in the sections below.

History and Heritage Groups

Future uses or adaptation

There were a range of views expressed by stakeholders regarding possible future uses of the house. While multiple history and heritage group members supported new uses combined with small-scale improvements to the property, other stakeholders expressed a strong desire that the entire property be maintained as a historic house and that only the most basic updates be considered. These views can be summarised as being in favour of either of the following:

- Greater changes: one period furnished historic room maintained and the rest adapted for other uses, potentially including a small cafe; and
- Minimal changes: modern kitchen update only while maintaining multiple historic house rooms with period furnishing throughout.

Insights were provided about perceived and actual limitations as a venue site for events both inside and out, including the following:

- Limited indoor and outdoor capacities;
- Amplified music not being feasible with such close proximity to residences; and
- Infrastructure and way-finding issues for weddings and large events.

Regarding activation programs, these included following:

- All interviewees supported community group meeting rooms, arts workshop and other craft or educational activity uses; and
- Everyone emphasised that there should be greater multicultural and Aboriginal

programming and engagement both within the house and on the parkland.

Curatorial (interior)

- Some interviewees cited collection issues regarding accuracy and period representation. According to some stakeholders, there is a combination of periods represented in the objects yet it is generally presented as Bunker period. They felt that, should historic house rooms remain, each should aim for a specific ownership era and be fully furnished with objects of that era only (in line with principles of the Lucas conservation vision), with curatorial decisions based on what objects are held and the best furnishing outcome that can be achieved with them; and
- Most interviewees supported temporary exhibitions that could build up and diversify the curatorial and historical content beyond the Eber Bunker story. While acknowledging the significance and continued place of Bunker in any presentation of the property, there was a sense that the house could also ‘tell the story of Liverpool,’ include the subsequent owners and include Aboriginal stories.

Income sources

- There was a unanimous comment that entry fees should be charged for all future tours and education visits, including school groups, or any exhibitions;
- Fundraising food stalls and BBQs run by community groups were noted as an income source in the past, including on parkland. However, it was noted that precinct parkland / public space controls would need to allow this again; and
- A café was noted by those that supported greater adaptation of the property.

Education and learning

- There was strong support for continued school visits;
- Suggested expansion to historic themed learning activities (e.g. colonial cooking / craft / trades workshops). For higher education: architecture student visits.

Aboriginal site significance and community use

- All heritage and local history stakeholders

supported Aboriginal community involvement and use of both parkland and the house, including the integration of new interpretive materials and that everywhere be a site for cultural expression (i.e. including inside house, outdoors within the Bunker curtilage, on wider precinct land); and

- Noted support for Aboriginal enterprise including temporary stalls or markets.

Operations and responsibilities

- There was a desire to see property management, repairs, maintenance, cleaning, bookings and building access to be fully Council-managed; and
- All interviewees encouraged consideration of a professional curatorial and programs resource, noting that this might be a position shared with LRM or CPAC. However, all noted that a dedicated Collingwood House position would be ideal, if possible.

Collingwood House and Liverpool Regional Museum relationship

- There were differing governance views: some supported combined management while others emphasised independent resourcing for Collingwood House, if possible;
- All groups noted that, whatever the management arrangement, there must be synergy and coordination between the two facilities and additionally that Collingwood House must end operational reliance on volunteers, while still including them on a programming level; and
- The museum and the house should open with aligned hours to maximise the potential of the overall destination.

Future involvement of heritage and history group volunteers

Volunteers in the interviewed groups noted they were available for historical research to support future exhibitions and programs. The Friends of Collingwood mentioned willingness to continue tour guiding and historical costume performances (as permitted by volunteers’ schedules).

Aboriginal Community Members and Organisations

To generate the recommendations for this Activation Plan, a dutiful consultation process took place, incorporating the local Land Council, site specific Custodians and First peoples with a life connection to the site. Feedback from site specific Custodians and local First Peoples groups was that Land Councils do not speak for them.

My home is my home and when people come, I make them feel at home - but I don't call it their home.

Use and access

All community members interviewed agreed that Collingwood House should be a meeting place. Both the house and the parkland should be available for free for community organisation use. Consideration of social support uses was emphasised as a way of making the space known and welcoming for First Nations people. Some use opportunities and aspects noted were as follows:

- 'Mums and bubs' groups;
- Pop-up community health clinics;
- Aboriginal Education Consultative Group (AECG) events; and
- That fees should be charged for weddings and commercial use.

