

Sovereign Hill Annual Report

THE SOVEREIGN HILL MUSEUMS ASSOCIATION

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MISSION

Our Mission is to collect, conserve and interpret the mining, social, cultural and environmental heritage of the Ballarat region.

CHARTER

Purpose

Our purpose at Sovereign Hill and the Gold Museum is to inspire an understanding of the significance of the central Victorian gold rushes in Australia's national story, and at Narmbool of the importance of the land, water and biodiversity in Australia's future.

Values

Service

We will ensure that every visitor's experience is satisfying, and that their needs are paramount in our decision-making.

Respect

We will act with respect and free from any form of discrimination in what we say and do towards our colleagues, our visitors, and all with whom we do business; we will respect each other's dignity and right to privacy; and respect the assets we share in doing our jobs.

Safety

We will maintain a safe and healthy workplace for all our visitors and for all who work on our sites.

Integrity

We will act in accordance with international and national codes of ethical practice for museums, including respect for the tangible and intangible heritage we collect, research and interpret; for the primary role of museums as places of life-long learning; and as individuals, work to help and support colleagues, work diligently to complete tasks, and at all times act honestly.

Responsibility

We will be a socially and environmentally responsible business and employer, and a vital partner in the development of our region; and as individuals, take responsibility for our actions and ensure our decision-making is objective, consistent and complies with policy and legislation.

Sustainability

We will maintain our financial viability and independence by using our resources efficiently and effectively.



ACHIEVEMENTS



- Launched Ernst Young Economic Impact Study which estimated that Sovereign Hill contributed \$228.5m to the Victorian economy and generated 1,420 jobs
- Victorian Government committed to \$8m grant for 'Sovereign Hill By Day and By Night'
- Achieved all-time record day attendances of 512,751 for the 2014-15 financial year
- Major upgrades to infrastructure, accessibility and Wi-Fi
- Won the Major Tourist Attraction category at the 2014 Victorian Tourism Awards
- Launched an innovative digital tour presenting the history of Aboriginal people on the Ballarat goldfields
- Delivered an on-going maintenance improvement program and capital works projects
- Opened refurbished Esmond Terrace accommodation at Comfort Inn Sovereign Hill
- WorkCover premiums 25% below museum industry averages
- Delivered outstanding holiday programs including 'Mad About Spring', 'Majestic Mythical Marvels', 'Fashion Meets Fantasy' and 'Christmas in July: Winter Wonderlights'
- Re-launched 'The Secret Chamber' after a \$200,000 revitalisation
- Launched Sovereign Hill's bi-annual magazine entitled 'Rush'
- Admitted to the TripAdvisor Hall of Fame 2015
- Welcomed our 20 millionth visitor

PRESIDENT'S REPORT

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It was a very proud moment at the 2014 Annual General Meeting when I was given the privilege of becoming the 19th President of the Board of Sovereign Hill, following in the footsteps of my late father who served in this capacity from 1971-1973 and 1989-1991.



ABOVE: Jane Cowles, right, and Sharon Knight, State Member for Wendouree, performed a traditional ceremony to open the eyes of the lions for Chinese New Year celebrations.

OPPOSITE PAGE: Jane Cowles officially opened the new FOSH rooms in December 2014.



The Hon. Jaala Pulford, Jeremy Johnson and Jane Cowles are seen here examining the Ernst Young Economic Impact Study.

It was a very proud moment at the 2014 Annual General Meeting when I was given the privilege of becoming the 19th President of the Board of Sovereign Hill, following in the footsteps of my late father who served in this capacity from 1971-1973 and 1989-1991.

Our family grew up with Sovereign Hill being a regular part of almost every day's discussion at home, and I spent so many happy times with my sisters there, watching every new development. It is a marvellous institution and it is indeed now well entrenched as one of Australia's cultural and heritage tourism icons.

At the outset of this report, I would like to acknowledge the outstanding voluntary contribution made by my fellow Board members. Their commitment to advancing Sovereign Hill is a wonderful resource for our community, and I greatly value their continuing support for me in my role. I would also like to congratulate Board member Sari Baird who has just become a graduate of the Australian Institute of Company Directors, having participated in the AICD Women's Governance Scholarship Program in 2014.

The past year has been one of fine achievements, as detailed by the many contributions that follow in this Report to our members.

It was with great pride that Emeritus Professor Terry Lloyd, then Board President, accepted Sovereign Hill's award as Victoria's Major Tourist Attraction at the 2014 Victorian Tourism Awards. That set the tone for a year of success. Record day attendances have been the reward for an amazing marketing effort and the delivery of a universally acclaimed museum experience across both domestic and international markets.

In November, Sovereign Hill hosted the then Opposition Leader, the Hon. Daniel Andrews, who announced an election commitment to grant \$8m to Sovereign Hill for an upgrade to 'Blood on the Southern Cross' as part of a proposed capital works program called 'Sovereign Hill By Day and By Night: Driving Regional Tourism Dispersal'.

I would like to pay tribute to our CEO, Jeremy Johnson, for his efforts in securing this grant, the largest ever gained by Sovereign Hill in its 45-year operating history. Over the next three financial years, our Museum will be transformed by this capital reinvestment together with a further \$4.81m of capital works to be funded by Sovereign Hill.



Jane Cowles was delighted to bestow Life Membership on Peter Storey.



Terry Lloyd with his wife, Sue, and the framed gold nugget and Certificate of Service presented to Terry at the 2014 AGM to mark the conclusion of his term as President.

The Board has continued its focus on strategic planning, and it was a highlight of the past year to have the Hon. Jaala Pulford, Minister for Regional Development, launch the Sovereign Hill Economic Impact Study commissioned from business consultants Ernst & Young.

At every State election, there is the inevitable retirement of politicians who have served with great commitment and who have also been great supporters of Sovereign Hill. We acknowledge, in this regard, the Hon. Ted Baillieu (former Premier), the Hon. David Koch (Member for Western Victoria), the Hon. Joe Helper (Member for Ripon) and the Hon. John Pandazopoulos (former Tourism Minister). It was a real pleasure to present Mr Baillieu with his Sovereign Hill Patron's Badge – he continues the fine tradition of State Premiers accepting this honour, and we were especially privileged that he also accepted our invitation to be Guest Speaker at the 2015 President's Dinner.

In February, we hosted a function at Sovereign Hill to farewell Denis Tricks AM who retired as Chairman of The Hugh D T Williamson Foundation. Denis made an indelible impression on the philanthropic sector in carrying out this most significant role for many years, and Sovereign Hill and Narmbool were the beneficiaries of outstanding support from the Foundation in that time.

Sovereign Hill has continued to enjoy a close working relationship with the City of Ballarat. We welcomed VIP groups from our City and the Chinese City of Yangzhou, with Cr John Philips, our Civic Patron and Mayor of the City of Ballarat, as host. Yangzhou is an historic and very popular heritage tourism location.

The Mayor also hosted a delegation from the City Council's Japanese Sister City of Inagawa, on the occasion of the 25th Anniversary of that relationship. The Inagawa City Mayor, Cr Choji Fukuda, has visited Sovereign Hill many times over that period.

The Leader of the Federal Opposition in the Senate, the Hon. Penny Wong, visited, as did a contingent of volunteers from the Queen Victoria Museum and Art Gallery Launceston, led by Director Richard Mulvaney.

We welcomed the Hon. Peter Walsh, the then Deputy Leader of the National Party and Minister for Water.

It was a pleasure to have a Life Governor, Dr Doug Sarah OAM, to host the President's Club 'Pro-Tem' luncheon this year. We have officially renamed this VIP coterie as the 'Gold Sovereigns'.

The President's Club is a very significant supporter group, comprising younger district residents with whom we have a special relationship. We hosted their families to a presentation of the new pantomime in the Victoria Theatre, and they are supportive attendees at the President's Dinner each year.

At the 2014 AGM, we welcomed four new Life Members: Gwenda Lonsdale, John Lloyd, Andrew Lloyd and Peter Storey.

I was pleased to officiate at the opening of the extensions to our Friends of Sovereign Hill Rooms, immediately prior to this group's annual Christmas Dinner. This provides a much-needed resource for our FOSH volunteers whose support, along with that of the Gold Museum Society, is very much appreciated.



Jane Cowles welcomed Wadawurrung Elder Violet McPherson, left, and Annie Mitting to the launch of 'Hidden Histories: The Wadawurrung People'. Ms Mitting made the possum rug for display in Hammond's Hut on our diggings.



The Hon. Ted Baillieu posed for this photograph with Jane Cowles and Vice-President Adrian Doyle on the evening of the 2015 President's Dinner. Mr Baillieu, who is a Patron of Sovereign Hill, was presented with a copy of Sovereign Hill's official history.

Our generous donors once again contributed in such a valuable way to help grow our Foundation and to fund collection acquisitions. Together with Ross Wilkie, Chairman of The Sovereign Hill Foundation, I was delighted to host the annual cocktail party for the Named Account Donors and others who are amongst our most generous long-term supporters. The Hon. Tim Fischer AO was Guest Speaker for the Sir Henry Bolte Trust Annual Oration at a luncheon at Narmbool, a most entertaining and well-received event.

We also gratefully acknowledge the support our Museum receives from Creative Victoria for the operations of the Gold Museum, and the Department of Education & Training and Catholic Education Melbourne for the education programs we deliver.

We are pleased to note that Professor David Battersby, Vice-Chancellor of Federation University Australia, was made a Member of the Order of Australia in the 2015 Queen's Birthday Honours listing. His predecessor, Professor Kerry Cox, also received an honour in the Australia Day listing. Sovereign Hill is the University's first Affiliate Institute, and we value the strong working relationship between our two organisations. A former Sovereign Hill Executive Director, Desmond Kennard, received a Medal in the Order of Australia, as well.

The past year has flown by, and we now look with great optimism to the one that lies ahead. Sovereign Hill is most capably managed by our Chief Executive Officer and his Executive Management team. I commend their work and that of the many staff and volunteers who each give so much to ensuring our Museum's success.

Jane Cowles
President

CEO'S REPORT

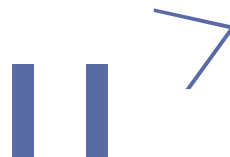
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Record day time attendances of 512,751 were achieved for the 2014-15 financial year, underpinning a very satisfactory year's trading result and a strengthening of our Reserve funds to their highest ever levels.



Victorian Premier Daniel Andrews and Jeremy Johnson discussed plans for future projects when Mr Andrews visited Sovereign Hill in 2014 as Leader of the Opposition.



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The outstanding success of the 'Christmas in July: Winter Wonderlights' event has been driven by one of the most extensive marketing campaigns that we have ever undertaken. Garry Burns, Director of Marketing, devised this brilliant campaign strategy, and it has delivered an amazing response – particularly from our major domestic markets in metropolitan Melbourne and regional Victoria. It has certainly highlighted the enormous reach of social media nowadays into our core family market as well as its effective penetration into the fast-growing international markets in China, South East Asia and India.

The presentation of this June-July school holiday event has developed new skills in our workforce and opened up many new volunteering experiences. It was very pleasing to see our event enhanced by the strong support of Ballarat Regional Tourism and the City of Ballarat's initiative in creating the 'Winterlude' experience.

The growth in our international markets has been very solid. The second annual fashion design event in Shanghai thrilled our Chinese travel sales agents. Tourism visitation from India is trending upwards very strongly, with the visiting friends and relatives market underpinning this result.

Innovative developments continued across the Outdoor Museum with the successful launch of a digital tour entitled 'Hidden Histories: The Wadawurrung People'. The tour and associated website tell the story of the local Aboriginal people

during the gold rushes and beyond to 1871.

This will shortly be followed by a pilot iBeacon project that will enable rich interpretive research data to be unobtrusively downloaded onto visitors' mobile telephones as they wander through many of the Museum's exhibit buildings. We were very successful in raising substantial grant funds to assist with these two IT projects.

A most significant 3-year \$12.81m capital works program has been developed with 'Sovereign Hill By Day and By Night: Driving Regional Tourism Dispersal'. Individual projects will include:

- An \$8m upgrade to 'Blood on the Southern Cross'
- A 5th costumed school and a 32-bed schools accommodation extension to Steinfeld's
- \$350,000 in new historical costumes for staff and volunteers
- A mining-themed children's playground adjacent to the Sovereign Hill Café
- Landscaping of the Post Office Lake, incorporating an Aboriginal-themed area
- A new interpretive centre for horses, harness and carriages (to be known as R. Gibbings, Livery & Bait Stables)
- An improved viewing area in the Confectionery Factory exhibit
- Enhancement of the 'Christmas in July: Winter Wonderlights' experience.

These projects will enhance the visitor experience and value proposition of Sovereign Hill even further. The 2-day ticket initiative – a free second day visit – has been very popular, as has the introduction of the Gold Pass ticket.

During the year, there were a number of working parties for several important strategic planning

initiatives. The City Council has released the draft of its 'Today, Tomorrow, Together: The Ballarat Strategy – Our Vision 2040' plan. This will inform the City's anticipated rapid growth as the capital city of Western Victoria. As Sovereign Hill's CEO, I was part of this reference group.

Together with Board member, Damien Butler, I was a member of VECCI's Small Business Task Force, and Board member Terry Lloyd represented Sovereign Hill on a similar task force on further education.

The new State Government's Victorian Visitor Economy Review will drive the re-structure of the tourism sector's governing bodies, including Tourism Victoria, the Melbourne Convention Bureau and the Melbourne Major Events Corporation. These are all very significant partners for Sovereign Hill with our marketing work, and we look forward to a well-resourced and strategically-focused structure being implemented.

I had the privilege of being re-elected as Chair of the Victoria Tourism Industry Council in 2015. This peak industry body is developing as a strong advocate for our tourism sector, taking on new responsibilities

for industry training and development, such as the RACV Victorian Tourism Awards.

Sovereign Hill assisted the Meredith Interpretive Centre with its permanent exhibition on the life of Sir Henry Bolte, a proud resident of this rural area. The Chairman of the Sir Henry Bolte Trust, Bill McGregor, and I were present at the official opening of this very interesting display at the Centre, which also houses tourism information and services.

We were delighted to host Maria Østerby Olesen as an intern from Den Gamle By Open-Air Museum in Aarhus, Denmark. This has further strengthened our relationship with our peer museums in the Association of European Outdoor Museums. We have also sought a staff exchange relationship with Colonial Williamsburg in the USA that would be an invaluable staff development opportunity for Sovereign Hill.

The inaugural issue of 'Rush' magazine was produced in mid-2015. Planned as a twice-yearly publication, it is a very contemporary style of communication with our donors, stakeholders and members.

Jan Croggon helped Maria Østerby Olesen prepare for a photo shoot in the Criterion Store. Maria's visit was the second by an intern from Den Gamle By Open-Air Museum.



Jeremy Johnson was pleased to host Cr John Phillips, Mayor of the City of Ballarat, and his official guest, Wang Kesheng, Vice-Chairman of the Yangzhou Municipal Committee, who was a member of a Chinese delegation visiting Ballarat.



Risk management and a strong focus on Occupational Health & Safety have been maintained over the past year. Emergency evacuation training exercises were carried out for the Sovereign Quartz Mine and the Outdoor Museum. We have worked very closely with WorkSafe to review all safety procedures and risks in the mining exhibits. It is pleasing to note that Sovereign Hill's annual WorkCover workplace injury record and its premium rating are now 25% below our museum industry's averages. Sound staff management policies are in place for on-going support of these excellent results.

The Board has strongly endorsed a fundraising strategy, and this is being very capably supported by Sue Tatham as Executive Officer (Fundraising). It was very pleasing to attract a \$55,000 grant from the Rowe Family Foundation towards the Gibbings Stable project. The Narmbool Environmental Schools Program Scholarship funds have also attracted very generous support.

