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THE LEGISLATIVE COUNCIL GOVERNMENT ADMINISTRATION B
COMMITTEE MET IN COMMITTEE ROOM 1, PARLIAMENT HOUSE, HOBART
ON MONDAY 20 APRIL 2015.

BUILT HERITAGE TOURISM IN TASMANIA

Mr PETER RAE AO, CHAIRMAN, AND Mr DAMIAN SAUNDERS, GENERAL
MANAGER, WOOLMERS ESTATE, WERE CALLED, MADE THE STATUTORY
DECLARATION AND WERE EXAMINED.

CHAIR (Mr Valentine) - Welcome, gentlemen. This proceeding is being recorded by Hansard and all evidence taken is protected by parliamentary privilege. I remind you that any comments you make outside the hearing may not be afforded that same privilege. The *Hansard* version of evidence will be published on the committee website when it becomes available.

Mr RAE - By way of introduction, I was for 18 years a senator and in that role I was the shadow minister for tourism. I was also the chairman of the federal Coalition tourism committee for many years. I drafted and published the first federal tourism policy in 1975 and sat on the Australian Tourism Advisory Council for four years. I displayed an early interest in built heritage by getting into the Tasmanian policy package of the party of which I was a member a policy to assist Tasmania with heritage in 1975. That was the start of getting some funding for heritage, particularly Port Arthur and other places.

Later I was 12 years as chairman of the Female Factory and I'm in my ninth year now as a member of the board and sixth year as chairman of the board of Woolmers. I've been involved for some time in relation to tourism and built heritage.

Just to complete the picture I was also a minister in the state Parliament for three and a half years in the portfolio of education, arts and the various aspects of tourism, which were related.

CHAIR - You might clarify the relationship that exists between yourself and Brickendon so that we can get an understanding as to how that fits?

Mr RAE - I was proposing to do that in my comments.

CHAIR - That's fine, so long as it is covered.

Mr SAUNDERS - My portfolio is not perhaps as elaborate as our chairman's, so I will be brief. I'm entering my thirtieth year in hospitality this year. The last 11 years of those have been spent at Woolmers Estate as general manager looking after the operational side of the business and working in conjunction with the board for the best practices of Woolmers. Fourteen of those 30 years within the hospitality industry have been spent with Federal Hotels and a variety of roles in that sense, in particular from a group size marketing point of view in my latter part with Federal. I am passionate towards heritage.

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Mr RAE - Built heritage is something of which Tasmania has much remaining from the nineteenth and twentieth centuries. It probably is blessed and cursed with a very large amount of built heritage. It also is blessed with a cultural tradition which supports the built heritage. That is an important difference between some of the places that have moved rapidly forward to the degree where they have lost their cultural association with their heritage. Places like Tasmania have not seen the same sort of advance take place in modernisation, although perhaps Hobart suffered more than anywhere else of the early settlements in that a large number of heritage buildings were destroyed in the period after the Second World war at a time when people didn't value heritage in the way that it is now valued. Hobart, I think, is unfortunate. Macquarie Street is still absolutely beautiful as a glorious heritage area. The Reserve Bank building was something that was going to be an obnoxious looking thing, which I managed to get Reg Wright to change when he was minister for works and change it to looking something that fits beautifully into the Macquarie Street streetscape. It is one of the beautiful streets anywhere. It is fortunate that it remains as complete as it is.

Our built heritage is something that I believe all Tasmanians should treasure. It is something that can inspire. It is something from which people can learn. If you don't know and do not have a past, you find it very difficult to know what your future is going to be. It is an old saying but it is still very true. I think knowledge of the past is an important part of the understanding of where we are and where we are going. This is one of the reasons why I was extremely keen to develop, along with the Female Factory, because that part of Tasmania's history had almost been lost. It had been swept under the carpet for a long time. It had been ignored and the Female Factory itself had been used for all sorts of other purposes. By preserving it and presenting it we were able - and, Mr Chairman, you were one of those who helped us a great deal - to revive an important part of Tasmania's cultural, social and economic history. That is a good example of what can be done to present our history, to recreate an interest and to understand better how we came to be what we are.

The story of tourism is also one which I think is a story of ups and downs. We have glorious tourism attractions but we don't always manage to make them as attractive to international tourists and interstate tourists as we might. I would be a critic of Tourist Tasmania in that I do not believe that they have done an adequate job in promoting what Tasmania has that is different, that is attractive, that is quite special. They have tended to take the easy path rather than the more difficult path.

I use as an example the difficulty that we had with the Female Factory and getting that linked with Port Arthur and the convict trail. I had four successive directors of Tourism Tasmania give me an assurance that they would include the Female Factory in the convict trails so it could start at Hobart instead of out at Richmond and go down to Port Arthur. It has still not been included in the convict trail, yet it is such an important part of our history and it is so local to people starting, as most of them do, from Hobart as visitors to Tasmania. I give that as just one example.

The important part of tourism and heritage is that it is something that a lot of parts of Australia have destroyed. They did not have to the same extent and to the same implications the convict system. They did not have to the same extent the assignment system. The assignment system is something which is of very great importance to the economic and social development of Tasmania. The story of how that worked, of how it

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affected the opportunities of people who were transported, mostly against their will. Some of the people who came to Tasmania as convicts did so because it was a way in which they could be fed and clothed. There were plenty of examples of people who would burn a haystack or whatever it might have been and stand beside it and wait to be arrested so that they could be convicted and transported - it appears in the trials of quite a number of them - because it was better than starving to death in a famine in Ireland or whatever it may be. But most of them came here against their will.

The vast majority never went near Port Arthur. The vast majority were put to work in various ways but a lot of them, during the assignment system, in constructing what is now the built heritage of Tasmania. It is that part of that connection between the convict system, the assignment system and the built heritage that I think has almost been completely ignored in the story which is told about the shock-horror Marcus Clarke-type presentation of Port Arthur, which is attractive but certainly it attracts a lot of people to Sarah Island.

We have a story which goes beyond the shock-horror to the development of a society and an economy, and that society and economy was built very largely on the convict labour and to a significant on the encouragement of people to bring capital to Tasmania so they could receive a grant of land commensurate with the capital they brought and then they could employ labour and build up a farming economy which was capable of supporting the population with the growth of food and relatively early after the start of it all, supplying New South Wales with food so Tasmania became the granary of Australia as it then was. That is all an important part.

Woolmers Brickenden played an extremely important part in that development. Woolmers in its heyday was the largest employer of convict labour, male and female, other than the Van Diemen's Land company in the far north-west.

The story of Woolmers and its role in relation to the convict assignment system and then, as promoters and leaders in the cessation of transportation movement, the Archers were, the same as Woolmers, at the forefront of the cessation of transportation and the introduction of the free settlers, bringing labourers in particular, but people who wanted an opportunity in England and were encouraged and their fares were paid to migrate to Tasmania to take up work. There are the free settlers' cottages at Woolmers. There is that element of it as well. When you visit you will be able to see something of what is left of the convict site but also the free settler site.

What we have at Woolmers is the best, the most authentic, representation of the history of the nineteenth century and to a large extent also the twentieth century, but particularly the nineteenth century - the most authentic that is available anywhere. The reason for that is that the Archers had one habit, which was to not dispose of anything. Talking more recently, the first motor mower, the second style of motor mower, the third style of motor mower and the fourth style of motor mower, all hand mowers, are all there in various degrees of serviceability, but they are available.

Mr Valentine - They were the best type of hoarders were they?

Mr RAE - They were, fortunately, hoarders.

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Mr Finch - Peter, you were saying, the most authentic, did you mean in Australia?