Interpretation

Despite it being its official, gazetted name, everyone who was consulted noted they did not like the term 'Collingwood Precinct Aboriginal Place' - as this phrase does not mean anything to any community members. There is a preference for it to be called Cabrogal Land. Thelmerie Rudd offered this quote to summarise the feeling of Cabrogal Custodians: 'My home is my home and when people come, I make them feel at home - but I don't call it their home'. There was support for either 'You are on Cabrogal Land' or 'Cabrogal Meeting Place' signs. This would align with the level of specificity that is now conventional and best practice in interpretation, signage and wayfinding in places with significance to Aboriginal people. Dual language signage should also be considered.

Other aspects of interpretation covered included:

- Historical interpretation should note the significance of the backroom in the Bunker Cottage where Aboriginal people were hidden from soldiers by Eber Bunker;
- Research should be completed regarding original scar tree that was on the site;
- Community would like to see photos of the area over time, to see how the landscape has changed; and
- There is a great opportunity for signage telling the stories that connect the Cabrogal Meeting Place to the hiding place in Collingwood House - the historical connection between the Bunker house and the Cabrogal people is a means of building up the cohesiveness of the whole site. The house is formally part of the declared Aboriginal Place land - there is an opportunity to build up this relationship interpretively.

Governance

- While use for all communities was welcomed, there was a desire for Cabrogal descendants to be specifically recognised and provided access to the precinct land for community gatherings;
- There is interest in a Cabrogal Elders Group being formed and this group could provide future governance input; and
- Liverpool City Council's Aboriginal Consultative Committee should consider plans and activities for the Precinct. For these discussions, invitations should be made to Cabrogal Custodian members, to Land Council representatives and to a Darug Elder (if there isn't already this representation in the advisory group).

4.5. SIGNIFICANCE

A comprehensive synthesis of significance assessments and heritage register details is provided in section 6 of the CMP (p. 85-106). The Summary Statement of Significance in the 2021 CMP is as follows:

Collingwood House is of state significance as a remnant cultural landscape demonstrating the layers of Indigenous and non-Indigenous history and the significant transition of the place from an agricultural estate to an industrial estate during the nineteenth century. The place is of exceptional significance.

Section 6 of the CMP - via the historical details used to describe the various forms of significance - provides an excellent resource for considering the layers of cultural values and curatorial parameters for Collingwood and the Precinct. Summary statements for the forms of significance include (p. 97-98):

- *Social and cultural significance to the Darug, Tharawal, and Gundungurra groups as a known meeting place, and the ancestral connections of contemporary communities to these gathering events. It is an important place of gathering, connection, exchange, ceremony and cooperation.*
- *Collingwood House is significant as a part of New South Wales' early Colonial history, being one of the earliest estates established within the Liverpool area.*
- *The place is significantly associated with its original builder, the American Loyalist, mariner and trader Captain Eber Bunker (1761-1836).*
- *The Collingwood Estate was owned and/or occupied by several important colonial figures prominent in the fields of agriculture, commerce and law, including Samuel Dean Gordon; James Henry Atkinson; and Sir Saul Samuel.*

- *The site possesses local social significance for the people of Liverpool, many of whom have participated in its conservation and continuing presentation to the public. The site was conserved through community petitions and community action, which is indicative of the strong connections the local community has with the site.*
- *Collingwood House has aesthetic significance as a highly modified, colonial Georgian residence with later Victorian additions and intact rear service wing.*
- *Collingwood House is rare as one of several surviving houses exemplifying the strict building codes introduced by Governor Macquarie on 26 December 1810 and as one of the earliest land grants (1804) in the Liverpool area that retains, to some degree, its surrounding landscape. The site is also rare as the only surviving residence of prominent figure Eber Bunker.*

Regarding the wider environmental settings of parkland by the Georges River and place significance for Aboriginal people, in a plan of management for the river corridor, Turf Design Studio noted:

Contemporary Western Sydney has one of the largest Aboriginal populations in NSW and the Aboriginal connection to the Georges River has remained strong. Older Aboriginal people interviewed as part of a River Revival Project recalled the river as a place for swimming, fishing and gathering well into the 1960s. The river functioned as a logical destination for family events and held a significant role in Aboriginal understanding of place.