Farming operations at Narmbool have consolidated under the very capable management of Peter Rooney. While recent drier conditions have prevailed, Peter has carefully overseen operations to achieve excellent results.

The Executive Management team has been an outstanding support in an extremely busy year. My Executive Assistant, Janelle Burns, has been a wonderful help in her important role. I must also thank our Gold Museum Society and Friends of Sovereign Hill volunteers for their contribution across our museums.

I am deeply appreciative of the guidance and support received from Board President, Jane Cowles, and our Board and its Committees. Their commitment as volunteers is exemplary, and their wise counsel is a treasured resource for Sovereign Hill.

The Ernst & Young consultancy report revealed Sovereign Hill's economic contribution to our State of Victoria in 2012-13 was valued at \$228.5m, with 1,420 jobs generated. This is a proud achievement for a community-based, not-for-profit organisation, and it has been a privilege to serve as its Chief Executive Officer for what has been a year of outstanding achievement as Australia's pre-eminent outdoor heritage museum.



Dr Jeremy Johnson
Chief Executive Officer

Dianne Smith and Jeremy Johnson, representing VTIC, enjoyed the company of the Hon. Andrew Robb, Federal Minister for Trade and Investment, and Adrian Williams from the ACCOR Group, at the VTIC 2014 Premier Members' Lunch.



A cheery wave from Guest Speaker, the Hon. Tim Fischer, who was welcomed to the Sir Henry Bolte Trust luncheon by Jeremy Johnson and Trust Chairman, Bill McGregor.





Megsie123



Sovereign Hill is an amazing place to visit, not just for kids but for adults too. Taking you back in time, it has lots of places to see and interactive things to do.

27 November, 2014

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MARKETING





Garry Burns and Jessica Xue joined models and our China Office team to celebrate the success of the fashion design competition in China.



Two stunning marketing events have driven record day visitation numbers of 512,751 for the 2014-15 year.

The success of 'Christmas in July: Winter Wonderlights' has been extraordinary, with key domestic markets flocking to Ballarat in the middle of winter in record numbers to enjoy an exceptionally high quality technological experience developed by The Electric Canvas Pty Ltd.

The marketing strategy to support this event combined keenly targeted traditional media (television, radio and press) with an exponentially growing social media and online presence.

We entered into a sponsorship agreement with the 'Herald Sun', and this provided excellent Melbourne exposure for this popular event.

The 2015 event straddled two financial years, with the planning and execution being delivered on budget and on time for a VIP guests and members' launch on Friday, 26 June. This evening has become a very popular promotion for our stakeholders and supporters.

'Christmas in July: Winter Wonderlights' has captured the imaginations of staff and volunteers who enriched the Outdoor Museum's festive presentation with Christmas decorations of the period, inspired by the publications of Colonial Williamsburg, and our museum peers in Europe





The gala fashion parade which concluded the 1850s-inspired China fashion competition was acclaimed as one of the best ever Australian tourism promotions in China.



Marketing Coordinator Manli Mao (MoMo) and her daughter joined crowds enjoying the 'Winter Wonderlights' display.

and the United Kingdom. The associated school holiday program included readings of 'A Christmas Carol' by Charles Dickens, a traditional Christmas mummers' play, gingerbread decorating, and a Brothers Grimm story-reading at the Gold Museum.

The amazing imagery in the nightly illuminations along 15 buildings in Main Street was inspired by a Victorian theme of traditional Christmas decorations and gifts such as toys. Across the site, catering included Christmas treats, a 'Taste of Christmas' dinner and mulled wine.

The City of Ballarat launched a 'Winterlude' event in tandem with Sovereign Hill's presentation.

This included a very popular ice-skating rink and a toboggan run in Armstrong Street South, adjacent to the Town Hall.

Sovereign Hill's initiative with this event has driven regional tourism dispersal and turned our quietest attendance period of the year into one of our busiest and most profitable.

'Majestic Mythical Marvels' – with its enormous goldfields-themed puppets activating the Outdoor Museum – was a very popular presentation over the Christmas and January holiday season.

BELOW: Dancing with the 'teacher' puppet was popular with visiting children during the 'Majestic Mythical Marvels' holiday promotion.



LEFT: The 'Today' show's Steve Jacobs risked his neck meeting Natasha Friday, Josh Broderick and the larger-than-life Blacksmith during 'Majestic Mythical Marvels'.



International markets have continued to grow across all inbound categories. China is dominant; however, we are seeing stronger growth from India and a resurgence of growth from traditional Western markets, such as the United Kingdom, Europe and North America.

This is the result of diligent work by the Marketing team in servicing these markets and presenting very high quality booths at events like the Australian Tourism Exchange, Tourism Australia Corroboree and sales missions in-market.

International Marketing Manager Jessica Xue successfully led the Sovereign Hill Tourism Australia Corroboree China 2015 mission and won the award as Best Seller, beating over 400 other sellers and major state tourism bodies.

It was very pleasing to be adjudged the winner of the Major Attraction Award at the 2014 Victorian Tourism Awards. As a mature tourism product in a regional Victorian setting, the regular renewal of Sovereign Hill's appeal as a must-see tourism destination is essential to our financial success.

We were also awarded TripAdvisor's Hall of Fame status as a five-time consecutive winner of its annual Certificate of Excellence for both Sovereign Hill and 'Blood on the Southern Cross'. Forbes China judged Sovereign Hill as being in the top eight destinations in Australia for the Meetings, Incentives, Conventions & Exhibitions (MICE) market. Such awards are a testament in particular to the professionalism and drive of Sovereign Hill's marketers.

This year, we hosted a huge MICE group from Indonesia Tupperware. Over 4,000 agents participated in this major visit to Australia, and Sovereign Hill was a very popular destination.



Cr John Philips, Mayor of the City of Ballarat and a Civic Patron of Sovereign Hill, helped a Chinese clown to feed the ceremonial lions for Chinese New Year.



Celebrating Sovereign Hill's win at the 2014 Victorian Tourism Awards: Brett Dunlop, Tracey Lewis-Jones, Pam Kershaw (writer of our winning submission), Samantha Mackley, Richard Berman-Hardman, Jessica Xue, John Zulic, Garry Burns, Terry Lloyd, Jeremy Johnson.



Andrew Larkins had fun with Chinese television star Li Xiaopeng and his daughter, who is a social media celebrity in her own right. Their visit created extensive publicity for Sovereign Hill across China.



Western Bulldogs Mitch Wallis and Luke Dahlhaus (holding our replica Welcome Nugget) found themselves dealing with Trooper Wes Scott.



ABOVE: Marion Littlejohn posed for a souvenir photograph with some of the 4,000 members of the Tupperware Indonesia incentive group who visited Sovereign Hill in February.



Bruno Antonino was surprised to find that he was Sovereign Hill's 20 millionth visitor when he visited in March, with his family. They received a red carpet welcome from Andrew Larkins, left, Rebecca Koroneos and Ian Burton.

Social media continues to grow rapidly, and Samantha Mackley has ensured that Sovereign Hill is kept to the fore in this space.

Marketing is a never-ending responsibility for successful organisations like Sovereign Hill. It has to drive financial success in a highly-competitive business environment by commanding a front-of-mind presence with consumers for our unique cultural and heritage tourism product.

The past year's record achievements and awards have been both hard earned and richly deserved.



June 5 12 013



What a brilliant place to visit. We had a fantastic time immersing ourselves in Australia's gold mining past.

20 December, 2014



JessH9999



We absolutely love this place! A fantastic place to spend a day or two with the family ...

3 January, 2015 🌐

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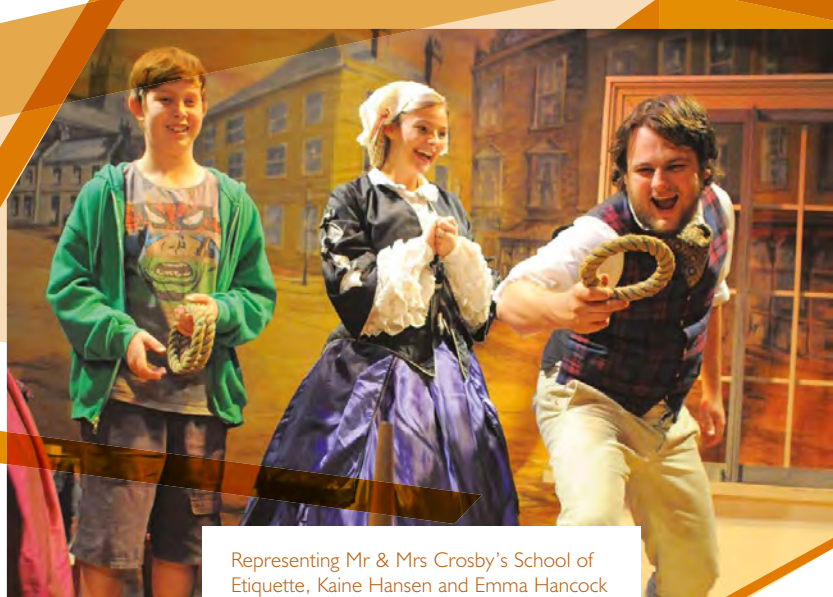


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OUTDOOR
MUSEUM



Local youngsters joined the fun to become 'lions' in the Chinese New Year procession at Sovereign Hill.



Representing Mr & Mrs Crosby's School of Etiquette, Kaine Hansen and Emma Hancock demonstrate how to play a gentlemanly game of quoits.

Creative endeavours have been to the fore across the Outdoor Museum this year. Collaborations with artists, designers, computer programmers, Aboriginal Elders and academics allowed us to create new experiences, expose hidden histories and open up access to the stories we tell about life during the great Victorian gold rushes.

Major public programs for the year were framed around the school holiday periods. The financial year started and ended with 'Christmas in July' festivities. In between, we had delightful baby animals in springtime, giant puppet characters in summer and goldfields fashion in autumn. The popular pantomime 'Blackbeard the Pirate' was replaced by our own interpretation of 'Snow White', and a new show entitled 'Mr and Mrs Crosby's School of Etiquette and Politeness' was a hit in the Easter holidays. It has continued as an evening performance for schools. In February, we joined with the Chinese Australian Cultural Society Ballarat to celebrate Chinese New Year (the Year of the Sheep) with a full day of festive activities.

A significant event organised in collaboration with the Museum of Australian Democracy at Eureka was the commemoration of the 160th Anniversary of the Eureka Rebellion with a pre-dawn theatrical performance and viewing of 'Blood on the Southern Cross'.

Innovative digital technologies enable us to provide new and different visitor experiences, and to make existing activities accessible to a greater audience. 'The Secret Chamber' mine tour and the Gold Pour

demonstration are now more readily available to visitors who are deaf or have hearing difficulties via a smartphone app providing information in captions and Auslan sign language.

We have made a huge step forward in our interpretation of the presence and experiences of Aboriginal people in our region. 'Hidden Histories: The Wadawurrung People' was made possible by funding from the Telematics Trust. The generous sharing of cultural knowledge by Wadawurrung Elder, Uncle Bryon Powell, and the research of Federation University Australia academic, Dr Fred Cahir, informed the development of the digital tour, and several enhancements to our displays.

Another innovative digital tour is under development through a technology grant from the Victorian Government's Department of Economic Development, Jobs, Transport and Resources, which was awarded to our project partner, StudyWiz.

The annual Weston Bate Lecture is held in honour of Professor Weston Bate's contribution to Australian history. This year, Professor Janet McCalman from Melbourne University spoke about 'Vandemonian Ballarat: a hidden history' – highlighting stories surrounding the convicts from the then Van Diemen's Land who crossed Bass Strait and joined the thousands trying to make a new life for themselves on the goldfields of Ballarat.



Brett Dunlop, centre, welcomed Dr Fred Cahir and Bryon Powell to the launch of 'Hidden Histories: The Wadawurrung People'.



The 'Fashion Meets Fantasy' Easter holiday program poked fun at some of the extreme fashion trends of the 1850s.

The Costume Department, now led by Erin Santamaria, has commenced a major program to upgrade staff and volunteer costumes. Over 1,000 items of costume were issued or repaired for 288 people this year. Excellent progress has been made on the research and development of new uniforms for our 40th Regiment of Foot soldiers – the 'Redcoats'. We have gone to great lengths to determine the original materials, construction and accessories and can now ensure that we produce garments which are historically accurate.

The major historical research program for the year was to determine the location of the first Gold Commissioner's Camp in Ballarat. This was instituted in response to a Heritage Commission hearing on the possible location of the first such camp on the Ballarat goldfields. A strong research team including our historian, Dr Jan Croggon, was assembled. After months of investigation, and a convincing presentation to the Heritage Commission, a ruling was given in favour of the location identified by



Professor Janet McCalman was welcomed to Sovereign Hill by Professor Weston Bate.

Sovereign Hill. Some excellent insights have emerged from this enquiry, and a valuable corpus of research material has been assembled which has added considerably to general understandings about the importance of the Golden Point area.

As we conclude a busy and very successful year, led by Museums Director Brett Dunlop, we must thank the Board's Outdoor and Mining Museum Committee and its Chair, Peter McCarthy, who oversee the Outdoor Museum.



Kylie D



Sovereign Hill is definitely one of my favourite places to visit, always find things to do, friendly staff and the tours are fantastic ...



Kirily Greenbank was 'rescued' during mine emergency training.



Ray Schenk is one of the Steam Operations staff responsible for the maintenance of the Phoenix tandem compound engine.

The Mine

Underground mine tours are a signature Sovereign Hill experience with visitors having a choice of three guided tours through the Sovereign Quartz Mine or a self-guided adventure through the Red Hill Mine.

This year, 346,243 visitors took a Quartz Mine tour – an increase of 1.3% from last year. This means that 67% of visitors seek out an underground mine adventure – a strong result indeed!

The Sovereign Quartz Mine contains an exhibit known as 'the stope' – an area of original workings with narrow tunnels leading away from the 1930s drive. Above ground, adjacent to the Candle Works, the original 'Farr and Hancock' mine shaft runs directly down to the stope. This exhibit has been greatly enhanced so that visitors can see the direct link between surface and underground workings. The shaft collar has been developed to permit an uninterrupted view from ground level to the stope, which was built by Cornish miners in the 19th century. Original pick marks and foot hold points can be seen, as well as the base of the shaft.

The original Normanby North shaft, which had been closed for viewing for some time, has been re-opened to reveal the 'plat' level of the original workings of this once very prosperous 1880s quartz mine.

The mine has had five emergency evacuation drills focusing on fire, rock fall, plant failure and medical emergency. Two of these were carried out in a joint operation with Castlemaine Goldfields. This essential training aims to prepare staff for dealing with emergency situations based on extreme but possible scenarios. It includes realistic simulations with smoke, blocked drives and challenging 'decision-making' obstacles.

A new carriage prototype has been trialled, in preparation for renewal of the mine train and tracks in coming years.

These works have been carried out under the leadership of John Lewis, Director of Engineering and Operations, in consultation with the Board's Outdoor Museum and Mining Committee and Peter Darveniza, the external mining consultant who conducts regular inspections of the mining complex.

Steam Operations

Sovereign Hill's Steam Operations is a carefully researched reconstruction of the surface installation that would have been found in a late 19th century quartz mine.

Inside the Battery House, the 10-head stamper battery is driven by Sovereign Hill's largest working steam engine – a Phoenix tandem compound engine produced by the Phoenix Foundry in Ballarat around 1877. The flywheel alone is 10 foot in diameter and weighs approximately 6½ tonnes.