Mr RAE - Yes. We believe there is not another place which has all the things we used, like the 1850s medical kit and the things from the 1820s - it is all still there. When you visit you will be able to see some of the things - the first furniture, the later furniture at various stages in the middle of the nineteenth century. William Archer, who was the son of the first Thomas, was a leading architect for, amongst others, Hutchins School and all sorts of well known places in Tasmania.

Mr Valentine - Did you say William Thomas?

Mr RAE - William Archer, son of Thomas. William was the manager of Woolmers after the second Thomas died at a young age from scarlet fever. William looked after and managed Woolmers for a time.

It was this business of not disposing of things which means there is an authentic museum. I remember well that Brian Wightman, when he was minister, visited Woolmers a number of times. Brian used to marvel at the authenticity of the site and that is something which is very special. Most museums collect and they have things which are of the era but they are not of the place where they are presented. Here at Woolmers it is all in place.

The convict assignment system became part of what was a state and then a national proposal for the recognition as part of World Heritage of the convict sites. Convictism, having been something which constituted the largest transportation of people against their will on a compulsory transportation that had taken place in recorded history. That is part of the reason why the federal government joined with the states identifying and then nominating for World Heritage 11 sites. Of the 11 sites, five of them are in Tasmania, which says something about our heritage and the importance of built heritage to the values of the world. Subsequently, UNESCO, through all of its processes, and it is quite an elaborate process, did accept as World Heritage sites the 11 Australian sites, which include the Fremantle Prison and the Hyde Park Barracks, and a number of others, and Norfolk Island but also Woolmers Brickenden and Port Arthur and Maria Island, the Tasmanian sites, the coal fields and what have you.

Woolmers and Brickenden were placed together because they were both developed by brothers, the Archer brothers. They were worked in combination to quite an extent. There was an exchange of labour during harvest times and that sort of thing. The properties are adjacent to each other, one on each side of the Macquarie River. The history of Woolmers is something I won't go into in detail but it has reached the stage where it has only a very small area of land, 120 acres, around it whereas Brickenden is still a working farm and operated by the members of the Archer family. The two are quite different.

CHAIR - Brickenden is a working farm?

Mr RAE - Yes, Brickenden is a working property of just under 500 hectares; Woolmers is a museum property, not a farm property.

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The two have worked together in promoting visits. Brickenden also attracts paying visitors both for people to visit the site and for people to take accommodation in the colonial accommodation. Both Woolmers and Brickenden provide colonial accommodation. Brickenden does not have a restaurant whereas Woolmers does. Something I would like to come to shortly is the visitor centre, a major development which is taking place at the moment.

What we have is the opportunity in this area of Tasmania to really develop a long way the built heritage, because there is Entally, which was built about the same time, slightly after Woolmers. Woolmers was 1817 and Entally was, I think, in the 1820s. There is Clarendon which is a national trust property and there is Woolmers Brickenden. There are other properties as well but there is a circuit which people can take of heritage properties all of which have something which is different and something in common. The common is the basic heritage. The difference is in what is extant in the various properties. The others, unfortunately, have all been subject to the wear and tear of changed ownership, not having been, as Woolmers is, in one family for the whole of the time from 1817 till 1994. There were six Thomas Archers in a row who were -

CHAIR - A family history headache trying to work the genealogies.

Mr RAE - and the most recent was Thomas the 6th who died in 1994 and who died a bachelor. He left the property to a foundation which now owns the property. The foundation is the Woolmers Foundation, which is a not-for-profit member's foundation. One of the conditions of which is that if it ever winds up then the property goes to a like body and cannot ever be privately owned. It is there for the public benefit. I want to emphasise that Woolmers is not run for the profit of anyone. In fact, as Damian Saunders, our general manager, will tell you, it has a large number of volunteers who make it possible to operate the property.

The situation has been that since 1994 Woolmers has been operated but has had difficulty in being able to keep the buildings in good order. One of the advantages of built heritage is that they are old and have a character which goes with being old. The disadvantage is that being old they require much more maintenance than something which is modern. Therefore our costs are very high. It is a constant battle to try to balance between income and maintenance. We have had a couple of occasions where we have had quite substantial assistance from government but it has not gone a long way. It has prevented deterioration from taking place.

CHAIR - Can you tell us the level of funding?

Mr RAE - We received about \$600 000 during the global financial crisis when the job stimulation package was being operated by the federal government. The federal government provided money for Woolmers for what were shovel-ready projects. We were immediately able to get on with doing repair work which created employment. We have received currently from the present State Government \$75 000 for two years - that is \$75 000 each year for two years - for maintenance work, which is being utilised on the cottages. We have an urgent works list, which is about a full page, item by item. Much more is required if we are to keep it all going. Fortunately there are ways in which some work is done - and again, Mr Saunders can outline that.

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What is quite clear is, if you summarise the situation in Tasmania, that tourism is an important industry for Tasmania. Built heritage is an important part of Tasmanian tourism. World Heritage sites are those which have been selected from afar, agreed by state and federal governments and then by UNESCO from Paris, and it has been worthy of having outstanding value. Therefore, the point we would wish to emphasise is that there is no way the whole of Tasmania's built heritage can be supported publicly. It needs to be encouraged to be supported by owners and donors. The prioritisation of support for built heritage needs to start with those that have been accorded the highest priority, which are the World Heritage.

Our submission is that where government funding is concerned it ought to be prioritised and the highest priority ought to be given to those five sites in Tasmania. Already Port Arthur has received very considerable financial support. The state has now in Tasmania entered into a public/private partnership with a donor who has made available a substantial sum of money for Woolmers. He is a descendant of the Archer family, is a successful businessman in Melbourne, and he has made available over \$2 million for the construction of a visitors centre at Woolmers. The state Government has, on what started as a dollar for dollar before our private sponsor increased his amount, provided \$1.75 million for the construction of the visitors centre. It is \$1.75 million over four years - \$437 500 each year for four years.

The funding from the Peck Foundation, which is the private sponsor, together with the government money and together with borrowing the last state Government grant until such time as it arrives, we can complete the construction with the last grant pay-off fee, bridging finance, which we obtained.

The visitors centre is planned. It is already underway with work due to start on the excavation this month, and hopefully by the time you come we will be able to show you the site for the visitors centre and the work that is starting to be undertaken. The visitors centre is to be located at the eastern or top end, away from Woolmers homestead, of the national rose garden which is also at Woolmers. The visitors centre will involve people driving in, coming down a slope to the visitors centre where they will enter and look through over the rose garden, over Woolmers buildings and the historic heritage area and out across the plains of Brickendon and out to the Western Tiers. It really is a wow-factor view and it is one which I think will be very outstanding.

The visitors centre is intended to enable Woolmers to manage large numbers of visitors, increased numbers of visitors, without damaging the heritage. One of the problems with heritage is that if you get enough people in to be able to keep the heritage buildings you damage the heritage buildings just simply by overuse. What we have to do is to find a way in which you can support heritage without damaging it.

Nigel Peck, in particular, has been extremely keen to develop the visitors centre. He has in fact subscribed some extra funds other than the matching funds to extend it. It will have two galleries, a restaurant, a management area, and an area for preparation of exhibitions. What we want to be able to do is to attract visitors who want to come for fine dining, for general dining, for lunch on Sunday, for a meal while you look at the roses in the rose garden, or a meal before or after you visit the whole of Woolmers. You can have meetings there, you can have conferences there. Woolmers has also got

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Woolmers Cottage. Woolmers has a lot of facilities available for attracting people for events, everything from weddings through to conferences.