Turf Design Studio, Georges River Corridor - Plan of Management and Master Plan, October 2002.

4.6. EXISTING INFRASTRUCTURE

This section is provided as a brief overview of present infrastructure and services. The CMP provides detailed descriptions in each of these categories, as well as commentary on recommended changes to suit future increased use of the property. Much of the recommendations presented by Extent in the CMP are applicable, regardless of the future balance of room uses and direction of the property. For example, additional toilets are noted regardless of whether Collingwood is maintained as a historic house museum throughout or if it becomes a multi-use space.

Toilets

There are two current toilets including an accessible toilet, located in the western elevation of the services building extension at the rear of the property. There are no toilets in the main house. An assessment should be made of the capacity that would be allowed for café use with this number of toilets as this will have a bearing on the numbers of people who can attend the café and functions.

Kitchen

There is a contemporary kitchenette in the main room, including cabinetry, single sink and compact oven, as well as a standard domestic refrigerator. Like an office kitchenette, it is suitable for basic preparation of pre-prepared food, tea and coffee. It is not suitable for a café or functions operation.

Water

There is a water and heating system that services both buildings.

Power and internet

There is currently only 240w power access throughout the House. When subsequent electrical works are undertaken at the property, it is recommended that the provision of 3-phase power and suitable external power access be investigated and implemented.

Currently, there is no internet service cable running to Collingwood House. The property never had a phone line and requires 'new build' NBN works. The proposed approach to installing this service is currently being drafted by Council in line with heritage-sensitive trenching and compliance with the CMP. It is proposed that the termination point will be the cellar with the

current electrical services. While the avoidance of any within-site embedded ethernet data cables is protective of heritage fabric, Council should procure technical advice on whether a Wi-Fi signal transmitted from the cellar will be usable across the property. Adequate Wi-Fi throughout the house should be a priority as this will facilitate interpretation and future public programs, office space use and visitor amenity.

Vehicle access

Access is via Birkdale Crescent, up the property's driveway to a small parking lot with capacity for 8-10 vehicles. Access is possible for small trucks and this has been the point for deliveries, builders and trades access for recent and past conservation work. Access and manoeuvrability may not be feasible for vehicles with oversize length, including for example stretch limousines (if, for example, this was desired for wedding hire).

Visitor parking

Apart from the small number of parking bays of Birkdale Crescent the main parking for the property is at the Liverpool Regional Museum. There is no paved pedestrian access from this carpark to the property.

Equipment

There is currently a limited supply of tables and chairs in the property and no provision of technical equipment (e.g. LED screens, data projector, audio equipment etc.). A full suite of up-to-date equipment will be required to implement the activation strategies. How each specific tech and A/V equipment requirement maps to each specific activation is covered in Chapter Three of this report.

4.7. CURRENT AND PAST OPERATIONS

Opening hours

The property is not operational. It is cleaned by volunteers from the Friends of Collingwood. It is opened to visitors or activities by arrangement. Recently, following eased COVID-19 restrictions, this includes scheduled activities programmed by Liverpool City Library.

Staffing

There are currently no staff dedicated to the activation of Collingwood House. In the past it has been managed by an ad hoc and changing

arrangement between Council's Heritage Officer, Liverpool Regional Museum and Friends of Collingwood. This has never been defined nor particularly effective for ongoing activation to be achieved. For approximately the past decade (though suspended during COVID-19), enquiries for use or viewing of the house have been made to Council who then referred these on to the Friends of Collingwood volunteers, to arrange access.

It is likely that the best period for coordinated staffing was following the opening of Liverpool Regional Museum in 1989 when the museum and Collingwood shared management, a curator and education and other programs.

Interpretation

The house is presented as a furnished house of the mid 19th century with little other interpretation. On the parklands, a sign notes the Aboriginal Place status of Collingwood Precinct and provides a general description of its significance via notes on the physical characteristics of the high land and its vistas. It does not include any specific references to Clan, Nation or Language and there is a gap in detail between the cultural values indicated in its declared Aboriginal Place documentation and the interpretive signage displayed.

Visitation figures

Visitation is general not possible at present, following a major conservation project in the past few years. When operated jointly with the Liverpool Regional Museum in the 1990s visitation was generally about 5,000 p.a. though there is no breakdown of types or days available. During this time Collingwood was managed together with the museum by a joint Curator with an active shared education program.