After years of operation and consequent wear and tear, repairs are in order. The spindle on the Pickering combined throttle (governor) valve has been replaced. The bearings and the crankshaft, as well as all other rotating and sliding connections will soon be restored. The engine will then be painted, pin striped and restored for demonstration in its full splendour.

These works will be carried out by Steam Operations Manager Craig Ashman and his highly skilled staff.

In another substantial project, a large section of the battery house roof has been replaced with new corrugated iron.



Retail Operations

Leading a business which blends retail operations with a rich vein of storytelling is a unique task – even in a global context. Fortunately for Nicole Roberts, Manager of Retail Operations, the challenge is made easier by the dedication of her large team and their contribution to a very successful year for our retailing operations under the directorship of Richard Berman-Hardman.

Recruiting and developing staff as presenters of a world-class museum experience and then instructing them in a range of retailing systems is a process that takes many months. Our retail staff must learn not only operational systems, but also to think with a Victorian mindset, speaking and dressing appropriately as they interpret their shop-exhibit.

For many, such as Ray Pezzutti in the Gold Smelting Works, interpretation and demonstration far outweigh the importance of retailing activities. For Vicki Brodrick in the Yarrowee Soap and Candle Works, a candle is not just a candle. It becomes a medium to tell a grisly, yet fascinating story of tallow (rendered animal fat) and the harsh realities of a

Interesting Retail Facts 2015

Bottles of Gold Sold = **23,000**
 Candles Made/Sold = **25,000**
 Gold Pour Demonstrations = **3,000**
 Jars of Raspberry Drops Made/Sold = **37,000**

working life on the goldfields. As well as selling candles, Vicki makes them by hand and, like many of her retailing peers, conducts the daily demonstrations which are essential to the narrative tapestry underpinning the Sovereign Hill experience.

Our contemporary outlets, such as the Gold Museum Shop, offer different but also unique challenges. For Liwei Zhong, who has served thousands of visitors over 12 years of outstanding service, every day is busy. More than 30,000 of our Chinese-speaking visitors toured the Gold Museum last year, challenging Liwei (who is bilingual) and her colleagues to provide high quality jewellery to impress friends and families at home.

Administration

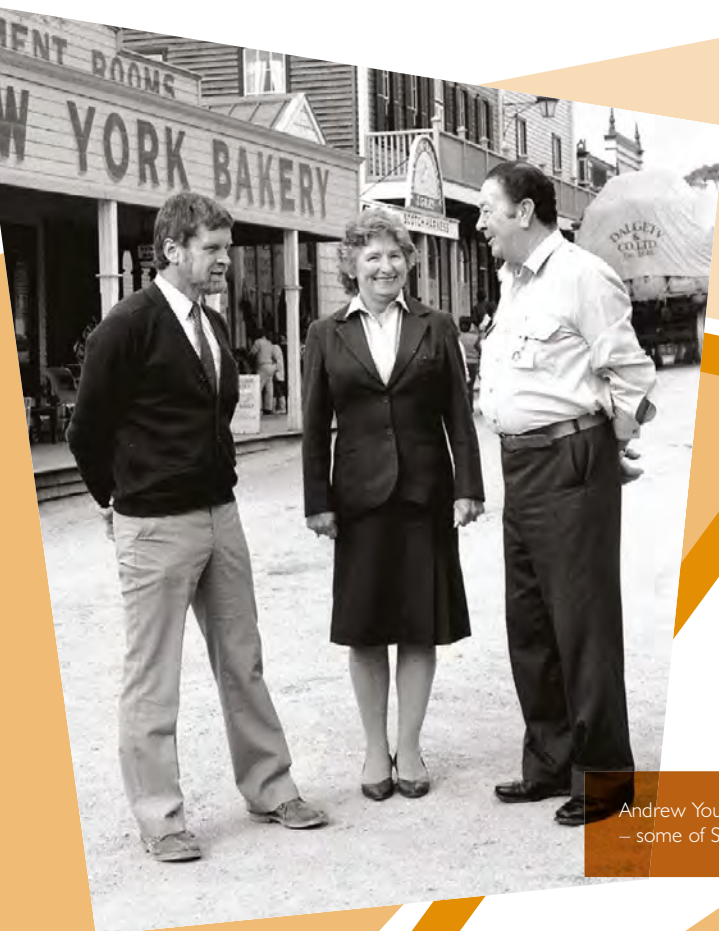
This year, we welcomed Mark Karlovic to our team as Manager, People and Performance. This important role covers the human resources area, and Mark brings a wealth of senior experience to this task. Already, significant updates and training initiatives have been implemented along with organisational survey work and benchmarking.

Andrew Young has retired from Sovereign Hill's Administration Department after having been here since 6 May 1971. Andrew has been fulfilling a part-time role over the past ten years, with a watchful eye over our investments and debtor control. From our earliest days in the 1960s, he has made an outstanding contribution to Sovereign Hill, having first been involved as a volunteer with his late father, Harold Young, and members of his family.

As part of our on-going commitment to sustainability, a solar energy system has been installed on the roof of Bright View Administration building. It will generate sufficient electrical power to run this office and create long-term savings.

In another development, significant cost-savings and enhanced security provisions were generated by transferring our daily cash banking arrangements to QWIKBANK.

The Administration Department is most capably managed by Pat Clifford, Company Secretary and Director of Finance and Corporate Services.



Andrew Young, with Pearl May and Wally Small
— some of Sovereign Hill's earliest staff members.



Pogo01



"Australian History at its best!"

I came out of this show feeling very patriotic and humble. What a great show and the effects were brilliant ... If you like Australian history or want to learn more go and see this show.

31 March, 2015 🌐

Blood on the Southern Cross

When 'Blood on the Southern Cross' was launched in 1994, we modestly expected to stage performances two or three nights weekly. Twenty-one years on, the show has become a rich asset. Operating nightly, it has been seen by 1.7m patrons and, despite attendances having plateaued, we still welcomed 58,000 patrons over the past year, and generated a \$450,000 profit to re-invest in Sovereign Hill. The show is a credit to those who have steered it through the years. It still engages audiences of all ages and elicits overwhelmingly positive feedback.

Despite the durability of 'Blood on the Southern Cross', there is no doubt that the \$8m State Government grant to re-imagine the show is most timely and affords us a precious opportunity to deliver something fresh and exciting that will entertain the increasingly technology-savvy generations to come. Planning to create this brand new sound-and-light show has commenced, with a launch set for 2018.

Comfort Inn Sovereign Hill

Despite the recent success of several large-scale hotel projects and the introduction of niche accommodation properties around regional Victoria, the country motel sector has been generally sluggish, particularly in comparison to Melbourne where hotel occupancy levels often reach 95%.

Unprecedented social and technological shifts increase the challenge and complexity of running a business like Comfort Inn Sovereign Hill. Social media platforms such as TripAdvisor have become a megaphone for the 80% of people who review other customers' experiences before booking accommodation. Free Wi-Fi – which we provide – is a given for most travellers while the internet has enabled smaller operators to introduce their products into an ever-more-crowded marketplace at the touch of button.

Fortunately, recent investment in our on-site accommodation – providing new facilities, refurbished rooms, a breakfast room and a meeting room – has placed us in an enviable position going forward. Neil Robbins and his team returned a net profit 16% better than last year, while several operational activities were altered, including the outsourcing of housekeeping operations to A Cleaner World Pty Ltd.



Sovereign Hill staged a modified presentation of 'Blood on the Southern Cross' at dawn on 3 December to mark the 160th Anniversary of the Eureka Rebellion. Andrew Larkins and Kate Suter performed as Mr and Mrs Henry Seekamp before some 110 invited guests who viewed the show prior to attending a series of ceremonial events at the Museum of Australian Democracy at Eureka (M.A.D.E).



BobL



"World Class Presentation"
... a world class presentation
... a wonderful experience for
the whole family.

18 February, 2015

Access & Inclusion

Significant milestones achieved during the year followed the launch of the Sovereign Hill Access and Inclusion Policy and Action Plan in mid-2014. A working group, formed in 2013, had conducted a comprehensive audit on the accessibility of every element of the organisation and prepared a detailed 3-year plan of action to continue ensuring that all visitors experience maximum access and enjoyment.

The plan includes projects which will: reduce barriers for people with a disability accessing our services and facilities; promote enhanced participation and inclusion of all people in our services; reduce barriers to employment for people with a disability and improve awareness and understanding of access requirements.

Projects during the year included a well-attended day for families with children on the autism spectrum, improved parking facilities for people with mobility restrictions, and new accessible toilets adjacent to the Post Office. Mobile phone technology has been used to provide Auslan interpretation and captions for 'The Secret Chamber' mine tour and the popular Gold Pour demonstration.

External funding has facilitated on-going work in this area. A grant from the Deafness Foundation will support our Deaf Student Access Program to be launched in October 2015. We are grateful to the Hugh D T Williamson Foundation for generous financial assistance which will allow us to improve access to the orientation building once its refurbishment is complete.



Ashley Heenan, a disability representative from the City of Ballarat, visited Esmond Terrace facilities which have been renovated to improve access for guests using wheelchairs.



TwoHons



"Always something to see"
We never tire of coming here always something to see and do and it's a great place to take new visitors to Australia.

4 June, 2015 📍



'Rush' will be published twice a year and will feature events and personalities along with stories about our collections and snippets of lifestyle interest.

Creative, Design & Special Projects

This year, the entire Design team – Glenn Bishop, James Baker, Renee Madden and Helen Smithers – worked collaboratively, contributing their individual skills to the production of this Annual Report.

Design staff also wrote and produced the first edition of 'Rush' – a new bi-annual magazine seeking to lift Sovereign Hill's brand profile by showcasing our business across the museum profession, nationally and internationally, and throughout the philanthropic bodies and key membership groups whose support is vital to us.

The revitalised 'Secret Chamber' was officially launched by Mr Yumin Song, the Chinese Consul-General to Melbourne. Federal Government funding supported Sovereign Hill's refurbishment of this important underground mining exhibit about the Chinese experience on the Ballarat goldfields. John Zulic, Director of Creative, Design & Special Projects, worked with Think!OTS, creative consultants from Melbourne, to bring the project to fruition.

Having been in operation for 12 months, the upgraded version of 'The Secret Chamber' has been well tested. Between 1 July 2014 and 31 July 2015, there were 236,750 visitors who toured the Sovereign Quartz Mine. Of those, 116,592 (49%) experienced 'The Secret Chamber'. The innovative technology which delivers the

new show has proved robust and reliable, and this exhibit is a favourite with both inbound tour operators and visitors.

The Theatre Retiring Room, which was refurbished last year, has been further enhanced by the recent installation of a magnificent, handcrafted, mahogany dining setting capable of seating 22 guests. We plan to use the room for fine dining and as a superior conference space.

Soon, our latest project – the United States Hotel Dining Room – will also be transformed so that we will have the opportunity to host exclusive Victorian-style dining complemented by the storytelling talents of exquisitely costumed historical interpreters.

A major responsibility for Design staff is to manage the Sovereign Hill website, which is a key asset for the organisation, with some 84% of all visitors first planning their day via our website. As part of a long-term online strategy, an external audit of the entire site was commissioned, and we have now commenced the development of a truly world-class, accessible internet presence.

30 >



GerardF



"School Camp"

Amazing experience for kids to dress up, attend school and learn a trade like the old days. A must do activity. Well done to all the wonderful staff ...

4 February, 2015



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Peter Hoban guides students as they try their hands at calligraphy during a lesson about the life of Chinese diggers in Ballarat.



Annemarie Kierce and students explore daily life on the diggings.

Education

Sovereign Hill Education provides a wide range of curriculum-related programs and resources for students, as well as professional development activities for teachers at both Sovereign Hill and Narmbool.

The Education team developed and delivered programs for 95,582 students this year, with an additional 24,168 viewing 'Blood on the Southern Cross' and some 14,000 visiting the Gold Museum.

Sovereign Hill and Narmbool programs align with AusVELS learning standards and outcomes. They include group sessions led by Education Officers and Discover It Yourself programs. New education resources include Year 9 Investigation Programs on Movements of Peoples and the Industrial Revolution. Professional development programs for 'pre-service' teachers and practising teachers have grown in popularity. A highlight was an event held in conjunction with the Museum of Australian Democracy at Eureka (M.A.D.E) which saw 60 local teachers attend 'Blood on the Southern Cross' as part of a program entitled 'Eureka, The Big Picture'.

Increasingly, we are reaching students and teachers through digital technologies. Accessed from nearly every country in the world, the Education blog received 67,524 visits for the year and now has

12,447 followers. We also published for students a new 'Blood on the Southern Cross' web page with links to educational resources.

A notable achievement by the Education team was a digital tour and associated website entitled 'Hidden Histories: The Wadawurrung People'. Education Officers Alice Barnes and Marion Littlejohn, and designer James Baker, worked with local firm Small Dog Design to create an excellent interpretive product and the associated website.

The Early Years Reference Group has developed a number of new resources published on our website including poems about cottages in Speedwell Street which fit beautifully into the Australian curriculum topics at these levels. Correspondingly, there has been an increase in Early Years visitation.

We congratulate two of our teachers – Annemarie Kierce and Marion Littlejohn – who have celebrated 20 years with Sovereign Hill Education.

Finally, we thank the Victorian Government's Department of Education & Training and Catholic Education Melbourne for their support.



Students test samples collected on the environmental discovery trails at Narmbool.



Tree planting is an important activity across the Narmbool landscape.

Narmbool Education

A record 60 programs were delivered by Narmbool Education for the year.

We have maintained our very positive partnership with the Macpherson Smith Rural Foundation, contributing to curriculum development and the presentation of two week-long residential programs for Future Rural Leaders which we host at Narmbool.

An exciting new project began in September 2014 with a visit by archaeologist Adam Ford (presenter of the ABC program 'Who's Been Sleeping In My House?'). The project involves university students partnering with professional archaeologists to gain experience in the field. The focus of the investigation was a section of the property known as Bowers'. Though these 1870s buildings are barely visible above ground today, the first site survey with La Trobe University students confirmed the layout of the Bowers' homestead and its outbuildings, gardens, and remnant exotic plantings such as pear trees and daffodils. We are hoping to expand the project in the next few years so that school students can be involved in uncovering stories of the past, including that of the Wadawurrung people, on the land which we know as Narmbool.

Two educational games have been introduced. Developed by Federation University academics as part of a biodiversity and carbon study of Narmbool, 'Narmboolville' is an online game launched in May. Students are invited to become the farm manager and test their sustainability skills by selling carbon to contribute to the management of atmospheric carbon and provide income for the virtual Narmbool, as well as planting trees to help maintain committed levels of carbon on the property.

Education Officer Scott Walker created a 'Predator Prey' role-playing survival game in which students become an animal in the Narmbool food chain. Yuille Park Community College trialed this new game in June and provided constructive feedback for its refinement.

Narmbool Education was successful in obtaining a further grant for tree planting with additional funds to remove a large cluster of pest willows from Williamsons Creek. Under the River Health Project, and in conjunction with the Leigh Catchment Group and the Corangamite Catchment Management Authority, we brought in contractors to remove the willows and worked with school groups to plant 1,000 indigenous plants.

We continue to support schools participating in the ResourceSmart program funded by Sustainability Victoria, and we are creating partnerships with other like-minded organisations to promote awareness of sustainability in schools.

The Sovereign Hill Schools

Established 37 years ago, the Sovereign Hill Schools continue to provide a unique immersive learning experience for thousands of children from across Victoria and other states.