The visitors centre will enable us to sell more goods, sell more tickets to events, and have a whole lot of things which will attract visitors and attract income, other than utilising the heritage areas themselves. It will also then be possible to continue to develop the heritage areas and hopefully with the income maintain those areas. There will be a more dispersed visitation to the site and through this we are working to become as self-sufficient as possible. Self-sufficiency through finance and through income from visitors and events, together with volunteers, can only go so far. Built heritage will always require, I believe, subventions from the public purse if we are going to protect it and preserve it in the proper condition.

I would like to show you a brochure of Woolmers and in particular to show you the dining room. That dining room is still set up as it was set out in the 1860s when the duke was visiting Tasmania. I recall my aunt, who was the last Mrs Archer, saying to my wife who was out there assisting her one time, I think it was a National Trust meeting in the dining room, when my wife offered to take the cups and saucers out to wash them she said, 'No, my dear they have never left this room. We bring the water and the dish for washing it in here.' I tell that story because it is part of the story of Woolmers.

I would like to invite Damian Saunders to tell you a little bit of the operational aspects of Woolmers and the difficulties experienced in trying to manage a tourism heritage site.

Mr SAUNDERS - Woolmers is very fortunate to have such a passionate chairman leading the way. If it wasn't for our chairman, in a lot of aspects it would be too hard and it would have closed the doors a long time ago, so my respect and thanks to our current chairman.

There are 12 sites that have been recognised throughout Australia to achieve World Heritage status, and five of those are in Tasmania. They represent the convict story. Ninety per cent of that convict story talks about assignment. Woolmers and Brickendon are the best examples of that story in Australia represented in World Heritage. The only two northern sites in Tasmania that are World Heritage are both privately owned, so don't receive any regular funding as such for ongoing maintenance et cetera. We have to apply for all of our projects specifically for funding.

Both sites are so unique and they complement one another. Brickendon talks about the male aspect of the convict story. You can say where the males work and what they did. Woolmers talks about the female aspect of the convict story, so they don't compete; they actually complement one another as a story. It is about interpreting the story of not only the Archers but the convicts, all the people who were there in between and the layers of history that unfolds when you come there from the most one of the most significant landscapes in Australia all the way through to the many stories we tell from the World Heritage aspect and the family aspect. You have seen the beautiful collection and we will see that in more detail.

One of our biggest challenges comes to wages, paying the way because we rely so heavily on our visitors to pay for staffing, conservation, preservation, ground,

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maintenance et cetera. With the declining number of visitors that has happened since 2004, that adds the additional pressure of finding others ways of raising revenue to remain sustainable. In 2004 we had around 24 000 visitors to the site each year. To give you a bit of an idea, last year we had just under 18 000. Our break-even is 24 000. That is not spending a large amount of money on maintenance, as we should. That is a break-even, sustainable, viable type of business opportunity.

We rely heavily on volunteers. Thankfully Woolmers does have a lot of volunteers. There are never enough volunteers - I say bring back the convicts, but don't actually minute that! We need the opportunity to have volunteers involved in our grounds, our gardens, the homestead, documentation of materials or the collection, and a variety of other committees that are made up, including the board of directors who are all volunteers. Without those volunteers, we literally would not survive because we could not afford the wages. I will pick penalty rates later.

We have recently gone into an agreement with the work for the dole scheme. We now have work for the dole scheme where we have job seekers looking for work who come and do some work in our grounds and gardens. That helps. We have another project that works with the IT with looking at how we can improve our self-guided tour and translate that information into the Chinese and Japanese area, translation for a growing market that we, as a not-for-profit, could never afford to do by ourselves because we do not have the marketing dollars but also another opportunity for a new product for ourselves there.

Declining visitor numbers and decreasing revenue adds the pressure to justify the staff. Being one of the most unique places and in particular one of the most expensive collections of Australia, not just within the homestead, the museum, which is classified as a museum, but all the outbuildings have some very unique collections within them. It takes time and expertise and money. We are constantly challenged with those pressures of being able to balance the books.

To touch on penalty rates. We have always been a seven-day-a-week operation or attraction. We should, for the north of the state, be open seven days a week. Until recently, later in the financial year, probably the new year, we have been forced to close on public holidays, and we also close some aspects of the business on a Sunday. The café, et cetera, is not open on a Sunday and this is purely because of the cost associated with penalties. I have figures to show you that there were only two of the public holidays throughout the year where it is viable for us to be open, and we are open those November/March weekends.

Mr FINCH - A lot of times they are the days when people want to leisurely come and visit somewhere like Woolmers.

Mr SAUNDERS - Exactly right.

CHAIRMAN - It is the tension, isn't it?

Mrs TAYLOR - It is perception also, isn't it, that if people hear you are not open on public holidays that affects your market on other days when you are open but people aren't sure. If you say, 'We are always open', then people know you are always open. As soon as

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you limit that to any degree at all, people starting thinking, 'They might not be open today', which is absolutely not the message you want to send.

Mr SAUNDERS - Not at all. You are right, it has such a negative impact that you don't necessarily see. People might jump on social media, but that can have very much a negative impact on a variety of things.

Mr FINCH - I want to get onto the tourism aspect. You mention in your submission about China-ready, your salute to tourism or the instigation of China-ready things. Can you give me a snapshot of your Asian visitors who come to Woolmers? Is it something that has appeal to Asian visitors?

Mr SAUNDERS - Absolutely, the product being Woolmers and Brickendon. Woolmers and Brickendon being the site is very much an attraction for the Chinese market. We have figures on average for the last five years and it has been 3 per cent of our market. In the last two years that has grown to nearly 10 per cent of that market as such. It is very much a growing market, as we all know.

Brickendon has an advantage in that it has animals they love. They are not particularly interested in the history side of it - we are very young from the history side of it. They want the experience, they want to be able to see the roses, touch the animals, et cetera. We are focused on improving our products to achieve both through translation of our new products but also looking at some new ways and new products we can introduce to increase that market.

CHAIR - Do you use QR codes for that?

Mr SAUNDERS - That is exactly what the [inaudible] are working on at the moment. We have what is called a 'self-guided tour' that takes people around the grounds and the outbuildings - 18 points - and we are now matching those up with QR codes. On those QR codes not only will you hear a voice and tell a story but will also translate it into Chinese and Japanese. That should be ready by 8 May.

CHAIR - It saves a lot of signage, too.

Mr SAUNDERS - It does. Another big thing is signage, both from the road aspect and also on the property.

Mr FINCH - You mentioned signage, do you mean on the highways? Don't we have a recognisable signage that features heritage?

Mr RAE - We believe it needs improvement. We do have signage but it is not very attention attracting. It is a bit dull.

Mr SAUNDERS - That is a very key point. We might know what it is but our touring visitors don't necessarily know. A lot of the other places throughout Australia are using picture signage, for example.

Mr RAE - A heritage sign as such, which becomes well-known and is used in many countries around the world, would help heritage tourism in Tasmania considerably.

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There needs to be more explanation of what it is we are presenting so it attracts the attention of the passing tourists as well as the planned tourist.

Mrs TAYLOR - The reason for this inquiry is because we want to see, as you do, a much closer link between tourism and tourism promotion and our built heritage. I hear you say, and I know everybody says it and it's true, that chances are it will always need support one way or another. There are examples around the world where that isn't the case, where built heritage has managed to make ends meet. Ideally that is what you would like to be at, so why do you have declining numbers?

Mr RAE - It started with the GFC and it hasn't recovered, partly because the majority have gone to Hobart to MONA and Port Arthur. The numbers in the growth area for general tourism have not been as great. You are getting people coming to the north for football and motor races and things like that, but that often does not relate then to them coming to take accommodation at Woolmers or just pay for a visit.

Mrs TAYLOR - Why is this so, because you are there and you are a wonderful attraction? You talked about a heritage circuit, but maybe it is the collaboration within heritage certainly but not just within heritage but linking it.