Program

Liverpool City Library has recently advertised for several programs at Collingwood including:

- High Tea and Tour of Collingwood for Seniors Week; and
- Arts program (including monthly painting classes)

Further library and museum related programs are encouraged and are a key means of activating the property. Care should be taken to program events that cater to a variety of community members to avoid the perception of there being selective or exclusive uses of the property while it is not regularly open to the public.

Friends of Collingwood

The Friends of Collingwood comprises descendants of Bunker as well as local history enthusiasts and researchers. For the past ten years, they have undertaken voluntary cleaning and maintenance work at the house and have presented house tours and school visit programs focused on Eber Bunker. Over this period, the Friends have been responsible for providing access to the property for interested visitors via appointment, with a focus on facilitating primary school visits. In the past - when this was permitted on the parkland - they ran fundraising BBQs to support the organisation and its voluntary work on the property.

4.8. COUNCIL POLICY FRAMEWORK

Council has a number of policy and strategic documents that are relevant to the activation of Collingwood House and the Precinct. Those considered most relevant are as follows:

Liverpool City Council Destination Management Plan 2018/2019 – 2022/2023

This document provides the following vision and objectives (p. 23):

Vision: A place locals are proud to call home; celebrating and sharing our diversity, heritage and nature.

Objective: To build a thriving visitor economy and increase the economic benefits that flow from tourism to local businesses and communities through unique visitor experiences.

The document anticipates a significant increase in the visitor economy, part of which will be driven by its history and heritage.

The report notes (p. 16):

Liverpool has a rich heritage with major cultural and arts focus. There are a number of significant heritage buildings and places which are protected at local and state levels, which contribute to Liverpool's identity. Maintenance of historical buildings often involves significant building works which come at a high cost. A challenge for Council is to balance the need to protect the community identity and heritage with budgeting pressures.

Collingwood is considered one of the key heritage tourism assets, together with Aboriginal history and heritage (both are listed under 'core products and experiences' on p. 20). Other assets include multicultural cuisine, specialty shopping, vibrant arts scene including festivals and events, health and innovation and universities.

Liverpool City Council First Nations Cultural Protocols, 2021

This policy document is designed to assist Council staff in working, communicating and consulting with First Nations community. The document provides some background around local First Nations people in the Liverpool area as well as details around traditional and cultural protocols. The document provides a good starting point regarding cultural considerations when consulting with Aboriginal people or engaging Aboriginal people for services. Knowledge of these protocols should be the foundational point of reference for Council staff members who collaborate with Aboriginal stakeholders in realising future activation of the Precinct. One particularly relevant element is the calendar of significant events which can be viewed as a guide for activation opportunities but also as a consideration for when stakeholders and community members are likely to be busy, which may affect planning.

Liverpool City Council, Liverpool Heritage Strategy, 2019 – 2023

The document identifies a range of actions under the headings Knowing, Protecting, Supporting, Celebrating and Indigenous. These actions are not listed as they are too numerous. Some of them are specific to Collingwood and have already been, or are being, implemented. These include substantial conservation work, preparation of a new CMP and a Landscape Masterplan for the adjacent parkland.

Collingwood could take a lead and/or contributory role in the implementation of other proposed actions and these have informed parts of the SWOT Analysis and proposals outlined in this report.

Liverpool City Council, Cultural Strategy 2017 – 2021

This strategy sets out a series of Key Outcomes under the general themes of:

- *Enhance: Council's existing creative and cultural offerings*
- *Generate: new opportunities for arts creation, creative outcomes, and audience participation*
- *Promote: Liverpool's cultural assets and reputation as the cultural destination of south west Sydney*
- *Celebrate: recognise and share our diversity, uniqueness and the cultural heritage of our communities*

The strategy indicates that Council, in recognition that cultural activity are key mechanisms for community engagement has a clear intent to significantly drive cultural activity, in all its forms (p. 19). Further it sees that activity as being innovative, inclusive, diverse and maximising the value of existing assets.

Almost all of the Key Outcomes identified in the strategy are relevant to Collingwood and are not repeated here. However, they should be read in conjunction with this report.

4.9. CONSTRAINTS

The full range of planning implications of the zoning and controls settings are outlined in the CMP. This section is structured as a commentary on the CMP in relation to activation.