In March this year, it was a distinct honour for the schools to join Sovereign Hill in hosting the 16th International Symposium on School Life and School History Museums & Collections. Held outside Europe for the first time, the conference attracted delegates and presenters from Italy, Germany, Denmark, Estonia, Slovakia and Norway, as well as Australia.

Responses from delegates were a testament to the success of the Symposium. It was evident that both Sovereign Hill's Outdoor Museum and its four goldfields schools are recognised internationally as leaders in the provision of museum education.

The year has seen major change with the retirement of long-serving Principal Michael Ward after 9 years in the role. Michael's leadership of the program was pivotal, and his portrayal of the Red Hill National School's 'Sir' has delighted thousands of students. Our new Principal, Geoff McArthur, is quickly adapting to the challenges of the role!



LEFT: Pictured at the re-opening of St Peter's Church, Sovereign Hill's costumed school teachers included Linda Borner, Stephanie Rosestone, Michael Ward (retiring Principal), Terry Grano and Peter Beckwith.

A significant milestone was the retirement of foundation school councillor, Kevin Ryan. For almost 40 years, Kevin's contribution has been extraordinary. From 1977, he was a member of the Advisory Panel to develop the concept of a school within Sovereign Hill's Outdoor Museum. Kevin then went on to serve on the Sovereign Hill School Council until May 2015.

Bookings for the education program remain very strong with over 300 two-day costumed programs conducted for some 8,000 upper-primary students. Students come predominantly from Victoria, with an increasing number from South Australia and even the School of the Air from Broken Hill.

Both St Peter's and the Red Hill National School buildings are looking resplendent after major

maintenance projects this year, coordinated by the maintenance team at Sovereign Hill and financially supported by the School Council.

The Sovereign Hill Schools are currently developing a new Strategic Plan for 2016-19, which will look to consolidate the program and identify exciting opportunities for further development.

The schools are very grateful for the on-going support of the School Council, chaired by Ann Campbell, and the assistance received from the Department of Education & Training and Catholic Education Melbourne, as well as that of Sovereign Hill and its staff and volunteers.

Deservedly proud of their workmanship, John Lewis, right, and the building team attended the re-opening of St Peter's Church after the replacement of the shingle roof. From the left, the team included Mitchell Gervasoni, Mark Treneman, Chris Cummings, Ian Grace and Cameron Griffith.



Tammy Gilson, a traditional owner of Wadawurrung Country, performed a smoking ceremony to open the 16th International Symposium hosted by Sovereign Hill.



Professor Geoffrey Blainey, left, was Keynote Speaker for the 16th International Symposium. He is seen here on the diggings with Mrs Ann Blainey, Ann Campbell and Brett Dunlop.

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Glenys C



"More than just gold"

This exhibit is informative, well presented and set out, wheelchair accessible, intriguing. Not just gold ... it is a real treasure trove of information and pieces of history ...

31 January, 2015 📍



37

GOLD
MUSEUM

Significant in-house exhibitions, collection growth and the addition of new staff have been key developments during the past year.

Resulting from two years of in-house research, the exhibition 'Stone's Style: Jessica Simon, A Life in Fashion' was opened by Val Sarah AM in November. The exhibition celebrated the life of Jessica Simon (née Stone), a prominent identity in mid-19th century Ballarat and a key figure in the establishment of the Gold Museum. Jessica Simon was a local style icon, and the exhibition featured thirteen of her costumes and a variety of fashion accessories set in the context of her life and the history of her family's business – Stone's Drapery Store. The Museum holds excellent collections of costume donated by Jessica Simon as well as memorabilia relating to the history of the business.

Over summer, a community-based exhibition about Sir Albert Coates, a famous Ballarat-born soldier and surgeon, featured student projects from Mount Pleasant Primary School. The school received

assistance from the Albert Coates Memorial Trust in the form of a 'Museum in a Suitcase' project, and students used this resource material to create some remarkable projects of their own.

'Are You Going Too? Ballarat and World War I' was opened by Alexandra Tascas, President of the Ballarat RSL. The show focused on the experiences of four Ballarat soldiers who enlisted for war service in 1914-15. It was researched from records held at the Gold Museum and sets the local context for the Centenary of ANZAC commemorations. Several WWI Honour Boards were included in the exhibition.

'Cutting Edge Costumes' presented finalists from the Sovereign Hill 1850s-inspired fashion event held in China. Gowns created by Chinese design students were paraded at a gala evening in Shanghai before the best entries were brought to Australia. This show proved highly popular with our Chinese groups, particularly as it was presented in bi-lingual text.



'Are You Going Too? Ballarat and World War I'

'Are you going too? Ballarat and World War I' opened in March 2015. Jane Cowles, left, was pleased to welcome Alexandra Tascas, President of Ballarat RSL, to the Gold Museum to open the exhibition. They are pictured here with Roger Trudgeon, Jan Croggon and the exhibition designer, Andrew Thomas.

The touring exhibition, 'Three Well-Known Australians', by Martin Shaw, is focused on a single artwork of unidentified figures which engages visitors in a competition to identify the three famous people.

In September, a 'Wartime Memories of Ballarat' open day was held at the Museum with 600 people attending a varied presentation by the Military History Group of military vehicles, uniformed soldiers and equipment, along with motor cars of the 1940s from the Vintage and Classic Car Club Ballarat, talks by Jan Croggon and Nina Netherway, and special displays by the Ballarat Historical Society, the Gold Museum Society, the Albert Coates Memorial Trust and The Salvation Army. Our first public tours of the new collections centre storerooms highlighted the Museum's strong collections of wartime history. The assistance provided by a City of Ballarat Community Impact Grant and generous sponsorship from W&D Finance enabled this event to take place.

It has been a very active period for additions to the Gold Museum's collections. The records of the Ballarat Agricultural & Pastoral Society, which represent a history dating from the 1860s, were collected from the showgrounds. It has long been our ambition to secure these records, and we are delighted that the Society has seen fit to donate them to the Museum.

A further major donation has come from the estate of the late Jack and Eleanor Chisholm. The donation centres on Jack's files on Ballarat history, his time on the City Council and his association with the Victoria League, Apex, the Historical Society and other local bodies.

Judy Verlin, Chair of the Gold Museum Committee, and Roger Trudgeon welcomed Janine Pigdon to the opening of the 'Stone's Style' exhibition.



'Cutting Edge Costumes' at the Gold Museum gave Easter holiday visitors a chance to admire the best of the China fashion design entries. Crystal Yip, left, Lian Zhang and Manli Mao (MoMo) modelled three of the gowns for the display launch.



Exquisite items of clothing and accessories worn by Jessica Simon are now highlights of Sovereign Hill's extensive costume collection.

Through great generosity by a number of donors, the Museum is able to acquire items of significance to Ballarat at major auctions. Recent acquisition highlights included everything from a very rare Ballarat Flying School postcard (c. 1912) to a superb 1903 framed photograph of Hugh McKay Sunshine Harvesters sitting on railway wagons at Ballarat station and bound for America.

Sets of stereographic photographs came with a beautiful mahogany Rosswell Patent Graphoscope (c. 1875) to view the cards. A large lithographic panorama with architectural portraits of Ballarat businesses includes a hand-sketched view of Ballarat.

An album of small advertising cards and labels shows how Ballarat businesses promoted themselves in the 1860s and 70s. Other printed material included dozens of Ballarat-made *carte de visites*, share certificates of Ballarat mines, cheques from local banks, and Miner's Rights from the Ballarat district.

Amongst an array of objects was a stunning set of W&T Avery 'Handsome' scales and weights dated to the mid-1800s. Other purchases were two Chinese banjo gold scales, diamond pocket scales, a gold miner's brooch, a gold miner's bucket, a kerosene banker's lamp and a Hollway & Sons tinware food storage container made in Ballarat.

A Community Heritage Grant was received from the National Library of Australia to carry out a Significance Assessment on the Sovereign Hill



jjw62au



"A must to see when you visit Ballarat."
Great interactive displays, very informative, well worth a visit. Amazing history lesson on our Victorian past.

31 January, 2015

collections. Dr Megan Cardamone, an external museum consultant, has been commissioned to conduct this survey.

The online presence of the Gold Museum collections was further enhanced during the year with additional records and images uploaded to the website. There are now 68,500 records online, and over the year 2,500 people searched the collection records database.

Following a review of the Museums Department, a range of changes to museum staffing and reporting structures occurred. Roger Trudgeon's position was re-titled as Senior Curator. Claire Muir concluded her eight years' service as Assistant Curator in

November, and we acknowledge her contribution to the Museum. Snjezana Cosic was appointed as the Curator, and Elizabeth Marsden as Collection Manager, both commencing duty in January 2015. Sovereign Hill's historian, Dr Jan Croggon, is now a member of this new Collections and Research team.

As always, the Gold Museum is indebted to the Gold Museum Committee and its Chair, Dr Judy Verlin AM, for their counsel. The invaluable assistance provided across the Museum by the Gold Museum Society and several volunteers from the Ballarat Historical Society is also much appreciated.

Vehicles from the Vintage and Classic Car Club Ballarat were on display at the 'Wartime Memories of Ballarat' open day.



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NARMBOOL



Narmbool
homestead



Education Officers Mathew Dowler, left, Janelle Spierings and Scott Walker work closely with Narmbool Managers Michael and Gillian Armstrong to ensure the highest quality delivery of Narmbool education programs.

A highlight of the past year has been the consolidation of farming operations in what is the second year of Sovereign Hill's management responsibility.

The very capable skills of Farm Manager, Peter Rooney, have once again been at the forefront of this success. Peter's professionalism, his excellent animal husbandry and expert knowledge of the Narmbool environment, in which his sustainable farming practices flourish, have delivered a very profitable trading result.

Not only has the farm operated successfully – Peter has also become a highly valued contributor to the delivery of the environmental education program to both primary and secondary students. His role has

reinforced the sustainability message that is one of Narmbool's major objectives.

Pleasingly, school camp bookings reached record numbers this year. Highlights of activities within the environmental discovery programs are detailed in the Education section of this Annual Report.

The 2014 Open Garden Day on 10 November was very well received, with 450 visitors enjoying its springtime presentation. The visual landscaping has extended to the incorporation of a new dam, just outside the garden itself, which includes some amazing bronze eagle statues as part of a contemplative resting spot that will be very popular for wedding photography.



The gardens surrounding the Narmbool homestead are a constant inspiration to visitors on the annual open day in November.



Progress is being made with redevelopment of the stables exhibit at the homestead. We plan to include a larger interpretive room behind the stables and incorporate the old garage as a tack room and carriage display.

Town planning permit and engineering design issues have delayed construction of the new astronomy building.

June this year marked the 15th Anniversary of Sovereign Hill taking over custodianship of Narmbool from our Patrons, Andrew and Robin Ferry, whose continued voluntary involvement and generous support have been wonderful resources for our stewardship of this unique environmental education and sustainable farming enterprise.

Special Occasions



Stephen Elder, Matthew Pearce,
Greg Anders, Adam Pearce

Peter McCarthy, Anthea Matley,
Roger Trudgeon



Paul Stephens, Bishop Paul Bird



Judy Verlin, Annmaree Perry



Ross Wilkie, Liz Wilkie, Jane Cowles

Paula Nicholson, Claire Rasmussen



Paul O'Donohue, Carmel Knowles,
Peter Gell



Helen Burt, Daryl Burt,
John Cain, Nancye Cain



Richard Nicholson, Barry Wright,
Luke Rieniets



Robin Ferry, Damien Butler



Cameron Algie, David Thompson,
Sari Baird



THE SOVEREIGN HILL FOUNDATION

The Foundation was established in 1996 as an internal fund of The Sovereign Hill Museums Association. Its charter is to provide a capital base, which is invested to underpin Sovereign Hill's long-term financial viability.

We are most appreciative of the work of Foundation Chairman, Ross Wilkie, and the on-going generosity of our Named Account Donors.

As at 30 June, the Foundation's investments were:

	2015 \$	2014 \$
General Funds	1,957,385	1,772,639
Named Accounts		
The Peter and Richard Nicholson Family Gift	43,710	39,626
Jane Cowles Bequest	44,781	36,005
The Isobella Foundation	46,343	37,438
Delaware North Companies Australia	38,627	35,018
McDonald's Australia	82,680	74,956
D & J McKenzie Account	107,984	97,896
Bruce & Kay McKnight Bequest	37,274	32,865
The Colin & Shirley Prowse Family Gift	45,705	41,435
GH & AJ Troon Account	41,532	37,652
S J Weir (Ballarat) Pty Ltd Account	8,066	7,313
Ross & Elizabeth Wilkie	42,788	34,223
Voi Williams Family Gift	37,521	34,016
The Barry James Account	40,188	36,434
The John & Catherine Davis Account	58,545	49,879
Jim and Betty Gay Family Gift	33,304	30,193
Jeremy & Anne Johnson Family Gift	33,089	29,998
J G King Pty Ltd	41,006	32,232
Terry Lloyd and Sue Goodbourn Gift	35,479	32,164
Jim & Irene Stephen Account	38,658	35,047
Gull & Company Gift	33,349	30,233
Adroit Insurance Group (Joe Agostino)	30,637	18,360
Doug Sarah & Penny Russell (Win Sarah Memorial) Gift	37,039	32,166
Dorothy & David Baird and Family Gift	34,980	31,712
Sophie and Steven Coltman Family Gift	17,886	11,666
Neil & June Jens Family Account	23,262	11,556
John Collier Bequest	31,041	28,141
Alizzi Family Named Account	10,931	5,277
Bruce & Adela Bartrop Account	27,867	25,263
	3,061,656	2,721,405

MAJOR SPONSORS, GRANTS, DONORS & CORPORATE MEMBERS

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Thompson D
Walker G & A
Ward-Ambler R & B
Wilkie R

Corporate Members

Sovereign Hill enjoys the support of a wide range of Corporate members, who are amongst our best advocates. We also enjoy strong commercial relationships with many of them or, in other cases, are able to provide a community service link to help advance their objectives.

A W Nicholson Pty Ltd
Adroit Insurance Group
Australian Timken Pty Ltd
Ballarat Coachlines
Ballarat Health Services
Ballarat Holden
Ballarat IVF
Ballarat Turf Club
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Cave Hill Creek
Central Highlands Surgeons
Chinese Australian Cultural
Society Ballarat Inc
City of Ballarat
Colliers International

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Sovereign Press Pty Ltd
The Diggers Hut
The Haymarket
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VECCI
W & D Finance
W M Flynn Pty Ltd

Sovereign Hill Prospectors

The Prospectors' generous annual donations have supported the acquisition of collection items through the Sir Henry Bolte Trust.