Mr RAE - Within tourism and tourism promotion as such. I have suggested, for instance, to the Launceston City Council that they ought to be promoting south of Launceston and not just the Tamar Valley. Virtually everything that is put out by the Launceston Information Centre tends to promote the Tamar Valley as such when in a short distance south of Launceston -

Mrs TAYLOR - How far away are you time-wise from Launceston?

Mr SAUNDERS - Twenty minutes from Launceston. In particular within tourism and declining numbers as such, when our numbers decline our revenue declines, and the money that we can spend on marketing declines. It is a natural thing. In 2004 when we were given \$24 000 we were spending \$35 000-\$40 000, on marketing. This year we will be lucky to spend \$5 000. The challenge there is that each time Tourism Tasmania or Tourism Northern Tasmania come out with proposals for opportunities, that is \$2 500 and literally we struggle for brochure exchange - \$7 500 a year just to put our brochures out.

Mr FINCH - We have heard a lot in the press just recently about this burgeoning tourism visitor situation. Has Woolmers not experienced that?

Mrs TAYLOR - I was going to say that. We have had a record tourist season.

Mr FINCH - But has it come back to that region?

Mrs TAYLOR - Accommodation everywhere has been very well booked - not at Woolmers obviously.

Mr SAUNDERS - No. Accommodation is down, our visitor numbers are down from this time last year, which is four consecutive years where we are close to 1 000 visitor

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numbers down and nearly 300 room nights down. It is considerable because that equates to about \$30 000-\$40 000 in income let alone the flow-on income from that.

CHAIR - That comes to the point you make in your recommendation 4 - the coordination of the roles of all three levels of government and of implementation of their programs relating to built heritage and tourism. If there was a greater degree of coordination then you would be on the radar more.

Mr SAUNDERS - Exactly. It is getting that beep on the radar. We talk about heritage. Visitors' perception about Tasmanian heritage is still Port Arthur, of course. It is the iconic style of things, but people are after those experiences now which we have, but are not necessarily getting to know about us.

CHAIR - That is the other part of the story, not the incarceration but the productivity of the convicts.

Mr SAUNDERS - The good side of the story.

Mr FINCH - Do you think the visitors centre is going to give Woolmers -

Mr RAE - All the logic would support that it will give us a significant fillip, but we cannot guarantee it. Can we provide the sort of attractions and the multiplicity of events which will give us the numbers because quite obviously at the moment, with particularly the Chinese visits, we are not getting our share of that. They have been a big part of the increase in tourism to Tasmania. I do not think that Tourism Tasmania has done anything really to package Tasmania for the Chinese, and we have got them coming here in huge numbers. We have also got and have been for years significant numbers of Japanese and other tourists. I am not sure that we have packaged it for them. What we need to do is to package heritage in terms that they understand and to which they can relate. That is what we are not doing at the moment as a state. It seems peculiar to spend a whole lot of money on getting World Heritage recognition and then ignoring it from a tourism point of view, when it ought to have been strongly promoted.

Mrs TAYLOR - You do have an issue, though, in that we have had record tourism numbers in Tasmania this year. If your numbers are down and have been going down over the last few years, as you say, and there is no doubt about the value of what you have and the attraction once people go there, but it is getting people to do that 20-minute trip from Launceston or to drop off on the way from north to south or south to north. How do you investigate?

Mr SAUNDERS - We take ownership of that to a degree. The chairman is right, it is a marketing opportunity. We have had a similar product now for 16 years, so we are reinvesting in new products so visitors can, for example, be questioned. There are huge educational opportunities. There are the other products, like the female convict tours around the gardens [inaudible] been working on and creating new products.

Mrs TAYLOR - Your peak tourism numbers were how many a year?

Mr SAUNDERS - 24 000.

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Mrs TAYLOR - That is not a lot.

Mr SAUNDERS - No, it's not.

Mrs TAYLOR - They are looking at 300 000 at MONA, for instance. I know it is a totally different market and it is within Hobart, but 24 000 is not many.

Mr SAUNDERS - No. As a business centre we need to double that.

Mrs TAYLOR - Yes. While I have no difficulty with new products, I think the product you have is unique and outstanding. It is a matter of people being attracted to it or even realising it is there. It is the recognition factor: 'You must go to Woolmers because it is fantastic. You couldn't come to Tassie and not go to that.'

Mr SAUNDERS - It is so unique throughout Australia and we do not recognise that.

Mrs TAYLOR - You cannot pay for that commercial promotion sufficiently. Have you done a study to see how you can leverage free -

Mr RAE - We had WHK. Through a sponsor we were able to pay \$20 000 for a strategic business plan to be developed by experts. That was done several years ago and we are in the course of implementing that. The visitor centre plays quite an important part in providing a sufficiently versatile approach to attract a greater number of visitors, but there are some fundamental problems with the promotion and the way it is promoted. We have to look at those but I believe that what we have already said is the important part of it. It needs more promotion from the point of view of what Tasmania does than what Woolmers does.

CHAIR - It needs to be part of the picture.

Mr RAE - We need to get the heritage on an extended basis as part of Tasmanian promotion, otherwise we would have to pay the sort of money that is paid by Tourism Tasmania and we cannot possibly do that.

CHAIR - I thank you for coming down and presenting to us. I very much look forward to visiting. I have not been there so it will be a new experience for me and I can understand your enthusiasm. I have known you for a long time and I think the state owes you a great debt for the amount of personal effort and attention you have placed on these things. I have no doubt that Woolmers will benefit from your involvement, Peter.

Mr RAE - Thank you.

CHAIR - We look forward to visiting and trying to understand more of the operation of your particular part of our heritage in Tasmania.

Mr RAE - Thank you for the opportunity to outline some thoughts about tourism and built heritage.

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THE WITNESSES WITHDREW.

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Mr PETER JOHN SMITH, DIRECTOR, HERITAGE TASMANIA; **Mr JOHN FRANCIS GERARD FITZGERALD**, CHIEF EXECUTIVE OFFICER, AND **Ms GILLIAN MARGARET PARSSEY**, MANAGER, TOURISM PRODUCT AND PLANNING, TOURISM TASMANIA, WERE CALLED, MADE THE STATUTORY DECLARATION AND WERE EXAMINED.

CHAIR (Mr Valentine) - Welcome to the committee. All evidence taken at this hearing is protected by parliamentary privilege, so I remind you any comment you make outside the hearing may not be afforded that same privilege. The evidence you present is being recorded and the *Hansard* version will be published on the committee website when it becomes available.

Mr SMITH - I am the director of Heritage Tasmania in the Department of Primary Industries, Parks, Water and Environment and have been in that position for 10 years, proudly. I am a proud Tasmanian and it is important to say the state Government welcomes this inquiry into built heritage tourism. It is also particularly pleased to acknowledge and commend the effort of the 58 individuals and organisations that made submissions to the inquiry. The range and depth of many of those submissions is very useful.

We intend to speak this morning as part of our introduction about the diversity historic heritage takes, and the range of players in the heritage sector, to give some context to the hearings you are holding, and the importance of heritage to tourism and to ensure there is some recognition of the level of investment by the state government in this space.