Conservation Management Plan - aspects informing this plan

Of particular interest to this Activation Plan are the constraints, opportunities and issues that arise from the CMP (p. 107-108). In broad terms these overriding matters can be described as follows:

- Requirement to protect and enhance cultural significance;
- Requirement to ensure the conservation of the significant fabric of the place;
- Requirement to interpret and prompt the history and significance of the place;
- Requirement to comply with statutory obligations of NSW Heritage Act 1977, National Parks and Wildlife Act 1974 and Liverpool Council Local Environment Plan 2008, Disability Discrimination Act 1992;
- Desire to manage the place for the public benefit;
- Opportunity to enhance access and reinforce importance to community;
- Opportunity to retain and enhance landscape and gardens.

More specifically the CMP notes that *the heritage significance of the place does not prevent future changes. Ongoing use is the best way to ensure conservation into the future* (p. 108).

It also notes that historic buildings left vacant are at greater risk of damage or decay. The best way to protect a building is to keep it occupied, even if the use is on a temporary or partial basis (p. 116).

Specifically in relation to interpretation, of which activation can be a critical part, the CMP (p. 117) suggests the following needs to be considered:

- the types of audiences who will interact with the site;
- where audiences are most likely to interact with the site (i.e. on-site, print, or digital);
- the most appropriate types of interpretation;
- site user requirements and privacy; and
- avoid adverse physical or visual impacts to heritage fabric.

The CMP does not anticipate any particular use of the property but notes (p. 117) *that the policies that follow in this report should guide any future leasing or other usage arrangement for Collingwood to ensure the conservation and maintenance of the house, kitchen, and landscape elements which contribute to the significance of the place.* It does, however, suggest (pp. 339–342) how the spaces might be configured for two alternative uses: Living Museum and primarily as a function space.

Conservation Management Plan - relevant policies

The CMP contains an extensive policy framework. The most relevant parts for this Activation Plan are:

Policy 26.1

The place is significant for its historic, associative, social and representative values stemming from its origins as a grand Georgian residence. Future uses should be compatible with this significance, highlighting its original use. Compatible future uses include:

- residence;
- community space;
- museum or gallery; and
- café or restaurant.

Policy 26.4

Where a new use for a space, element, or building is proposed, an adaptive re-use study is recommended to be prepared to determine that the new use will support the significance of the place.

Policy 49.3

The interpretation of the place should be based upon the historic thematic associations and evidence presented in the CMP.

Policy 49.4

The Interpretation Plan is recommended to achieve a consistent approach to interpreting the site and communicating to the wider public Collingwood House's history and heritage.

Policy 49.5

Interpretation is recommended to encourage an appreciation of the significance of the site and long-term conservation for present and future generations.

Policy 51.2

Interpretation is to avoid physical impacts to significant heritage fabric.

Policy 51.4

Interpretation is recommended to take advantage of opportunities where spaces can be restored as interpretive displays, incorporating built features as well as movable heritage items.

Policy 53.1

Records and reports relevant to the history and management of Collingwood House that are held in other locations should be sought and copies added to its archival records.

Policy 53.2

Original plans and documents should be digitised and archived, and the digital records made available for research purposes.

4.10. INTERPRETATION THEMES

The CMP identifies many national and NSW state historical themes that are relevant to the place (pp. 53–54). These are as follows:

- Aboriginal Cultures and interactions with other cultures
- Convict
- Agriculture
- Commerce
- Pastoralism
- Environment: cultural landscape
- Industry
- Land Tenure
- Accommodation
- Domestic Life
- Creative endeavour
- Persons

All of these themes offer plenty of opportunities for interpretation, both in semi-permanent displays and in other forms of more temporary or transitory programming such as exhibitions, displays, lectures, workshops, demonstrations, art installation and performances.

5. RECOMMENDATIONS



It is noted that realisation of any of the projects, initiatives and recommendations identified within this activation plan will be subject to available resource and funding allocation.

In the absence of some critical information in relation to governance, management and curatorial direction (including interpretation) for Collingwood House, and the development of the Precinct, it is difficult to make precise recommendations. Rather, this report has set out various opportunities that can be given further consideration as decisions about these matters are resolved.