Bate W Moneghetti S

Ashley G	Cowles J E	Kannourakis G	Perry A P
Baird S N	Cowles J I	Lloyd T	Pierce J
Ball D	Cronin D	Lowe A	Plaatzer W
Bowman B C	Cross R	Lyons L	Prowse C R
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THE SOVEREIGN HILL MUSEUMS ASSOCIATION

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The Hon. John Cain
The Hon. Jeffrey Kennett

The Hon. Steve Bracks
The Hon. John Brumby

The Hon. Denis Napthine
The Hon. Ted Baillieu

Civic Patrons

Mayor of the City of Ballarat, Cr Joshua Morris (to 12/09/2014)
Mayor of the City of Ballarat, Cr John Philips (from 12/09/2014)
Chancellor of the University of Ballarat, Dr Paul Hemming

Patrons of Narmbool Trust

Andrew Ferry

Robin Ferry

Board Members

President – Cowles J E
Vice-President – Doyle A
Baird S
Butler D
Coltman S

Lloyd T
McCarthy P
Nicholson R
Perry A
Verlin J

Chief Executive Officer

Johnson J

Executive Management

Director – Museums
Director – Commercial Operations
Director – Creative, Design & Special Projects
Director – Engineering & Operations
Director – Finance & Corporate Services
Director – Marketing
Senior Curator

Dunlop B
Berman-Hardman R
Zulic J
Lewis J
Clifford P
Burns G
Trudgeon R



Executive Management: Pat Clifford, Brett Dunlop, John Lewis, Jeremy Johnson, John Zulic and Richard Berman-Hardman.
Absent: Garry Burns and Roger Trudgeon

THE SOVEREIGN HILL MUSEUMS ASSOCIATION

Chairmen of Committees

Finance & Risk Committee	Butler D
Gold Museum Committee	Verlin J
Outdoor & Mining Museum Committee	McCarthy P
President's Advisory Committee	Cowles J E
Narmbool Trust	Lloyd T
Sir Henry Bolte Trust	McGregor W
The Sovereign Hill Foundation	Wilkie R

Community Support

We are grateful for the on-going support of the following members of the community who serve on Board committees, Trusts and Foundations associated with Sovereign Hill:

Bruce G	Ferry A	Moneghetti S
Carey A	Ferry R	Prowse C
Carlson M	McGregor W	Sarah D
Cuttle M	McKnight B	Thompson D
Elder S	McNamara P	Wilkie R

Auditors	Crowe Horwath West Vic
Bankers	National Australia Bank
History Consultant	Bate W
Mining Consultant	Darveniza P
Numismatics Consultant	Sharples J
Solicitor	McGregor W, Baird & McGregor

Leased Business Managers

Catering	Delaware North Companies Australia Pty Ltd
Soho Foundry & Clarke Bros Tinsmiths	Bilney P & F
The Ballarat Times	McArthur R & L (to 30/4/2015)

Sovereign Hill Education

Barnes A	Kierce A	Walker S
Dowler M	Littlejohn M	
Hoban P	Spierings J	

Sovereign Hill School

Ward M (Principal) (to 27/1/2015)	Featherston P	Mitchell S
McArthur G (from 28/1/2015)	Fyffe J	Rosestone S
Beckwith P	Kyi A	Steele K
Borner L	Middleton A	

Honorary Historian

FitzSimons T

Honorary Mining Historian

d'Auvergne P

THE SOVEREIGN HILL MUSEUMS ASSOCIATION

Life Governors

Cowles J I	McGregor W H	Prowse C R	Selkirk R J
Jones E C	McKnight B	Sarah A D	

Life Members

Addison J	Coburn P J	Gribble N	Kaess J	Myer B	Segrave B
Agostino C	Coghlan C C	Griffiths W	Kelleher L	Myer S	Selkirk I
Agostino J D	Collier D	Gull S	Kennard D	Nemeth R	Selkirk J
Akers M T	Collier D	Gull S	Kinchington T	Nevill J	Sheludko V
Baird A	Collier J	Hayden J M	King J	Nicholson A W	Smith M
Baird D	Collier P	Hayden M	King L	Nicholson C	Spicer E J
Baird M	Coutts L	Hayden P	Knight F	Nicholson E A	Stephen I
Baird S E	Cowles J E	Hayden R	Le Lacheur C	Nicholson J E	Stephen J
Baird S N	Crabb S	Haymes D	Lloyd A	Nicholson P C	Stephen K
Ballinger J	Craig O	Heres K	Lloyd J	Nicholson P	Stephen M
Bartrop B E	Creelman T	Herman J L	Lloyd S	Nicholson R W	Stepnell J
Bate W	Davies P R	Hiscock P McL	Lloyd T	Nunn B	Stone P C
Benjamin T M	Davis J	Hocking D	Lonsdale B J	O'Meara T	Storey P
Bennett R L	Davis K	Home I	Lonsdale G	O'Shea J A	Taylor P L
Blomley D	Davis P	Houston J	Lyons G N	O'Sullivan F	Thacore V
Bonthorne J	Davis T	Howard M	McCarthy B	O'Sullivan F C	Thomas K
Bowman B C	Dunne M	Hunt R V M	McCarthy P	O'Sullivan J	Thomson G
Brown G W	Edwards N J	Hunt V D U	McDonald-Williams A	O'Sullivan M	Titheridge N W
Brown N	Evans L	Inglis R	McDonald-Williams S	Perry A	Tobin F L
Bruce C	Fairhurst J	Jackman R	McGrath D	Pettit M	Torney G W
Bruce E	Farnell M R	Jacobs L	McGregor H C	Peuker H	Tribe J
Bruce G	Faulkner J	James B	McGregor H H	Pleydell C R	Troon A
Bruce T	Faull J	James B	McGregor R E	Prowse C	Troon R
Bunning P R	Ferry A	James D	McKenzie D	Prowse D	Troon S
Butler C	Ferry R	James G	McKenzie J	Prowse G D	Turner P
Butler D	Fitzgerald D	James G	McKnight I	Prowse M	Vagg F
Butler J	Garrisson B	Jenkins L	McKnight T	Prowse R	Valentine N
Butler K	Garrisson C	Jens N	McKnight W	Prowse S L	Vendy D G
Butler N	Garrisson H	John J	McMahon K L	Ramsay T D	Webster M
Butler X	Garrisson V	Johnson C	Mann P L	Rice-Jones R	Welsh M
Byrne A	Gay C	Johnson D M	Martino N	Robertson G H	Wilkie E
Byrne P M	Gay D	Johnson J A	Mason K	Robinson A	Wilkie J
Byrne T J	Gay M	Jones C E	Mason L	Robinson R J	Wilkie R
Chandler J	Gay R	Jones D K	Matthews R E	Robson V G	Williams C
Chester C	Gilbert J	Jones P K	Montgomery T	Runnalls T H	Williams J
Christie R B	Glenn S	Jones R	Morrison K	Russell P	Williams V
Clark B	Gordon J	Judd P	Moss D	Sarah V J	Wilson P R
Coburn C	Grant C L	Judkins B	Moss S	Sarah Le-Lacheur O	
Coburn I	Grant E	Judkins S		Schmid R	
Coburn P I	Grant L	Kaess D		Scott D	

THE SOVEREIGN HILL MUSEUMS ASSOCIATION

Staff

Allen D	Cosic S	Grootveld R	Lacy M	Pelegriin M	Tink A
Armstrong G	Coulson T	Haldane C	Larkins A	Perkins D	Tonkin D
Armstrong M	Croggon J	Hammond R	Lee B	Perkins K	Toomey J
Armstrong M	Cross E	Hancock E	Lewis-Jones T	Pezzutti R	Treneman M
Ashman C	Cummings C	Handley C	Li Y	Phillips C	Trigg G
Baker J	Curran B	Hansen K	Litras A	Pigdon M	Ure J
Baker K	Cuthbertson K	Harris T	Liu Y	Pingali S	Van de Wouw M
Barnes A	Dalton L	Harvey R	Long A	Pitman R	Wagstaff R
Beacham H	Dando M	Hazell T	Lyons N	Prenc A	Waight B
Beattie E	Darveniza P	Jealy J	Mackley S	Preston R	Waight K
Bellingham D	Debney M	Heinrich T	Madden R	Ramsay L	Walker J
Bennett D	Deeks M	Henderson A	Mao M	Rankin J	Walker K
Benoit C	Dixon J	Henriksen C	Marsden E	Ravisa J	Walker S
Bignell B	Drake J	Henriksen E	Marshall B	Richardson J	Wallace C
Bignell T	Duffin D	Hill K	Martin E	Riddiford M	Wang J
Billervell R	Durham M	Hoban E	Martin K	Robbins N	Wang X
Billing T	Edgington B	Hodge B	Matheson J	Roberts N	Wang Y
Bilston I	Edwards G	Holden N	Matthews A	Romeyn C	Ware D
Bishop G	Evans P	Holding A	McCann J	Rowe C	Warr S
Blobel T	Ferguson J	Hollywood D	McColl S	Ryan C	Warwarek X
Bodman K	Filmer M	Hope T	McLaren A	Sandry A	Watson A
Bond M	Flood M	Hore B	McNeil L	Santamaria E	Watson S
Bourke M	Flowers C	Hoskin W	Memon S	Schaper P	Weatherson M
Boyko M	Foley M	Howse D	Middleton A	Schenk R	Webb T
Bradley L	Ford J	Huang M	Mitchell A	Scott W	Webster Z
Bray P	Ford J	Huang X	Morcombe K	Scurr D	Wheatland M
Bredin R	Ford R	Huang X	Morganti A	Seater R	White B
Brodrick V	Forster N	Huang Y	Morris S	Sharp K	White J
Brown C	Foster D	Hughes F	Moss K	Shelmerdine J	Whitehouse D
Burke C	Freeman S	Hughes P	Mroczkowski Z	Simmons S	Wicks J
Burnett M	Friley N	Hughes P	Mrowiec K	Slater S	Wilkinson S
Burns J	Gallop S	Ingram I	Neale C	Smith C	Williams K
Burton I	Gamble P	Ioannucci S	Neil D	Smithers H	Wilson A
Butler G	Gardner C	Jarvis K	Nunn M	Sprague D	Wilson P
Caine G	Garvey H	Jasper F	O'Brien K	Steegstra K	Winstone K
Callaghan A	Gear P	Johnson L	O'Brien K	Steele K	Wu R
Cameron A	Gervasoni J	Johnston M	O'Brien S	Stoneman D	Xue X
Carter E	Geurts A	Jones M	O'Connor R	Stowe K	Yip C
Carter F	Gillett E	Jovanovic A	Offer L	Strange A	Young A
Casey T	Gleeson J	Kaess M	O'Gorman J	Szentandrassy V	Young G
Cassidy G	Gooding E	Karlovic M	O'Hara L	Tatham S	Zhang L
Clarke S	Grace I	Kay B	O'Keefe T	Taylor L	Zhang L
Cody S	Graham L	Kennedy P	Osborne D	Taylor L	Zhang Y
Collins J	Grano T	Kingston M	Oxladde H	Terrill K	Zhong L
Collins M	Gray S	Knight O	Page J	Thompson J	Zou G
Colman M	Greenbank K	Joch E	Paine B	Thompson M	
Cornwell K	Griffith C	Koroneos R	Peach J	Thorn P	
Corrigan T	Grima A	Kyi A	Peacock A	Tian J	

THE SOVEREIGN HILL MUSEUMS ASSOCIATION

Friends of Sovereign Hill

The FOSH program continues to have a strong volunteer base of over 170 active members who contribute in a wide variety of ways towards the running of the Outdoor Museum. Ensuring Sovereign Hill provides high quality interpretation for visitors is of utmost importance, and training schedules have been provided to widen everyone's knowledge and understanding of the Outdoor Museum's many themes.

The numerous tasks fulfilled by volunteers range from interpreting exhibit buildings to assisting with school programs, working with collections, assisting in the visitor entrance, library work and running workshops and demonstrations including historical cookery, heritage trades and handcrafts.

The Sovereign Hill Museums Association would like to thank the FOSH for their support, loyalty and hard work over the past year. Our success over the last 12 months, as highlighted in this Report, bears witness to the effectiveness of our volunteer teams. Everyone with an interest in the Outdoor Museum can be extremely proud of its success.

The FOSH volunteer program is managed by Kelly Steegstra and Anna Kyi, who are capably assisted by the elected FOSH Committee: Lorraine Sheppard (President), Jenny Hill, Michael Keaney, Leonie Balfour, Jill Bull and Roger O'Connor.

Allen K	Coleman H	Howlett W	McClean G	Rullmann P
Allen W	Corden H	Howse A	McCracken N	Ryan P
Anderson K	Crommelin R	Hughes P	McDonald E	Sevier E
Anset B	Davis D	Hutton L	McDonald J	Sheppard L
Ashley A	Daykin A	Jacks L	Meadows L	Sjogren G
Ashley C	Douglas M	Jacks S	Meadows Z	Skelton-Tolliday A
Ashley E	Downs M	Jamali E	Mewett D	Smith J
Ashley G	Drever Y	Johannsen L	Middleton F	Smith N
Ashley T	Duthie M	Johnston-Chan A	Miller J	Small S
Baker M	Eddy M	Johnston-Chan D	Moreton A	Spall W
Balfour L	Ellis C	Johnston-Chan D	Morse S	Steinman M
Murnane A	Farmer B	Johnston-Chan Y	Mould P	Stickland G
Murnane B	Filmer J	Jones M	Muller E	Stickland S
Ballantine A	Fithall C	Jordan C	Newey B	Strachan J
Barber S	Fithall J	Jordan K	Newey C	Suttie R
Barnes M	Freeman C	Jordan R	Nyberg R	Taylor E
Baum L	Freeman E	Keaney M	O'Connor R	Taylor K
Bessemis M	Freeman E	Khadem P	O'Hagan D	Thomas J
Bessemis M	Freeman F	Kilby G	O'Laughlin H	Thomas M
Bischarde A	Freeman J	Knox G	O'Neill G	Thorne A
Bischarde V	Freeman L	Kucera K	Parry S	Thorne I
Bone R	Freeman W	Lawry R	Paterson A	Thorne K
Brae J	Gavan B	Lawry S	Pegg A	Thorne T
Briscoe M	Gaylor A	Learmonth E	Pennell A	Thorpe L
Brodrick K	Gillespie P	Learmonth H	Pennell D	Tong N
Brookes R	Gladman B	Learmonth J	Pennell J	Twyford-Smith K
Buckland S	Gleeson K	Learmonth M	Pennell L	Vanstan K
Bull J	Grant D	Leviston D	Pennell T	Wheaton R
Callaghan E	Hankin W	Llewellyn W	Pepper M	Whetton N
Campbell J	Harris C	Luke G	Phillips J	Whitelaw K
Campbell P	Harrison C	Lukeis R	Pierotti L	Williams A
Caramelli B	Healey M	Lunn J	Pitman A	Williams C
Caramelli S	Hill J	Maberly E	Rayner M	Williams D
Carter S	Hogbin M	Maberly R	Reus B	Williams D
Charles K	Hollings Y	Maberly-Lees S	Rhodes H	Williams P
Clark M	Howard J	Macey S	Rhodes I	Wojciechowski R
Clark R	Howlett K	Maggi D	Riley G	Young G
Clark S	Howlett L	Maloney M	Robe L	Zaccardi A
Clark S	Howlett S	McCallum R	Roberts L	Zaccardi G
Clark V	Howlett N	McCausland B	Rosentreter P	Zilveris E
Coleman G	Howard-Robbins L	McClean A	Rothe D	

THE SOVEREIGN HILL MUSEUMS ASSOCIATION

Gold Museum Society

Volunteer members of the Gold Museum Society contribute enormously to the public programs and collection management work of the Gold Museum. Members give their time to guide visitors or engage with our touch trolley of collection objects. Educational presentations are provided to a large number of school groups. This visitor contact is critical to the quality of the museum experience we deliver.

Guided by Volunteer Coordinator Joanne Gervasoni, members conduct a complex array of work to improve our ability to access and research our collections. Cataloguing, data entry, scanning, photography, transcribing, indexing and scrapbooking each ensure that more is known about the collections and that this knowledge can be accessed online and through our cataloguing record system.

The President of the Gold Museum Society, Bill McGregor, has chaired a dedicated working committee to ensure that an active program of meetings, training sessions and the annual tour were well organised and well attended. A new group of volunteer guides was inducted during the year ensuring on-going coverage for the daily tours.