Historic cultural heritage is a fundamentally important and integral feature of the Tasmanian landscape and the visitor experience on offer. Our historic heritage helps to distinguish and define our local communities and gives them the unique character, charm and sense of place. Our heritage is also a major feature of our brand and appeal to visitors, both when planning a visit and in the experience they have when they get here. Our heritage is also a strong economic driver but we're not so sure the extent of this is fully understood. Whilst the built environment is therefore a major component of historic cultural heritage, we would encourage the inquiry to be mindful in its deliberations of the importance of the diversity of the forms of our historic heritage and the way it is played out in Tasmania in a tangible and intangible sense. Each of those elements now, and have in the future, great potential to contribute to our visitor experience and visitor appeal. We are talking about the built environment certainly but we are also talking about historic plantings, parks, gardens and features, historic precincts, early historic and archaeological sites, archive collections and oral histories, moveable heritage, cultural landscapes and the unique stories of our people and places. When we're talking about historic cultural heritage we are talking about a broad range of places, objects and collections.

Mrs TAYLOR - That is exactly why we are only dealing with built heritage, because we did not want this inquiry to take 10 years. We are focusing on it, not because we don't see the value in the other.

Mr SMITH - I appreciate that. It is important to acknowledge that up-front in terms of the state Government, because a lot of the contribution of many players, both state and other

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players, do not clearly distinguish things. We need to recognise that the culmination of appeals very much adds to that experience.

Each of these distinct elements contributes to the visitor experience and helps to enrich and enliven it, developing a connection with these places, precinct connection and stories that fosters engagement, connection, understanding and enjoyment and also helps to create a lasting, positive and refreshing perspective and impression of our state.

It is pleasing, given the level of the submissions that were received, to see how many of those submissions commented on heritage precincts as being important from a recognition perspective and in terms of protection, interpretation, management and the presentation of those places, because often it seems they are undervalued assets and they are very much at the heart of the Tasmanian visitor experience. They include places like Battery Point and Cataract Gorge, Sullivans Cove, early historic settlement sites like York Town in the north and Port Arthur in the south-east, industrial sites like the Boags Factory or the Cadbury Estate, Lake Margaret Power Station, Tarraleah, the villages of the midlands and Meander Valley, the cultural landscapes and places like the Derwent Valley and the charming areas we have with Evandale or Trevallyn or Stanley or Latrobe.

The historic heritage and tourism sectors are made up of a diverse range of individuals, groups, organisations and entities and, as has been illustrated by the number and range of submissions that have been received, interestingly, not all align to one or both of these sectors, so membership is rather fluid and can appear very fragmented. In preparing to speak, it seemed useful to provide you a broader overview of some of those core components of the sector. The heritage and tourism sectors can include a range of private heritage property owners, voluntary groups, site managers, tourism operators, developers and the three levels of government. There are numerous individuals and private operators that provide heritage accommodation, present attractions, offer tours, provide hospitality and offer a direct and an indirect heritage experience. The community and voluntary sectors play a critical role and unpaid volunteers provide countless hours of support and effort, often at the front line of the heritage experience and the visitor experience.

Local history groups, historical societies, small and regional museums, house museums, genealogical and friends groups also play an important role across the state and contribute very much to part of the mix that is on offer. Then you have a number of national and internationally affiliated groups, like the National Trust and ICOMOS, and they have an important role to play and have for many years.

Then you have private architects, archaeologists, builders, heritage and tourism consultants, designers, engineers, historians, marketing personnel, land use planners, staff, tradespeople, trainees and the bodies that represent all those different groups at a national and state level.

There are also local, regional and national heritage and tourism bodies that coordinate effort and provide services across these levels, including the new regional tourism organisations, and as well as those that work in education and training to introduce and upskill the existing workforce.

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The government's role in that regard can vary and may include a role in service direct service delivery, the management or presentation of heritage, as a facilitator of development and an enabler, and in the coordination of regulatory obligations. The role of government in the remit is very broad. As always, there is also a broad community interest in this area with many interested, passionate, informed people engaged.

This is not a definitive list. However, my point in highlighting the diversity of this list is that there is wide variety of stakeholders that engage in both heritage and in tourism and those sectors, and the diversity of stakeholder interest can be very broad as well.

More specifically I would like to address the notion of state government investment in this area. The state government's investment in the area of heritage and tourism is evident across a range of Crown entities. This investment includes direct involvement, such as through the coordination of strategic activity, provision of direct services and visitor experiences, statutory management and the provision of recurrent funding, grants and in-kind support in both sectors. The Crown is directly involved in delivering a visitor experience as an operator of heritage sites that are presented by the likes of Hydro Tasmania, Port Arthur Historic Sites, the Parks and Wildlife Service and Crown Land Services, the Royal Tasmanian Botanical Gardens, and the Tasmanian Museum and Art Gallery are some of the key ones.

Recent reforms have seen Tourism Tasmania realigned to focus more as a marketing entity, while the four regional tourism bodies have been established or refreshed to focus on the needs of those particular areas as specific destinations. A new area in the Department of State Growth has been established and is going to be responsible for the supply side of things. There have been a number of changes in recent times.

The state is directly involved in the statutory management of the historic heritage places through the work of the Tasmanian Heritage Council and Heritage Tasmania, and its engagement with the Australian Government, the Australian Heritage Council, the national heritage system and the World Heritage Committee. Components then, as you would be well aware, of the resource management and planning system, such as local government or local planning authorities, also fulfil an important role, and the Planning Reform Taskforce is starting its discussions about how to best manage local heritage as part of its work to establish a single Tasmanian planning scheme and its work to establish a consistent historic heritage code for the state.

The state also funds Heritage Tasmania to deliver the small museums and collections program and the excellent roving curator initiative across the state. An investment in festivals is also drawing visitors to see heritage places in a new light. It also funds the Tasmanian Archives and Heritage Office, which is increasingly important to those visitors who have an interest in tracing their family tree and understanding their connections to this particular place.

Annual recurrent funding is provided to entities like the National Trust and the Queen Victoria Museum and Art Gallery. A number of fixed-term projects, in terms of funding, is currently being provided for a number of worthwhile projects, including pending works at Highfield House in Stanley and the major works that have recently been completed at the Penitentiary at the Port Arthur Historic Site. You have just heard about Woolmers and its plans to develop the new visitor centre, and also grants that are

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enabling urgent and essential conservation and maintenance works to occur at Brickendon and Woolmers.

I don't think I can end this discussion without saying it is important to acknowledge the tremendous contribution that the Tasmanian Community Fund make to this space, to local heritage and to local communities that support, manage and present it to locals and visitors alike.

Ms PARSSEY - I work in the product and planning area of Tourism Tasmania. I've worked in the tourism sector for some 30 years as a supplier and also most recently with Tourism Tasmania.

Cultural heritage is important to the value proposition that Tourism Tasmania promotes to our target markets. We had just over 300 000 visitors last year, or up to September 2014, who highlighted that they visited a heritage attraction, and that is around a third of our visitation. It is not so much that people are choosing Tasmania as a destination simply because of heritage; it is the sum of our parts in terms of our wilderness and our food and wine and so on. We wouldn't be saying that it is a defining factor in people's decision to come to Tasmania, but it is most certainly is part of the larger sum. Without it we would not have that point of differentiation that allows Tasmania to continue to grow our visitor numbers at the pace we are.

The other aspect of heritage is that at the moment we have exemplars in terms of Port Arthur, which recently won two gold awards at the National Tourism Awards and the point about that aspect is that those commercial enterprises are able to deliver definable benefits to the sector. That is, they are profitable, engaging, albeit with government support obviously, but they are running a commercially viable business in that sense and one that people can tangibly engage with. The issue for us in terms of heritage is making sure that we have products that are definable rather than just a heritage overview. That has been an issue for the sector in terms an attribute that we promote to our target markets, but how do we deliver it in a tangible way that people can reach into and ultimately purchase? That is why Port Arthur is so important as an example of how this can be done in a very professional manner and world-class manner, otherwise they would not have been in a position to win two gold awards at the National Tourism Awards. It is important to note that Tourism Tasmania markets heritage heavily in the sense of all their attributes. Without it we would not have the clear point of difference that Tasmania has.