Nevertheless, and within this context, the following recommendations are made:

1. A hybrid approach to the presentation and management of the property is recommended to maximise the activation of the property. A proposal for how this might look is shown on plans in Section 2.4.
2. It is recommended that Council appoint a dedicated Curator/Manager and at least one other supporting staff member for Collingwood House. This will allow for greatest flexibility and capacity to make the above model a success. Regardless what staffing model is adopted, resourcing should be subject to review after two years when patterns in visitation and activity begin to emerge.
3. In order to better accommodate outdoor events in the gardens surrounding Collingwood House, it is recommended that the landscaping be simplified, in particular:
 - that the area within the carriage loop be simply grassed so an audience can be seated with the front façade of the house as a backdrop;
 - the existing pebble driveway be replaced with fine crushed granite to facilitate movement of equipment and people; and
 - that the area to the north of the house be grassed or gravelled in a flat rectangular area that could accommodate a marquee from time to time.
4. In order to maximise the range of opportunities it is recommended a commercial kitchen replace the existing kitchen within the main house.

5. In relation to the Precinct more broadly, it is recommended that the brief for the masterplan should consider including the following, so as to be compatible with some of the opportunities for Collingwood:

- Reinstatement of the original carriage drive to Collingwood that is clearly visible in the grassland;
- Collaboration with a First Nations artist to help inform the design of the park;
- Development of a Yarning Circle;
- The opportunity for a bush tucker garden; and
- A celebration of endemic plant species.

6. In relation to governance, it is recommended at a minimum that a Council Management Committee is formed, comprising representatives of those Units who would/ could have an impact on the activation of the property including: CPAC, Library Information and Heritage, Parks and Gardens, Events, Business Development (Visitor Economy), and Liverpool Regional Museum.

If a dedicated resource is not appointed, responsibility for the creation of planning and implementation documents could sit with this committee. An internal resource could be nominated to undertake necessary work, reporting directly to the committee.

5.1. ACTIONS

As specified in Recommendation no.2 above, ideally, an experienced curator / manager, together with an assistant, will be engaged to advance the recommendations in this report working to achieve an holistic approach to the management, presentation and activation of the property. These staff members could then implement the key tasks for the short- to mid-term to put the direction and operations of Collingwood House on a secure footing. This would be a better and more cost effective investment of funds than commissioning a Curatorial and Interpretation Strategy (and other planning documentation) as it recognises the interrelationship of all parts of the development and operation of the property.

SHORT TERM	- Investigate the possibility of establishing an office in Collingwood House, and build a network within Council and amongst various community groups for the House
	- Identify a key responsible resource to act as secretary for chosen governance structure
	- Seek funding to implement initiatives identified in this Activation Plan
	- Develop a detailed curatorial plan for the interiors of Collingwood House
	- Integrate the initiatives identified in this Activation Plan, with the Master Plan for the Collingwood Parklands
	- Conduct an Expressions of Interest (EOI) process for a commercial food and beverage tenant to operate on-site
	- Develop and trial, at an early stage, primary school education programs
MID-TERM	- Establish a Manual of Policies and Procedures for the operations of Collingwood House and the Precinct
	- Develop and manage any support groups and Volunteers
	- Manage any events held in the precinct, as they are developed

6. APPENDICES



APPENDIX 6.1. COMMERCIAL EVENTS VENUE HIRE COMPARISON: FACILITIES AND RATES

Collingwood House has an estimated internal capacity of 50 persons and an external capacity of approximately 100-200, depending on the configuration. This is a non-exhaustive overview of select properties that are comparable in some way to Collingwood, provided as context for guiding the potential venue hire rates chargeable.