Akers L	Curnow D	Kent T	McMillan J	Peterson L	Taylor R
Ball A	Curnow M	Lacy B	McPherson B	Philips J	TeKaeth T
Beggs Sunter A	Dehn H	Llewellyn W	Miller J	Pratt D	Thompson N
Blythman M	Doggett A	Llewellyn N	Mitchell P	Prowse S	Thornhill N
Bradby D	Douglas D	Lowe V	Moss V	Pym I	Tong M
Butcher D	Effrett I	Luhrs M	Muir H	Roberts D	Tong N
Christie R	Eldridge R	Maberly E	Netherway N	Robins C	Tudball V
Christie H	Gable E	Maidment T	Newey B	Smith I	Wilson L
Clark M	Gadsden L	Manning D	Newey C	Smith M	Widgery R
Cook S	Grant D	Martin Z	Noonan R	Spielvogel D	Williams M
Cowles J	Harvey D	May P	Nunn B	Spielvogel V	Zamurs F
Crick A	Hamilton J	McCracken N	O'Brien T	Stone W	
Crick J	Henderson J	McGregor W	O'Loughlin K	Taylor P	

Ballarat Historical Society

The Association acknowledges its long and productive relationship with the Ballarat Historical Society, guided by a Memorandum of Understanding in place since 1976. The Historical Society collection is housed at the Gold Museum and society meetings are held there each month.

Our thanks go to the following BHS members who provided on-going support each week in cataloguing, indexing, scanning and data entry related to collections held in the Gold Museum.

Joyce Cuttle
Mike Cuttle
Norm D'Angri
Val D'Angri
Elizabeth Trudgeon

Financial Statements

THE SOVEREIGN HILL MUSEUMS ASSOCIATION
ABN 87 565 053 651

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DIRECTORS, CHIEF EXECUTIVE OFFICER AND COMPANY SECRETARY



Ms J E Cowles – President

Elected to the Board in 2003. Chairman of the President's Advisory Committee. Ex-officio member of all Board Trusts and Committees.

Mr A K Doyle – Vice-President

Elected to the Board in 2010. Member of the President's Advisory Committee and the Gold Museum Committee. Certified Practising Valuer. Director of a Property Consulting Firm.



Mrs S N Baird

Elected to the Board in 2005. Member of the Finance & Risk Committee. Member of the Fundraising Committee. Lawyer. Graduate, AICD Company Directors Course.



Mr D E Butler

Elected to the Board in 2005. Chairman of the Finance & Risk Committee. Member of the President's Advisory Committee and the Narmbool Committee. Director of a Chartered Accountancy Practice.



Mr P A Clifford – Company Secretary

Company Secretary from 2013. Director Finance and Corporate Services, The Sovereign Hill Museums Association. Fellow of the Australian Society of Practising Accountants and Associate of Chartered Secretaries Australia.

Mr S O Coltman

Elected to the Board in 2003. A Past-President. Member of the Fundraising Committee and The Sovereign Hill Foundation. Insurance Advisor.



DIRECTORS, CHIEF EXECUTIVE OFFICER AND COMPANY SECRETARY

Dr J W M Johnson

Chief Executive Officer, The Sovereign Hill Museums Association from 2002. Chairman, Central Highlands Water Corporation. Past-President and Board member of Victorian Employers' Chamber of Commerce and Industry. Chairman, Victoria Tourism Industry Council.



Emeritus Prof. T M Lloyd

Elected to the Board in 2007. A Past-President. Chairman of the Narmbool Committee. Member of the President's Advisory Committee. Consultant. Former Senior Deputy Vice-Chancellor of the then University of Ballarat.



Mr P L McCarthy

Elected to the Board in 2010. Chairman of the Outdoor & Mining Museum Committee. Mining Engineer and Company Director.



Mr R W Nicholson

Elected to the Board in 1998. A Past-President. Chairman of the Fundraising Committee. Member of The Sovereign Hill Foundation and the Sir Henry Bolte Trust. Civil Engineer and Company Director. Graduate, AICD Company Directors Course.



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Mrs A P Perry

Elected to the Board in 2003. A Past-President. Member of the Outdoor & Mining Museum Committee and the Narmbool Committee. Retired Teacher and Family Historian.



Dr J A Verlin AM

Elected to the Board in 2011. Chairman of the Gold Museum Committee. Chairman of the Committee for Ballarat. A Past-Mayor of the City of Ballarat.



DIRECTORS' REPORT

The Directors present this report on the Association for the financial year ended 30 June 2015.

The names of each person who has been a Director during the year and to the date of this report are:

J E Cowles President

A K Doyle Vice-President

S N Baird

T M Lloyd

A P Perry

D E Butler

P L McCarthy

J A Verlin

S O Coltman

R W Nicholson

Directors have been in office since the start of the financial year to the date of this report unless otherwise stated.

The principal activity of the Association is to:

Inspire an understanding of the significance of the Central Victorian gold rushes in Australia's national story, and at Narmbool of the importance of the land, water and biodiversity in Australia's future.

The Association's short-term objectives are to:

- Objective 1 – Build up cash reserves
- Objective 2 – Conservatively manage the financial operations of Sovereign Hill to match international and domestic tourism market conditions
- Objective 3 – Identify and manage key risks to the Association

The Association's long-term objectives are to:

- Objective 1 – Invest in infrastructure development
- Objective 2 – Maintain Sovereign Hill's independent business model
- Objective 3 – Develop or expand potential and existing revenue streams

To achieve these objectives, the Association has adopted the following strategies:

- Strategy 1 – Growth of Foundation, Sir Henry Bolte Trust and General Reserve
- Strategy 2 – Review Corporate Strategic Plan 2015-2017
- Strategy 3 – Implement and monitor the controls identified in the Risk Register including major focus on Occupational Health & Safety
- Strategy 4 – Implement Infrastructure Renewal Program
- Strategy 5 – Constantly review operational costs and commercial revenues in accordance with the financial objectives identified in the Corporate Strategic Plan 2015-2017
- Strategy 6 – Seek suitable opportunities for new revenue streams and continue strong emphasis on fundraising.

Key Performance Measures

The Association measures its own performance through the use of both quantitative and qualitative measures. These Strategic Key Performance Indicators are contained in the Association's Corporate Strategic Plan and are used by the Directors to assess the financial sustainability of the Association and whether the Association's short-term and long-term objectives are being achieved. The Strategic Key Performance Indicators are:

- Performance against budget in recurrent and capital expenditure particularly operating surplus, status of General Reserve and Foundation funds, insurance premium against sector benchmarks, and membership numbers and income
- Yield per visitor across business areas

DIRECTORS' REPORT

- Visitor demographic patterns (international, interstate and domestic)
- Website use statistics
- Occupancy rates for accommodation facilities
- Conversion ratios for Sovereign Hill visit with Quartz Mine tickets, Gold Museum visit, *Blood on the Southern Cross* patronage, Comfort Inn Sovereign Hill accommodation
- Environmental performance indicators (including recycling volumes, waste volumes, reduced utilities costs, % water in storage and accessible for use, solid fuel use)
- Occupational Health & Safety incident reports and analysis/mapping
- Workforce demographics (including staff and volunteers, turnover, gender and age mapping and labour costs)
- WorkCover premium rating and claims record

No significant changes in the nature of these activities occurred during the year.

The operating profit of the Association amounted to \$1,118,693.

The Association is not liable to pay company tax and is not permitted to pay dividends to its members.

The net assets of the Association have increased by \$1,938,366 from \$57,346,787 as at 30 June 2014, to \$59,285,153 in 2015.

This increase has largely resulted from capital grants and fundraising activities for capital works.

The Directors believe the Association is in a strong and stable financial position to expand and grow its current operations.

No significant changes in the Association's state of affairs occurred during the financial year.

Related party transactions

During or since the end of the previous financial year, no Board member has received or become entitled to receive a benefit by reason of a contract made by the Association, or a related body corporate with a member of the Board or with a firm of which a Director is a member, or with an entity in which a Director has a substantial interest, other than:

1. Insurance brokerage services supplied to the Association by a brokerage firm of which Mr S O Coltman is a Senior Manager;
2. Mine consultancy services supplied to the Association by a firm of which Mr P L McCarthy is a Director;
3. Valuation services supplied to the Association by a valuation firm of which Mr A K Doyle is a Director; and
4. Membership services supplied to the Association by the Committee for Ballarat of which Mrs J A Verlin is a Director.

All transactions were on normal commercial terms and conditions, no more favourable than those available to other persons.

Non-audit services

The auditor provided internal audit services during the year in respect to acquittal of a government grant.

NOTES TO AND FORMING PART OF THE ACCOUNTS FOR THE YEAR ENDED 30 JUNE 2015

The Attendances of each Director of the Association at meetings for the period July 2014 to June 2015 were:

	BOARD MEETINGS		COMMITTEE MEETINGS											
			FINANCE & RISK COMMITTEE		PRESIDENT'S ADVISORY COMMITTEE		OUTDOOR & MINING MUSEUM COMMITTEE		GOLD MUSEUM COMMITTEE		NARMBOOL COMMITTEE		FUNDRAISING COMMITTEE	
	Number eligible to attend	Number attended	Number eligible to attend	Number attended	Number eligible to attend	Number attended	Number eligible to attend	Number attended	Number eligible to attend	Number attended	Number eligible to attend	Number attended	Number eligible to attend	Number attended
S N Baird	8	7	5	4	-	-	-	-	-	-	-	-	3	3
D E Butler	8	8	5	5	4	4	-	-	-	-	4	3	-	-
S O Colman	8	8	-	-	3	3	-	-	-	-	2	1	3	3
J E Cowles	8	8	3	3	10	10	4	4	3	3	3	3	2	2
A K Doyle	8	7	2	1	6	6	-	-	3	2	-	-	-	-
T M Lloyd	8	8	2	2	10	10	1	1	-	-	1	1	1	1
P L McCarthy	8	8	-	-	-	-	4	4	-	-	-	-	-	-
R W Nicholson	8	8	-	-	-	-	-	-	-	-	-	-	3	3
A P Perry	8	7	-	-	-	-	3	3	-	-	4	3	-	-
J A Verlin	8	7	-	-	-	-	-	-	3	2	-	-	-	-

Auditor's Independence Declaration

The lead auditor's independence declaration in accordance with Division 60 of the Australian Charities and Not-for-profits Commission Act 2012 for the year ended 30 June 2015 has been received and can be found on the opposite page.

Dated this fourteenth day of September 2015.



J E Cowles
President

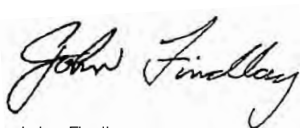
AUDITOR INDEPENDENCE DECLARATION UNDER DIVISION 60 OF THE AUSTRALIAN CHARITIES AND NOT-FOR-PROFITS COMMISSION ACT 2012 TO THE DIRECTORS OF THE SOVEREIGN HILL MUSEUMS ASSOCIATION

I declare that, to the best of my knowledge and belief, during the year ended 30 June 2015 there have been no contraventions of:

- 1 The auditor independence requirements as set out in Division 60 of the *Australian Charities and Not-for-profits Commission Act 2012* in relation to the audit; and
- 2 No contraventions of any applicable code of professional conduct in relation to the audit.

CH

Crowe Horwath West Vic



John Findlay
Partner

Ballarat Victoria

Dated this fourteenth day of September 2015

STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME FOR THE YEAR ENDED 30 JUNE 2015

	Note	2015 \$	2014 \$
Revenue from Operating Activities	2	26,712,653	24,667,199
Other Income	2	597,208	41,456
Employee benefits expense		(13,484,600)	(12,756,219)
Depreciation	3	(1,533,958)	(1,633,264)
Administration, Marketing, Maintenance expense		(8,195,131)	(7,234,890)
Cost of Sales		(2,518,749)	(2,079,508)
Other expenses		(458,730)	(229,516)
Operating Profit	3	1,118,693	775,258
Capital receipts	2	695,100	2,594,448
Surplus before income tax expense		1,813,793	3,369,706
Income tax expense		-	-
Surplus after income tax expense for the year attributable to the members of The Sovereign Hill Museums Association		1,813,793	3,369,706
Other comprehensive income			
Fair value gains/(losses) on available-for-sale financial assets		124,573	405,562
Total comprehensive income for the year attributable to the members of The Sovereign Hill Museums Association		1,938,366	3,775,268

STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE 2015

	Note	2015 \$	2014 \$
ASSETS			
CURRENT ASSETS			
Cash and cash equivalents	4	2,651,607	1,883,732
Trade and other receivables	5	687,313	989,481
Inventories	6	1,351,708	1,321,595
Biological assets	7	974,827	986,030
Other current assets	8	678,875	311,344
Assets held for sale	9	-	410,631
Financial assets	10	727,745	429,968
TOTAL CURRENT ASSETS		7,072,075	6,332,781
NON-CURRENT ASSETS			
Financial assets	10	5,703,592	5,172,542
Property, plant and equipment	11	42,384,950	41,914,353
Collections assets	11	8,582,592	8,340,671
TOTAL NON-CURRENT ASSETS		56,671,134	55,427,566
TOTAL ASSETS		63,743,209	61,760,347
CURRENT LIABILITIES			
Trade and other payables	12	2,196,938	1,822,227
Borrowings	13	580,000	1,030,000
Short term provisions	14	1,157,057	1,017,726
TOTAL CURRENT LIABILITIES		3,933,995	3,869,953
NON-CURRENT LIABILITIES			
Long term provisions	14	524,061	543,607
TOTAL NON-CURRENT LIABILITIES		524,061	543,607
TOTAL LIABILITIES		4,458,056	4,413,560
NET ASSETS		59,285,153	57,346,787
EQUITY			
Retained Earnings		43,824,724	43,021,870
Reserves		15,460,429	14,324,917
TOTAL EQUITY		59,285,153	57,346,787

STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 30 JUNE 2015

	Retained Earnings \$	Asset Revaluation Reserve ## \$
Balance at 30 June 2013	40,599,203	113,590
Total comprehensive income for year	3,369,706	405,562
Transfers to reserves		
- General Reserve	(245,007)	
- The Sovereign Hill Foundation	(352,837)	
- Sir Henry Bolte Trust	(79,794)	
- Collections	(269,399)	
Transfers from retained earnings		
Balance at 30 June 2014	43,021,870	519,154
Total comprehensive income for year	1,813,793	124,573
Transfers to reserves		
- General Reserve	(326,945)	
- The Sovereign Hill Foundation	(340,251)	
- Sir Henry Bolte Trust	(101,822)	
- Collections	(241,921)	
Transfers from retained earnings		
Balance at 30 June 2015	43,824,724	643,727

This reserve records the revaluation increment of shares, hybrid securities and floating notes in Corporations listed on a prescribed Stock Exchange.

STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 30 JUNE 2015

General Reserve	Sir Henry Bolte Trust	The Sovereign Hill Foundation	Collections Reserve	Total
\$	\$	\$	\$	\$
1,626,218	792,668	2,368,568	8,071,272	53,571,519
				3,775,268
				(245,007)
				(352,837)
				(79,794)
				(269,399)
245,007	79,794	352,837	269,399	947,038
1,871,225	872,462	2,721,405	8,340,671	57,346,787
				1,938,366
				(326,944)
				(340,251)
				(101,822)
				(241,921)
326,945	101,822	340,251	241,921	1,010,938
2,198,170	974,284	3,061,656	8,582,592	59,285,153

STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 30 JUNE 2015

	Note	2015 \$	2014 \$
Cash flows from operating activities			
Sales from small businesses		7,855,447	7,294,211
Other revenues from operating activities		18,745,179	16,706,382
Interest and dividends received		414,195	360,564
Payments to employees		(13,364,815)	(12,641,390)
Interest paid		(49,670)	(44,732)
Payments for materials and contracts		(10,911,528)	(10,188,368)
Net cash generated from operating activities	19b	2,688,808	1,486,667
Cash flows from investing activities			
Capital receipts		695,100	2,594,448
Proceeds from sale of property, plant and equipment		1,057,855	217,494
Proceeds of disposal of investments		1,466,083	1,008,707
Purchase of investments		(2,106,442)	(1,964,262)
Purchase of property, plant and equipment		(2,583,529)	(3,156,302)
Net cash used in investing activities		(1,470,933)	(1,299,915)
Cash flows from financing activities			
Proceeds/(Repayment) of borrowings		(450,000)	-
Net cash used in financing activities		(450,000)	-
Net increase (decrease) in cash held		767,875	186,752
Cash and cash equivalents at the beginning of the year		1,883,732	1,696,980
Cash and cash equivalents at the end of the year	19a	2,651,607	1,883,732

NOTES TO AND FORMING PART OF THE ACCOUNTS FOR THE YEAR ENDED 30 JUNE 2015

NOTE 1 Statement of significant accounting policies

The principal accounting policies adopted in the preparation of the financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated. The Sovereign Hill Museums Association ("the Association") is a company limited by guarantee.