Mr FITZGERALD - I have only been in the state for almost two-and-half years. Heritage does lie at the core of our proposition in Tasmania. We have done a reasonable body of work in the last three years to identify who our target audiences are, getting smarter about who our customers that we are speaking to are. The group we identify domestically we call life-long learners. They want to be engaged in the stories of Tasmania. They are people that go on holidays to be intellectually challenged, to learn and to take greater emotional experiences out of the places they are visiting.

It does lie at the core of our brand. Pete alluded to the fact that there have been considerable changes over the last few years. In 2012 our board took a decision to refocus us to be more of a demand-driven organisation, so we would focus more on the simplicity of attracting visitors to Tasmania - our core business - rather than trying to also

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provide a whole range of grassroots industry development services. Around the same time we were also instrumental in forming the regional tourism organisations. We have 29 councils across Tasmania. There is a range of local tourism authorities and there were some marketing committees, if you like, or zones around the state. To better facilitate the organisation of the industry on the ground, the four regional tourism organisations were established. That was really so that government, through Tourism Tasmania, would really look after driving demand for Tasmania and that the industry, working with other parts of government, would look at how they could improve the supply or what the offering was for the visitor.

That happened a couple of years ago and the election of the Hodgman Government has even sharpened our lens around being demand driven. We are charged very simply with marketing and promoting Tasmania. As Gill rightly said, heritage sits at the heart of that. I even brought along some examples because our brand really sits around some major pillars - our natural landscape, our cultural heritage, our food, our produce et cetera, and our connectivity to the land. Even in our mainstream campaign activity we still use heritage as a major pillar of that strategy. I brought along a few examples because I thought the committee might be interested to see how that plays out. For instance, these are the biggest campaigns that we run. We talk about investing up to \$3 million per campaign in these initiatives. This is our latest autumn campaign that is literally in the market as we speak. As you can see, there is a range of things, including heritage, which go up to make the experience we are putting into the market. Even the use of the nineteenth century diorama treatment gives that sense of 'we are a place of heritage'. It is not only in the content, you see the penny-farthing, the old camera and the building, but it is also in the way we creatively put this into the market to give people a sense of 'we are a place with a deeper heritage'.

Similarly, we use the West Coast Wilderness Railway. I know that is not necessarily part of the building heritage but it is a massive heritage asset that has been hard fought to retain because it is incredibly important to our brand.

If we look at our last campaign from last year, combining some of these great experiences under our main brand, it says:

After hearing stories of isolation, starvation and deprivation at the Female Factory, you'll need a stiff drink. Luckily there is a good distillery down the road.

So bringing our heritage and emerging whisky industry together in a quirky way. This is the mainstream of our campaigns. Another one says:

Slide into a Dismal Swamp, see a ship that never was, and take a train ride to hell. What were you expecting, sun lounges and pina coladas?

Heritage lies at the heart of what we do but sometimes not always as traditionally as people expect to find it. That is what we have to do now. It is not just about static facilities. It is about where the deeper stories are and how we engage our consumers in that journey.

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I was having a browse through our website and we have a lot of built heritage content on there. If you go into our website and look for what to do, you will find a whole section on history and heritage, building history, maritime, historic buildings, historic walks, convict history, railways, and industrial heritage. You can search by any of those experiences and find a whole range of products and experiences within those categories of experience. You can also search by regions. You can say, 'I want to look at historic buildings in north-eastern Tasmania', and our database will bring forward some of those experiences. There is quite a range of them in there, but we can always do better.

What my colleagues have identified is how we can better coordinate taking this information to market. Whilst we have the assets and the distribution, it is how we bring that together and do that better and smarter. There is a conversation to be had, not only in government but with our regional tourism organisation partners, to see if there is a better way of bringing some of that richer content - the experiences and the stories - and how we get them to market.

CHAIR - In my past when I was lord mayor we had involvement with regional tourism, as you would appreciate. One of the big issues that was raised at that time was the almost disjointed nature of how the promotion happens. We had regional organisations all doing their own thing and there was a lack of coordination. It was not seamless in any way. You had major attractions getting the attention and some of the others, perhaps as was brought out this morning with Woolmers and Brickendon, are missing out. There should be a handing-on from one site to the next, if you like, or a way of being able to promote things more holistically as an experience in Tasmania as opposed to the south and the north-west. Any comments on that?

Mr FITZGERALD - That is a very good observation and with part of the construction of a regional model we are already seeing improvements about that. We are going into the second agreement with the regional tourism organisation so we have, I guess, provided the environment for them to get established but we haven't been absolutely prescriptive as to what they should do. People get annoyed when you try to tell them what is good for them, as we all know, particularly if it is the State telling regional people. So we have tried to work with them to get them on their feet and we are now entering that second phase of where does the rubber really hit the road with some of the work we are doing.

I understand your question because history is littered with regional bodies creating their own brands and we are trying to avoid that. Because we are starting out with a new regional model in Tasmania we have an opportunity not to make the mistakes of some other jurisdictions. I have run a regional tourism organisation in another part of the country so I have a bit of historical experience. We have an opportunity not to go out and create a whole lot of regional, individual, brands because the consumer sees Tasmania as Tasmania. We have to have the consumer lens over everything we do and that is what we are working with the other regions to say the value propositions from regional tourism is that you are intimately connected to the places where you are and you will always be better connected than we will be.

We have the capacity to take those wonderful experiences that you know well and that you can nurture and bring to us to market. It is never perfect but I think we have a better opportunity, even though it is still early days, to get that right in Tasmania.

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Mr FINCH - We are hearing through the media particularly, John, in recent times has shown this big improvement regionally for visitors. Do you have a sense of that? Of the regional tourism organisations, are they saluting that? Do they feel that success that something is working?

Mr FITZGERALD - Yes, I am getting a sense now that right across Tasmania people are saying things are improving for them. I would not say it has been sharply a two-speed type economy - urban Tasmania doing well and regions not - because the regions have been back-growing now for more than 12 months. I believe the recent season, the Christmas season, the first-quarter of this year, I have had pretty much universal feedback from people in some reasonably far-flung places in Tasmania that they have had their busiest year for probably seven or eight years.

That does not mean that every product is a winner either. People are much more discrete with the way they choose their holiday experiences now. We are very lucky in that Tasmania is still a destination that people tour around so they get exposed to a lot of regional product and experiences. You and I, when we grew up, we got in the car and went for a holiday. Most people do not any more. They fly discretely to a destination and they have the experiences within reach of that. Back when we grew up we got in the car with Mum and Dad and, as a consequence, we went through many regional places and they all got the economic benefit of just the way that travel played out on the landscape. Now people are much more discrete. There are planes going everywhere, cheaper flights and people will fly into a Hobart or a Launceston and have a few days somewhere close by.

So we are up against some fundamental shifts in the way consumers travel but we are actually doing quite well.

Mr FINCH - Are these regional organisations given a sense of our heritage tourism and the importance of it as you have explained to us here this morning? Do they get that explained to them as well that this is part of their focus, that heritage tourism should be a part of what they do, what they focus on?

Mr FITZGERALD - Yes, they do. We did a very big piece of work around Brand Tasmania three years ago. As well as identifying the Tasmanian brand we then did a further piece of work with each of those regions, not to develop their own brand, but to try to identify the strengths of their regions within the Tasmanian brand. Fundamental pillars like heritage and nature, food and wine and all those things are right across every region, and it is up to them to identify what are the experiences that best represent our part of the brand well and heritage is part of that.