Venue	Overview	Kitchen	Features and Notes	Rates
Chipping Norton Recreation Centre (The Lakes Boatshed)	Council property. Popular wedding reception and birthday venue. Large function room on first floor. Though not a similar property, this is included as indicative of infrastructure needed for larger function and reception hosting.	Basic, non-commercial fit-out with large amount of bench space for catering preparation.	Indoors venue only. Air conditioning and heating. Car park.	Weekend day block rate (7 Hrs) \$345 + Deposit Bond: \$1,200
Eskbank House	Lithgow City Council property. Refer to Precedent 2 case study, for details.	Basic kitchenette.	Secluded grounds. Limited indoor capacity - primarily used for outdoor events.	Venue hire: \$150 Wedding ceremony: \$250 Bond: \$250 Wedding ceremony attracts different rate to general event hire. Events may run any length within opening hours.
Experiment Farm Cottage, Harris Park	National Trust property. Verandah, gardens and courtyard available for small event hire. Internally there are only guided tours of house.	None.	No internal use. Small events, cocktail parties, receptions in courtyard or front garden.	Event hire \$110 p/Hr (minimum 2 Hrs) Wedding ceremony: \$220-\$357.50 depending on photography package options. Available for 1 or 1.5 Hrs.
Elizabeth Farm, Parramatta	Sydney Living Museums property. Verandahs, gardens, courtyard, furnished house museum, tea room available on weekends only.	Modest commercial kitchen in tearoom.	Very professional and highest standards in all areas of operation. Special services negotiated separately. All fees include professional support and supervision from venue.	Outdoors Garden party: \$3,000 for 3 Hrs Wedding ceremony: \$1,800 for 2 Hrs Wedding ceremony and garden cocktails: \$3,800 for 4 Hrs Picnics and children's parties: \$2,000 for 2 Hrs Indoors Dining & Drawing Room drinks and dinner for up to 16: \$2,200 for 5 Hrs Drawing Room cocktail for up to 40: \$2,200 Indoors and Outdoors Photography: \$250 per hour (min. 3 hours) Equipment (chairs, cushions, umbrellas), technical support available at additional cost

APPENDIX 6.2. PROGRAMMING – EDUCATION – CURRICULUM LINKS

This section provides an overview of the NSW curriculum links that can motivate and guide development of education programs at Collingwood House and the Precinct.

All references to primary and secondary syllabi refer to current NSW Education Standards Authority (NESA) syllabus documents for the year levels and subject named in each instance (retrieved February–March 2021 from <https://educationstandards.nsw.edu.au/wps/portal/nesa>). While there is generally year-to-year stability, each of the subjects and syllabi named should be reviewed in detail on NESA prior to development of any materials as the status of any element of the curriculum is subject to change.

History (Primary level)

If period presentation is maintained, Collingwood could provide an appropriate excursion location for Stages 1 and 2 introductory history - in line with existing programming. This level of history is based around students making early steps into historical inquiry, including by observing differences in daily life between the present and the past. Sydney Living Museums learning pages, including for Elizabeth Farm, are instructional for how professionally developed school visit programs and resources for these cohorts are presented.

Aboriginal History and Culture

Aboriginal Studies is an elective secondary subject for Stages 4 and 5 (Years 7-10) as well as an HSC elective subject for Stage 6 (Years 11 and 12). There is also an option in some school contexts for primary (Stages 1-3) learning of Aboriginal perspectives in English, Mathematics, PDHPE, Creative and Practical Arts and Science and Technology, delivered under the Human Society and Its Environment (HSIE) syllabus. For the HSC Aboriginal Studies syllabus, the content includes the study of both historical and contemporary experiences of Aboriginal people, including a Local Community Case Study research project.

The Aboriginal Languages NESA subject is again delivered as part of an HSIE syllabus in

primary before becoming an elective for years 7-10. The NESA syllabus provides the framework for Years K-10 for structuring the learning of an Aboriginal language. For Stage 6, the Aboriginal Languages HSC elective is a Content Endorsed Course. For the K-10 syllabus, 'learning about cultural features of the local community' is an outcome under the Moving Between Cultures syllabus Objective.

European History

Colonialism and the impact of First Contact are part of the Core Study at Stage 5 of the mandatory History syllabus. This Core Study History unit on 'Rights and Freedoms' suggests school excursion sites including: a museum visit, a local site of significance or a heritage site. There is an optional Stage 4 History module dedicated specifically to colonisation and 'contact history' internationally, with an emphasis on Australia. Colonialism and First Contact are also part of the Aboriginal Studies senior secondary elective detailed above.

Local History

Local history research may be a component of the Personal Interest Project for HSC Society and Culture students.

At the tertiary level, links may be realized with numerous Australian history units of study at Western Sydney University (WSU), such as 101999 Twentieth Century Australia. WSU teaching and research institute staff include Australian historians; Tim Rowse, Carol Liston and Bridget Brooklyn, whose areas of interest align to various aspects of Collingwood. Once primary and secondary educational resources have matured (which should be priority as visitation impact will be greater from these), there could be consideration around higher education partnerships, including embedding Collingwood visits into WSU unit content.

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