New, revised or amending Accounting Standards and Interpretations adopted

The Association has adopted all of the new, revised or amending Accounting Standards and Interpretations issued by the Australian Accounting Standards Board ('AASB') that are mandatory for the current reporting period.

Any new, revised or amending Accounting Standards or Interpretations that are not yet mandatory have not been early adopted.

The adoption of these Accounting Standards and Interpretations did not have any significant impact on the financial performance or position of the Association.

Basis of preparation

The financial statements are general purpose financial statements that have been prepared in accordance with Australian Accounting Standards – Reduced Disclosure Requirements of the Australian Accounting Standards Board and the Division 60 of Australian Charities and Not-for-profits Commission Act 2012. The Association is a not-for-profit entity for financial reporting purposes under Australian Accounting Standards.

Australian Accounting Standards set out accounting policies that the AASB has concluded would result in financial statements containing relevant and reliable information about transactions, events and conditions. Material accounting policies adopted in the preparation of these financial statements are presented below and have been consistently applied unless otherwise stated.

The financial statements, except for the cash flow information, have been prepared on an accruals basis and are based on historical costs, modified, where applicable, by the measurement at fair value of selected non-current assets, financial assets and financial liabilities. The amounts presented in the financial statements have been rounded to the nearest dollar.

Accounting policies

(a) Revenue

Revenue from the sale of goods is recognised upon the delivery of goods to customers.

Grant revenue is recognised in the profit or loss when the Association obtains control of the grant and it is probable that the economic benefits gained from the grant will flow to the Association and the amount of the grant can be measured reliably.

If conditions are attached to the grant which must be satisfied before it is eligible to receive the contribution, the recognition of grant revenue as revenue will be deferred until those conditions are satisfied.

When grant revenue is received whereby the Association incurs an obligation to deliver economic value directly back to the contributor, this is considered a reciprocal transaction and the grant revenue is recognised in the Statement of Financial Position as a liability until the service has been delivered to the contributor; otherwise, the grant is recognised as income on receipt.

The Association receives non-reciprocal contributions of assets from other parties at either a nil or a nominal value. These assets are recognised at fair values on the date of acquisition in the Statement of Financial Position with the corresponding value credited to the Collections Reserve.

Donations and bequests are recognised as revenue when received.

NOTES TO AND FORMING PART OF THE ACCOUNTS FOR THE YEAR ENDED 30 JUNE 2015

Interest revenue is recognised using the effective interest rate method, which for floating rate financial assets is the rate inherent in the instrument. Dividend revenue is recognised when received.

Revenue from the rendering of a service is recognised upon the delivery of the service to the customers.

All revenue is stated net of the amount of goods and service tax (GST).

(b) Inventories

Inventories are measured at the lower of average cost and net realisable value.

(c) Property, plant and equipment

Each class of property, plant and equipment is carried at cost less, where applicable, accumulated depreciation and impairment losses.

Property

The Association is an outdoor museum that represents Ballarat in the Victorian goldfields for the period 1851 to 1861. All the buildings exhibits have extensive on-going maintenance to ensure their standards are in keeping with this 11-year time period. Consequently, the Directors believe that buildings will have an estimated useful life of 150 years and therefore depreciation has been calculated at 0.67% pa.

Plant and equipment

Plant and equipment are measured on the cost basis less accumulated depreciation and any accumulated impairment losses.

The carrying amount of plant and equipment is reviewed annually by Directors to ensure it is not in excess of the recoverable amount from these assets. The recoverable amount is assessed on the basis of the expected net cash flows that will be received from the assets employment and subsequent disposal. The expected net cash flows have been discounted to their present values in determining recoverable amounts.

Depreciation

The depreciable amounts of all fixed assets including buildings, but excluding freehold land, is depreciated on a straight-line basis over their useful life to the Association commencing from the time the asset is held ready for use. The depreciation rates used for each class of depreciable assets are:

Class of asset	Depreciation of asset
Buildings	0.67%
Plant, equipment and vehicles	2.5 - 40%

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at the end of each reporting period.

An asset class' carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

Gains and losses on disposals are determined by comparing proceeds with the carrying amount. These gains or losses are included in the profit or loss in the period in which they arise.

NOTES TO AND FORMING PART OF THE ACCOUNTS FOR THE YEAR ENDED 30 JUNE 2015

(d) Assets held for sale

Assets held for sale are valued at the lower of cost and net realisable value. Profits are brought to account on the signing of an unconditional contract of sale.

(e) Collections assets

Collections assets controlled by the Association are works of art and other heritage assets, including the property Narmbool, which have been donated to the Association. They are anticipated to have very long and indeterminate useful lives. Their future economic benefits have not, in any material sense, been consumed during the reporting period. As such, no amount for depreciation has been recognised in respect of them.

(f) Biological assets

From 1 July 2013 the control of Narmbool farm operations has transferred to the Association. Biological assets consist of the following categories of sheep: Dohne Merino, Crossbred and Rams. All biological assets are carried at fair value less costs to sell.

(g) Financial instruments

Initial recognition and measurement

Financial assets and financial liabilities are recognised when the Association becomes a party to the contractual provisions to the instrument. For financial assets, this is equivalent to the date the Association commits itself to either purchase or sell the asset (i.e. trade date accounting is adopted). Financial instruments are initially measured at fair value plus transaction costs except where the instrument is classified 'at fair value through profit and loss' in which case transaction costs are recognised immediately as expenses in profit or loss.

Classification and subsequent measurement

Financial instruments are subsequently measured at fair value, amortised cost using the effective interest rate method, or cost. Fair value represents the amount for which an asset could be exchanged or a liability settled, between knowledgeable, willing parties in an arm's length transaction. Where available, quoted prices in an active market are used to determine fair value. In other circumstances, valuation techniques are adopted.

Amortised cost is calculated as:

- (i) the amount at which the financial asset or financial liability is measured at initial recognition;
- (ii) less principal repayments;
- (iii) plus or minus the cumulative amortisation of the difference, if any, between the amount initially recognised and the maturity amount calculated using the effective interest method; and
- (iv) less any reduction for impairment.

The effective interest method is used to allocate interest income or interest expense over the relevant period and is equivalent to the rate that exactly discounts estimated future cash payments or receipts (including fees, transaction costs and other premiums or discounts) through the expected life (or when this cannot be reliably predicted, the contractual term) of the financial instrument to the net carrying amount of the financial asset or financial liability. Revisions to expected future net cash flows will necessitate an adjustment to the carrying value with a consequential recognition of an income or expense in profit or loss.

NOTES TO AND FORMING PART OF THE ACCOUNTS FOR THE YEAR ENDED 30 JUNE 2015

(i) Financial assets at fair value through profit and loss

Financial assets are classified at 'fair value through profit and loss' when they are held for trading for the purpose of short-term profit taking, derivatives not held for hedging purposes, or when they are designated as such to avoid an accounting mismatch or to enable performance evaluation where a group of financial assets is managed by key management personnel on a fair basis in accordance with a documented risk management or investment strategy. Such assets are subsequently measured at fair value with changes in carrying value being included in profit or loss.

(ii) Held-to-maturity investments

Held-to-maturity investments are non-derivative financial assets that have fixed maturities and fixed or determinable payments, and it is the Association's intention to hold these investments to maturity. They are subsequently measured at amortised cost.

Held-to-maturity investments are included in non-current assets, except for those which are expected to mature within 12 months after the end of the reporting period, which will be classified current assets.

(iii) Loans and receivables

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market and are subsequently measured at amortised cost.

Loans and receivables are included in current assets, except for those which are not expected to mature within 12 months after the end of the reporting period, which will be classified as non-current assets.

(iv) Financial liabilities

Non-derivative financial liabilities (excluding financial guarantees) are subsequently measured at amortised cost. Borrowings are classified as current liabilities unless the Association has an unconditional right to defer settlement of the liability for at least 12 months after the reporting date.

(v) Available-for-sale investments

Available-for-sale investments (i.e. shares, hybrid securities, fixed interest, convertible and floating notes) are non-derivative financial assets that are either not capable of being classified into other categories of financial assets due to their nature, or they are designated as such by management. They comprise investments in the equity of other entities where there is neither a fixed maturity nor fixed or determinable payments.

Available-for-sale financial assets are included in non-current assets, except for those which are expected to be disposed of within 12 months after the end of the reporting period.

(vi) Impairment of financial assets

At the end each reporting period, the Association assesses whether there is objective evidence that a financial asset has been impaired through the occurrence of a loss event. In the case of available-for-sale financial assets, a significant or prolonged decline in the value of the instrument is considered to indicate that impairment has arisen. Impairment losses are recognised in profit or loss immediately. Also, any cumulative decline in fair value previously recognised in other comprehensive income is reclassified to profit or loss at this point.

(vii) Derecognition

Financial assets are derecognised where the contractual rights to receipt of cash flows expires or the asset is transferred to another party whereby the Association no longer has any significant continuing involvement in the risks and benefits associated with the asset. Financial liabilities are derecognised where the related obligations are either discharged, cancelled or expired. The difference between the carrying value of the financial liability extinguished

NOTES TO AND FORMING PART OF THE ACCOUNTS FOR THE YEAR ENDED 30 JUNE 2015

or transferred to another party and the fair value consideration paid, including the transfer of non-cash assets or liabilities assumed, is recognised in profit or loss.

When available-for-sale investments are sold, the accumulated fair value adjustments recognised in other comprehensive income are reclassified to profit or loss.

(h) Fair value measurement

When an asset or liability, financial or non-financial, is measured at fair value for recognition or disclosure purposes, the fair value is based on the price that would be received to sell an asset or paid to transfer the liability in an orderly transaction between market participants at the measurement date; and assumes that the transaction will take place either: in the principal market; or in the absence of a principal market, in the most advantageous market.

Fair value is measured using assumptions that market participants would use when pricing an asset or liability, assuming they act in economic best interest. For non-financial assets, the fair value measurement is based on its highest and best use. Valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, are used, maximising the use of relevant observable inputs and minimising the use of unobservable inputs.

(i) Impairment of non-financial assets

At the end of each reporting period, the Association assesses whether there is any indication that an asset may be impaired. If such an indication exists, an impairment test is carried out on the asset by comparing the recoverable amount of the asset, being the higher of the asset's fair value less costs to sell and value in use, to the asset's carrying amount. Any excess of the asset's carrying amount over its recoverable amount is recognised immediately in profit or loss.

(j) Employee benefits

Provision is made for the Association's liability for employee benefits arising from services rendered by employees to the end of the reporting period. Employee benefits that are expected to be settled within one year have been measured at the amounts expected to be paid when the liability is settled. Employee benefits payable later than one year have been measured at the present value of the estimated future cash outflows to be made for these benefits. In determining the liability, consideration is given to employee wage increases and the probability that the employee may not satisfy vesting requirements. Those cash outflows are discounted using market yields on national corporate bonds with terms to maturity that match the expected timing of the cash flows.

Contributions are made by the Association to an employee superannuation fund and are charged as expenses when incurred.

(k) Cash and cash equivalents

Cash and cash equivalents include cash on hand, deposits held at-call with banks, other short-term highly liquid investments with original maturities of three months or less, and bank overdrafts.

(l) Goods and services tax (GST)

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Taxation Office (ATO). Receivables and payables in the Statement of Financial Position are shown inclusive of GST. The net amount of GST recoverable from, or payable to, the ATO is included in other receivables or other payables in the statement of financial position.

Cash flows are presented on a gross basis. The GST components of cash flows arising from investing or financing activities which are recoverable from, or payable to the ATO, are presented as operating cash flows.

Commitments and contingencies are disclosed net of the amount of GST recoverable from, or payable to, the ATO.

NOTES TO AND FORMING PART OF THE ACCOUNTS FOR THE YEAR ENDED 30 JUNE 2015

(m) Income tax

No provision for income tax has been raised as the Association is exempt from income tax under Division 50 of the Income Tax Assessment Act 1997.

(n) Provisions

Provisions are recognised when the Association has a legal or constructive obligation, as a result of past events, for which it is probable that an outflow of economic benefits will result and that outflow can be reliably measured.

Provisions recognised represent the best estimate of the amounts required to settle the obligation at the end of the reporting period.

(o) Comparative figures

Where required by Accounting Standards comparative figures have been adjusted to conform with changes in presentation for the current financial year.

(p) Trade and Other Payables

Trade and other payables represent the liability outstanding at the end of the reporting period for goods and services received by the Association during the reporting period which remain unpaid. The balance is recognised as a current liability with the amounts normally paid within 30 days of recognition of the liability.

(q) Critical accounting estimates and judgements

The Directors evaluate estimates and judgements incorporated into the financial statements based on historical knowledge and best available current information. Estimates assume a reasonable expectation of future events and are based on current trends and economic data, obtained both externally and within the Association.

(r) Key judgements

Available-for-sale investments

The Association maintains a portfolio of securities with a carrying value of \$5,703,592 at the end of the reporting period. These valuations are the current market value on the stock exchange as at reporting date. The Directors believe there is no impairment of these investments.

NOTES TO AND FORMING PART OF THE ACCOUNTS FOR THE YEAR ENDED 30 JUNE 2015

Note	2015 \$	2014 \$
Note 2 Revenue		
Revenue from Operating Activities		
- sale of goods	7,855,447	7,294,211
- interest and dividends received	414,195	360,564
- government grants *	795,940	646,809
- entrance takings	14,189,196	13,223,775
- rents and commissions	947,349	895,980
- other revenue (including accommodation and memberships)	2,510,526	2,245,860
Revenue from Operating Activities	26,712,653	24,667,199
Other Income		
- gain on disposal of property, plant and equipment	533,313	3,288
- gain on disposal of available-for-sale financial assets	63,895	38,168
Other Revenue	597,208	41,456
Capital receipts includes donations and collections assets donated	695,100	2,594,448
Total Revenue	28,004,961	27,303,103

* Government grants includes \$353,000 funding support from Creative Victoria.