Mrs TAYLOR - Thank you for the presentation it was very helpful and particularly people reminding us about the huge diversity there is within heritage, if nothing else, when you say the words 'historic heritage' here. Maybe that is part of the difficulty of marketing particular bits of heritage, whether it be built or regional or whatever. But there is a difficulty. When you say one third of the people who visited Tasmania named heritage as one of the things, that is true and I think people do see that as an historic aspect and a heritage aspect of Tasmania, but they see it as you said, I think Pete, a bit broadly rather

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than specific. If you said, 'What are you going to visit?' They would say, 'Port Arthur, the historic property'.

Ms PARSSEY - There is a halo to that, though, because if they see Port Arthur they then do have a greater uptake in terms of other heritage assets.

Mrs TAYLOR - Do they? Okay. It seems to me, if you don't mind us taking Woolmers as an example and I am sure they wouldn't mind, they are, as Port Arthur is, a World Heritage site recognised. They need, they were telling us, 24 000 visitors a year to break even. The last four years their visitor numbers have dropped and even this year their visitor numbers have dropped. They are probably as important in their own way, as a different aspect if you like, Port Arthur is secondary convict people there, but Woolmers-Brickendon is just convict mostly built, not people who were punished. They are hugely important in the heritage.

I don't understand, 20 minutes from Launceston, an incredible site, the government has put money into this consistently over a number of years because they have needed support to improve the restoration and now the visitor centre. I don't understand. What is the missing link? It is one of the things we want to do and that is why we wanted to do this because there is obviously is a big link between tourism and heritage tourism. Most of our heritage properties don't break even. They don't make a profit, but they also don't break even whether they are privately owned or government owned or whatever, they constantly need either grants or support.

I don't have any difficulty with supporting them, but I would really like to see more of them being able to stand on their own feet or to do their restoration that needs to be done. All of them have a long list of these are the restoration projects we need to do and we cannot afford to do. Obviously the taxpayer cannot afford, through public money, to do all of those things. There seems to me like there is a missing link somewhere. Why isn't Brickendon-Woolmers attracting -

Mr FITZGERALD - I don't know the answer to that question. I would be reluctant to be absolutely definitive about it, but -

Mrs TAYLOR - I am only giving it as an example, I don't mean to pick on Woolmers.

Mr FITZGERALD - It is a good example and it does give us real food for thought as to why that is the case. Woolmers and Brickendon certainly get highlighted in the work that we do. They get highlighted regularly in suggested itineraries. They are on the Heritage Highway, which is promoted. Obviously they have ambition to progress and evolve that site, so that could be part of the answer that it has lost - it is a brilliant historic site but it is relatively passive in the way it presents. The experience.

Mrs TAYLOR - Have you been?

Mr FITZGERALD - Yes, I have been.

Mrs TAYLOR - The Brickendon thing is experiential.

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Mr FITZGERALD - Yes, it is more experiential, you are right. It may not be getting enough word of mouth promotion, because that is incredibly important for Tasmania. That is where a lot of our business comes from, people going to places and then telling their friends to go. I don't know, but it is a very good question to ask and we do need to try to get to the bottom of some of those things. There may be a better way of bringing some singular promotion or tools together that support them better.

Mrs TAYLOR - Maybe it is a linking thing - if you go to Port Arthur you have to go to Woolmers as well because it is another site. I don't know what the answer is.

Mr FITZGERALD - I think our strategy is right. The whole 'go behind the scenery' platform is about the rich journey of discovery. It is about the things that delight and surprise that are not necessarily the Port Arthurs. There is a lot of history that you can stumble across in Tasmania, which is fantastic. As Pete has rightfully identified, it is just the diversity of it and lack of being able to have a singular focus around any one thing.

Ms PARSSEY - The important point is the point I made before, that we have a highly-educated target market, lifelong learners, and they are expecting a very experiential and a learning outcome. Port Arthur is very tangible, 'I know what I'm going to get when I go there. I know how I am going to convert my money into an experience'. If you look at Woolmers and Brickendon, it is not as overt, so it is about the promotion and understanding the target market. Those destinations have not had the resources, I would assume, to look at their interpretation and to design an experience that is going to be attracted to our target market. It is somewhat passive in comparison to Port Arthur, as an example.

Mrs TAYLOR - It isn't only that, is it?

Ms PARSSEY - No, but it is part of it.

Mrs TAYLOR - I look, for instance, at MONA. I have just been in Adelaide for a week and everybody you talk to is saying, 'I've been to MONA' or 'I haven't been to MONA yet'. They see Tasmania at the moment as that being the big thing. They don't know what they are going to get there but they all know they have to go to MONA.

Ms PARSSEY - There's a sense of anticipation that it is going to be this amazing experience because that is the word of mouth working. If you look at Woolmers and Brickendon, we absolutely don't underestimate the value of a World Heritage site but it's the consumer we are marketing to, not ourselves. That goes some way to the discussion about what communication is being put out there. At the end of the day our communications from Tourism Tasmania go to the mainland and the people who live here aren't necessarily seeing it. We are often looking at everything through a prism of what Tasmanians and ourselves are seeing but we are not seeing the communications that are spread through \$3 million campaigns being put out into the mainland and also we are not looking at the product through the eyes of a target market because we're not the target market.

When we look at product and how we develop product and experiences, we need to put that lens over it - is this what the people we are marketing to and who are coming to Tasmania want? Our opinion that it's a fantastic experience I am sure is correct but when

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you get there what are you experiencing? If you go to Port Arthur, you walk in the door and there is an incredible, world-class interpretation experience as you walk through. You take on the life of a convict, et cetera, and it's highly evolved in that sense. You wouldn't be getting that feeling about Woolmers and Brickendon at this stage, I would expect.

CHAIR - Is it down to signage on our roads? Someone was saying this morning that it is fairly bland. Everyone here knows what a tourism sign is.

Mr FITZGERALD - I think that's valid in that signage can only engender directional stuff and maybe a bit of visual stuff, but the brown signs are a bit average, as you know. I believe there is a great opportunity for better digital assets - that's where we are going. If anyone can get this right, Tasmania can. You should be able to travel with things on your phones, iPad and smart devices. More people across the generations are using technology and there is a fantastic opportunity to digitally present Tasmania's assets much better than we currently do.

Mr FINCH - Talking about behind the scenery, when you come to Tasmania you won't come to see a product such as Port Arthur but are then gobsmacked by the rest of what you see. How do you connect that up?

Ms PARSSEY - It's partly what Adriana said, it is that linkage. A World Heritage site listing is presupposed that there is a link otherwise they wouldn't have been listed at the same time. It is clearly about the convict story but it's not just about convicts, it's about people who came out to live here, experienced and brought value and skills and whatever else to the state. It is about making those heritage convict sites more overtly so someone understand this is just one part, and if I go to Port Arthur I get one part of the story but here are five more parts to investigate. Again it is about resources. These organisations, if you look at Brickendon, they do not have the resources to go at this and this interpretation and this linkage process in great detail.

Mr FITZGERALD - That is why we use the create stuff that I am sharing with you and we do shine a light on some of the key sites because Gill mentioned the halo effect before. We have to lead with our best which does rain a big light on everything else. As long as we keep reinforcing that heritage is as a key part of our brand then we are appealing to that segment of the market and they are going to expect to find heritage when they get here, not just at those big locations but right through.

Mr FINCH - With our planning hat on, Gill, do we need to do more of a focus on those linkages?

Ms PARSSEY - We see that more as a product development side of it. It is making sure the product have the resources and the knowledge to link themselves to other attractions and understand they are part of -

Mr FINCH - That they need to be more resourced.

Ms PARSSEY - Not so much, necessarily. Some of it is about learning and understanding.