Note 3 Profit

Expenses

Depreciation		
- Land and Buildings	413,792	437,161
- Plant and Equipment	1,120,166	1,196,103
Total Depreciation	1,533,958	1,633,264
Auditor Remuneration		
- Audit Services - external	55,600	46,000
- Audit Services - internal	1,900	6,700
Employee benefits expense:		
- Contributions to defined contribution superannuation funds	1,091,807	1,023,972
Interest paid on borrowings	49,670	44,732

NOTES TO AND FORMING PART OF THE ACCOUNTS FOR THE YEAR ENDED 30 JUNE 2015

Note	2015 \$	2014 \$
Significant Revenue and Expenses		
Net gain/(loss) on disposal of non-current assets		
Investments		
Proceeds on disposal	1,466,083	1,008,707
Disposals at written down value	(1,402,188)	(970,539)
Net profit (loss) on disposals as at 30 June 2015	63,895	38,168
Property, Plant and Equipment		
Proceeds on disposal	1,057,855	217,494
Disposals at written down value	(524,542)	(214,206)
Net (loss)/gain on disposals as at 30 June 2015	533,313	3,288

Note 4 Current assets - cash and cash equivalents

CURRENT		
Cash at bank	2,226,266	1,802,658
Cash on hand	425,341	81,074
	2 651,607	1,883,732

Note 5 Current assets - trade and other receivables

CURRENT		
Trade receivables	596,533	886,423
Other receivables	90,780	103,058
	687,313	989,481

The Association does not have any material credit risks exposure to any single receivable or group of receivables.

The Association does not have any impaired debtors past due.

Note 6 Current assets - inventories

CURRENT		
At lower of average cost and net realisable value		
Stock	1,351,708	1,321,595

NOTES TO AND FORMING PART OF THE ACCOUNTS FOR THE YEAR ENDED 30 JUNE 2015

Note

2015
\$

2014
\$

Note 7 Current assets - biological assets

CURRENT

At fair value less cost to sell

Sheep

Balance at the beginning of the year

986,030

-

Donated livestock

-

829,550

Net movement in valuation during year

(590,100)

(193,238)

Fair value movement of biological assets

578,897

349,718

Balance at end of year

974,827

986,030

Note 8 Current assets - other assets

CURRENT

Prepayments

678,875

311,344

Note 9 Current assets - assets held for sale

Assets are presented as held for sale following the commitment of the Association's management to sell the assets. A settlement was concluded in 2015.

At 30 June 2015, the assets for sale comprised:

Property

Balance at the beginning of the year

410,631

560,369

Additions at cost

63,769

9,819

Disposals

(474,400)

(159,558)

Carrying amount at end of year

-

410,631

Note 10 Non-current assets - financial assets

CURRENT

Held-to-maturity investments

727,745

429,968

NON CURRENT

Available-for-sale financial assets

5,703,592

5,172,542

Available-for-sale financial instruments comprise shares, hybrid securities, convertible and floating notes in Corporations listed on a prescribed Stock Exchange at market value. There are no fixed returns or fixed maturity dates attached to these investments. Held-to-maturity investments comprise cash accounts with financial institutions.

NOTES TO AND FORMING PART OF THE ACCOUNTS FOR THE YEAR ENDED 30 JUNE 2015

Note

2015
\$

2014
\$

Note 11 Non-current assets - property, plant and equipment

LAND AND BUILDINGS

At cost	43,759,677	42,475,625
Less accumulated depreciation	(6,363,645)	(5,950,733)
Less impairment loss	(223,141)	-
Total land and buildings	37,172,891	36,524,892

PLANT AND EQUIPMENT

At cost	20,993,493	20,313,815
Less accumulated depreciation	(15,781,434)	(14,924,355)
Total plant and equipment	5,212,059	5,389,461

PROPERTY, PLANT AND EQUIPMENT

42,384,950 41,914,353

COLLECTIONS ASSETS

At fair value	8,582,592	8,340,671
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**Movements in
Carrying Amounts**

**Land and
Buildings
\$**

**Plant and
Equipment
\$**

**Collections
Assets
\$**

**TOTAL
\$**

2014

Balance at the beginning of the year	35,628,457	5,096,725	8,071,272	48,796,454
Additions at cost	1,198,314	1,298,319	204,884	2,701,518
Additions at fair value	-	-	64,515	64,515
Donated additions	135,282	245,168	-	380,450
Disposals	-	(54,648)	-	(54,648)
Depreciation expense	(437,161)	(1,196,103)	-	(1,633,264)
Carrying amount at end of year	36,524,892	5,389,461	8,340,671	50,255,024

2015

Balance at the beginning of the year	36,524,892	5,389,461	8,340,671	50,255,024
Additions at cost	1,299,978	977,860	74,881	2,352,719
Additions at fair value	-	-	167,040	167,040
Disposals	(15,926)	(298,182)	-	(314,109)
Impairment loss	(223,141)	-	-	(223,141)
Depreciation expense	(412,912)	(857,080)	-	(1,269,991)
Carrying amount at end of year	37,172,891	5,212,059	8,582,592	50,967,542

NOTES TO AND FORMING PART OF THE ACCOUNTS FOR THE YEAR ENDED 30 JUNE 2015

Note

2015
\$

2014
\$

Note 12 Current liabilities - trade and other payables

CURRENT

Trade payables	1,353,320	1,205,227
Other current payables	843,618	617,000
	2,196,938	1,822,227

Note 13 Current liabilities - borrowings

CURRENT

Interest-only loan	580,000	1,030,000
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Loan liability is secured by assets of the Association.

The total bank loans of \$580,000 is categorised in current liabilities as a result of a paragraph in the business letter of offers that states that the Bank can, at any time, reduce any limit, including a Facility Limit, Debtor Limit and a Component Limit. This is on the basis of a strict interpretation of the relevant accounting standard which requires that a liability is current where the Association does not have the unconditional right to defer settlement of the liability for at least 12 months after the reporting period.

It should be noted however, that the facilities with the Bank are on an interest only basis for the next 12 months.

While the Association notes the requirement of the Accounting Standard, in reality the loan from the bank is considered by the Association to be of a longer-term nature.

NOTES TO AND FORMING PART OF THE ACCOUNTS FOR THE YEAR ENDED 30 JUNE 2015

Note	2015 \$	2014 \$
Note 14 Current liabilities - provisions		
CURRENT		
Provision for employee benefits: annual leave	718,322	608,646
Provision for employee benefits: long service leave	438,735	409,080
	1,157,057	1,017,726
NON-CURRENT		
Provision for employee benefits: long service leave	524,061	543,607
	1,681,118	1,561,333
Analysis of Total Provisions		
Opening balance at 1 July 2014	1,561,334	1,446,505
Additional provisions raised during year	254,109	218,168
Amounts used	(134,325)	(103,340)
Balance at 30 June 2015	1,681,118	1,561,334

A provision has been recognised for employee entitlements relating to long service leave. In calculating the present value of future cash flows in respect to long service leave, the probability of long service leave being taken is based on historical data. The measurement and recognition criteria relating to employee benefits have been included in Note 1 to this report. A review of the accounting treatment of oncost in respect to employee entitlements resulted in an additional increase in the provision for the year of \$49,957 that has been included in the profit or loss for the period.

Note 15 Capital Commitments

Commitments for uncompleted capital projects at 30 June (matched by government grant and private fundraising)	603,545	115,746
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Note 16 Events after the Reporting Period

Sovereign Hill has been granted an allocation for upgrading of 'Blood on the Southern Cross' from the Victorian State Government's Regional Infrastructure Development Fund. The Association will also commit to carrying out extra capital works and other projects over the 2014/15 - 2016/17 period.

Note 17 Key Management Personnel Compensation

Key management personnel compensation	1,417,525	1,375,537
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NOTES TO AND FORMING PART OF THE ACCOUNTS FOR THE YEAR ENDED 30 JUNE 2015

Note

2015
\$

2014
\$

Note 18 Related Party Transactions

Transactions between related parties are on normal commercial terms and conditions no more favourable than those available to other persons unless otherwise stated.

During the year: a Board member was the senior manager of a company that provided insurance services to the Association totalling \$805,490; a Board member was the Director of a company that provided valuation services to the Association totalling \$1,650; and a Board member was the Director of a company that provided mine consultancy services to the Association totalling \$5,725.

Note 19 Cash Flow Information

a Reconciliation of Cash

Cash at bank	2,226,266	1,802,658
Other cash	425,341	81,074
	2,651,607	1,883,732

b Reconciliation of Cash Flow from Operations with Profit after Income Tax

Operating Profit	1,118,693	775,258
Non-cash flows		
Depreciation	1,533,958	1,633,264
Impairment of non-financial asset	223,142	-
Increase in employee entitlements	119,785	114,829
(Profit)/Loss on sale of non-current assets	(597,208)	(41,456)
Changes in assets and liabilities		
(Increase)/decrease in inventories	(18,911)	(1,119,876)
Increase in receivables	302,168	(306,042)
(Increase)/decrease in other assets	(367,530)	48,888
Increase/(decrease) in trade and other payables	374,711	381,802
Cash flows provided by operating activities	2,688,808	1,486,667

The Association has a bank overdraft facility available to the extent of \$500,000.

NOTES TO AND FORMING PART OF THE ACCOUNTS FOR THE YEAR ENDED 30 JUNE 2015

Note

2015
\$

2014
\$

Note 20 Financial instruments

Financial risk management

The Association's financial instruments consist mainly of deposits with banks, local money market instruments, short-term investments, accounts receivable and payable.

The carrying amounts for each category of financial instruments, measured in accordance with AASB 139 as detailed in the accounting policies to these financial statements, are as follows:

Financial assets

Cash and cash equivalents	2,651,607	1,883,732
Loans and receivables	687,313	989,481
Held-to-maturity investments	727,745	429,968
Available-for-sale financial assets	5,703,592	5,172,542
Total financial assets	9,770,257	8,475,724

Financial liabilities

Financial liabilities at amortised cost:

- trade and other payables	2,196,938	1,822,227
- borrowings	580,000	1,030,000
Total financial liabilities	2,776,938	2,852,227

Fair Values

- (i) For listed available-for-sale financial assets and financial assets at fair value through profit or loss, the fair values have been based on closing quoted bid prices at the end of the reporting period.
In determining the fair values of the unlisted available-for-sale financial assets, the Directors have used inputs that are observable either directly (as prices) or indirectly (derived from prices).
- (ii) Fair values of held-to-maturity investments are based on quoted market prices at the ending of the reporting period.

NOTES TO AND FORMING PART OF THE ACCOUNTS FOR THE YEAR ENDED 30 JUNE 2015

Note 21 Fair Value Measurement

The Association measures the following assets and liabilities at fair value on a recurring basis:

- Financial assets
- Biological assets

(i) Fair value hierarchy

AASB 13 Fair Value Measurement requires all assets and liabilities measured at fair value to be assigned to a level in the fair value hierarchy as follows:

- Level 1 Unadjusted quoted prices in active markets for identical assets or liabilities that the entity can access at the measurement date.
- Level 2 Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly.
- Level 3 Unobservable inputs for the asset or liability.

The table below shows the assigned level for each asset and liability held at fair value at 30 June 2015:

Recurring fair value measurements	Level 1	Level 2	Level 3
Available for sale financial assets	\$ 5,703,592		
Biological assets		\$ 974,827	

Fair value of the biological assets is based on valuation performed by independent, professionally-qualified valuers as at 30.6.15.

(ii) Transfers between levels of the hierarchy

There were no transfers between levels of the fair value hierarchy

(iii) Highest and best use

The current use of each asset measured at fair value is considered to be its highest and best use.

The significant inputs and assumptions are developed in close consultation with management. The valuation processes and fair value changes are reviewed by the Board of Directors at each reporting date.

Note 22 Reserves

The Sovereign Hill Foundation Reserve was established to grow the corpus to underpin Sovereign Hill's long-term financial viability.

The Sir Henry Bolte Trust Reserve is used as the main acquisitive fund for collections.

The General Fund Reserve exists to provide a major financial underpinning of Sovereign Hill's operations.

The Collections Reserve recognises collections assets controlled by the Association. They include works of art and other heritage assets which have been donated to the Association.

The Asset Revaluation Reserve records revaluation increments and decrements (that do not represent impairment write-downs) that relate to financial assets that are classified as available-for-sale.

NOTES TO AND FORMING PART OF THE ACCOUNTS FOR THE YEAR ENDED 30 JUNE 2015

Note 23 Entity Details

The registered office of the Association is:
The Sovereign Hill Museums Association
39 Magpie Street
Ballarat Vic 3350

The principal place of business is:
The Sovereign Hill Museums Association
39 Magpie Street
Ballarat Vic 3350

Note 24 Controlled Entity

Subsidiaries of The Sovereign Hill Museums Association:	Country of incorporation	Percentage owned	
		2015	2014
Sovereign Hill No.1 Pty Ltd	Australia	100%	100%

On 26.6.2014, The Sovereign Hill Museums Association acquired 100% interest in Sovereign Hill No.1 Pty Ltd.
No transactions have occurred in this company from the date of acquisition to 30.6.15.

Note 25 Members' Guarantee

The Association is incorporated under the Australian Charities and Not-for-profits Commission Act 2012 and is a company limited by guarantee. If the Association is wound up, the constitution states that each member is required to contribute a maximum of \$20 each towards meeting any outstandings and obligations of the Association. At 30 June 2015 the number of members was 1,135.

DIRECTORS' DECLARATION

The Directors of the Association declare that:

1. The financial statements and notes, as set out on pages 64 to 84 are in accordance with the Division 60 of the *Australian Charities and Not-for-profits Commission Act 2012* and:
 - a. comply with Australian Accounting Standards – Reduced Disclosure Requirements; and
 - b. give a true and fair view of the financial position of the Association as at 30 June 2015 and of the performance for the year ended on that date.
2. In the Directors' opinion there are reasonable grounds to believe that the Association will be able to pay its debts as and when they become due and payable.
- 3.

This declaration is made in accordance with a resolution of the Board of Directors

Dated this fourteenth day of September 2015.



J E Cowles
President

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE SOVEREIGN HILL MUSEUMS ASSOCIATION

Report on the financial report

We have audited the accompanying financial report of The Sovereign Hill Museums Association (the Association), which comprises the statement of financial position as at 30 June 2015, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, notes comprising a summary of significant accounting policies and other explanatory information, and the Directors' declaration.

Directors' responsibility for the financial report

The Directors of the Association are responsible for the preparation of the financial report that gives a true and fair view in accordance with Australian Accounting Standards – *Reduced Disclosure Requirements* and the *Australian Charities and Not-for-profits Commission Act 2012* (ACNC Act) and for such internal control as the Directors determine is necessary to enable the preparation of a financial report that is free from material misstatement, whether due to fraud or error.

Auditor's responsibility

Our responsibility is to express an opinion on the financial report based on our audit. We conducted our audit in accordance with Australian Auditing Standards. Those standards require that we comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance about whether the financial report is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial report, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the Association's preparation and fair presentation of the financial report in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the Directors, as well as evaluating the overall presentation of the financial report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Independence

In conducting our audit, we have complied with the independence requirements of the *Australian Charities and Not-for-profits Commission Act 2012* (ACNC Act). We confirm that the independence declaration required by the *Australian Charities and Not-for-profits Commission Act 2012* (ACNC Act), provided to the Directors of The Sovereign Hill Museums Association, would be in the same terms if provided to the Directors as at the time of this auditor's report.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE SOVEREIGN HILL MUSEUMS ASSOCIATION

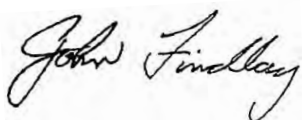
Auditor's opinion

In our opinion the financial report of The Sovereign Hill Museums Association has been prepared in accordance with the *Australian Charities and Not-for-profits Commission Act 2012 (ACNC Act)*, including

- a) giving a true and fair view of the Association's financial position as at 30 June 2015 and of its performance and cash flows for the year ended on that date; and
- b) complying with Australian Accounting Standards – *Reduced Disclosure Requirements* and the *Australian Charities and Not-for-profits Commission Regulation 2013*.

CH

Crowe Horwath West Vic



John Findlay

Partner

Ballarat Victoria

Dated this fourteenth day of September 2015

Publisher

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