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Mr FINCH - I am not necessarily talking about money either. Does Port Arthur look to send their visitors on to other sites?

Ms PARSSEY - Most definitely. Highly supportive of the other World Heritage convict sites.

Mr SMITH - There are sites that do that particularly well. If you do a visitor tour of Woolmers, they will make [inaudible] at Mangalore. There are sites around the state that make a really important contribution to connecting people to the story and the people as they have travelled through the state.

CHAIR - Half of it is [inaudible].

Mr SMITH - Exactly and the way the convict system works, the fact there are 11 World Heritage convict sites and Australian convict sites, the World Heritage property means that each of them tell a slightly different story. The reality is, when a visitor comes to Tasmania, they are not necessarily going to just want to have the heritage experience. How many house museums or historic sites do you want to go to when you are on holiday. Someone like me, I might drag my partner around Europe and do lots of that and I will pay the consequences.

Laughter.

Mr SMITH - Part of what we are talking about is that there is a challenge out there for any tourism or heritage operator about what you are doing in terms of the experience. What will draw people in, what will give them the wow factor, and their interest in returning or telling other people so there is a ripple effect in terms of that. That is a challenge but there is a real opportunity that many sites are starting to see how they can refresh the product. People used to go to the Cascades Female Factory because there was also a fudge factory there. One of the reasons people now go to the Cascades Female Factory is her story and Louise's Walk which bring the site with very limited historic fabric to life in a way that you do not see in many other places in Australia, so it is very appealing.

The work that has been done with saving Commonwealth investment to better interpret the site to give people a greater sense of what was there, means they are really noticing increased trend in terms of visitation.

One of the things some operators struggle with is that they have to open to refreshing the experience and going that little bit extra in terms of the experience. If you can stay in a charming bed and breakfast in a reproduction four poster bed, have a fire there when you arrive, and a decanter of port in the corner, why would you then go to the house museum the next morning? You have already had that experience and you have a cooked breakfast to boot.

We need to be really careful. One our roles is to help people to be mindful of the need to refresh their product, to assist new product to come online, but to also recognise the fact that there is a variety of levels of product that is available in Tasmania. Some national and international visitors will not be interested in visiting a local regional museum; others will soak it up and spend a lot of time doing that.

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That is where one of the benefits of what Tasmania offers is, there is a range of points of entry into the marketplace that even somewhere like Port Arthur, there are people who will get off the bus, take a photo and want to get back on the bus because they have ticked the list. There are others who would want to stay there for a week and explore that whole region if they could. Part of the thing I think that Port Arthur does with their tourism product is that they have a range of levels of product on offer for a visitor and they make the most of that.

More sites need to make the most of that. Nant - you can go and have a heritage experience but you are primarily going there for whisky. Any person that goes to Salamanca Market on a Saturday morning is having a heritage experience both with the market but also that precinct, but they would not recognise that as a heritage experience. That is part of what is also behind the scenes in terms of the work that John is talking about.

CHAIR - One of the things that came out in some of the representations is the authentic experience and the tension that exists between maintaining that authentic experience and the planning systems that we have coming forward. Do you have any comment on that, like the capacity I suppose for our built heritage to be undermined by perhaps planning law that is a little lenient or not tight enough? Those sorts of aspects. Do you have any comment on that at all?

Mr SMITH - My first point of reference is to say that if you look at the work of the Heritage Council, and you will hear from them this afternoon, that sustainable use and development of our assets such as our historic and built assets is an important part of our planning system. It is focused on use and development, and for heritage to have a life into the future it needs to live and breathe and evolve.

In that regard one of the things that is really important to say is that in terms of recent years of heritage approval the Henry Jones Art Hotel, the MONA development, Cascades and Boags, Islington Hotel, Port Arthur and the Penitentiary and the work that was done previously as at the [inaudible], all of that development has been approved by the local planning authority and the Tasmanian Heritage Council.

I think the real strength in terms of the approach that we use, both within the department and in conjunction with planning authorities and the Heritage Council, is to try to get in on having that discussion with developers and with owners and prospective applicants to find out what is it you are planning on doing, how well do you understand the heritage values you are talking about, and how can we have a conversation that tries to align both the proposal in terms of development and the heritage values so that they are aligned. You can still be funky, you can still be creative and cutting edge and innovative, but at least you can have those conversations to work through and iron out any issues as much as possible before the formal planning approval process commences.

That makes a big difference in getting a better outcome but it also takes the heat out of issues when things that might be contentious are not approved.

Mr FINCH - Over the years in the Legislative Council we have focused to a certain extent on tourism as part of our discourse with the government. With those regional organisations when they were first set up, there was a sense that if people come to Tasmania, they

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might be coming for shorter times, but their eyes open up to the fact that there is more going on here behind the scenery. Would you attribute the increase in numbers that we are experiencing from what might have been set up five, six, seven, eight years ago with that thought process, that strategy of saying don't come back and look to other areas because they will see that Tasmania can unfold in different ways?

Mr FITZGERALD - I think that is right. I would not attribute our success to any one factor, but we have definitely got smarter at understanding both values of our destination, what we have to offer in the market, who we are, and we have been braver. MONA gave us an opportunity to think more bravely.

We have definitely done two things. We understand ourselves better and we are more courageous to put a very diverse Tasmanian story into the marketplace which perhaps historically we were more passive around our landscape being the main feature of that, whereas now it is a whole lot deeper. The strategy work done here has been fantastic. We understand our customers more as a discrete group who we are talking to. No single factor has contributed to the current success or growth that we are seeing. There are multiple factors, but I think there is no doubt that we have become smarter at what we are doing.

Mr FINCH - What area next might we explore to continue that interest in Tasmania and continue to offer the tourism product that people want to return to come and see?

Ms PARSSEY - From a heritage perspective?

Mr FINCH - If you care to, but there might be some other parts that you might tell us about.

Ms PARSSEY - I think that John has highlighted already the importance of the target market; that is critical. There is a role to play that is significant in terms of product development and understanding where the opportunities lie, what types of experience people are looking for, the length of time they travel, when they travel and what type of groups they travel in, the demographics and all those things. Those are critical and that is the research that Tourism Tasmania does regularly through their visitor survey and other means.

There is no one tick box for product development. It comes down to having the right regulatory environment, which we have talked about, but also having investors that are willing, able and wanting to invest. People who are going to be innovative in their thought process but have the opportunity to talk to people before they go to the planning process so they can get an overlay or overview of where their product lies, whether it is an appropriate product, or whether it is completely left field and not likely to be successful.

There is no real answer to product development. It really is about the combination of amazing entrepreneurs and an environment where they can air those views and get some feedback on whether they are likely to be successful. They can do that now through their regional tourism organisations and I think they are increasingly doing that. We do get people who contact us with ideas, concepts or whatever and we either direct them the regional tourism organisation or to people like Brett who might be able to give them some feedback on their experiences or whatever. We try to link people together and get

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the conversation started, rather than just relying on the regulations and the planning codes et cetera to derive new and interesting product.

Mrs TAYLOR - I do not doubt for a minute what you say is true, but when I reflect on the MONA experience, the whole MONA thing, I was the mayor at the time and now as the member for Elwick I have been there from the beginning, from before David Walsh, if you like. I am well aware of how little official support David either needed or got at the time. He came to council and asked for planning approval and I know that he talked to heritage because of the Roy Grounds house there. He did extraordinary things with the site, things that pushed the boundaries in terms of carving away half the island and underpinning the house and all of that sort of stuff. It was always David's belief that people would come, but nobody else's. Government tourism didn't promote MONA; David Walsh created MONA and promoted it. Since then we have all jumped on the bandwagon because it has been hugely successful and now MONA is one of the things that we market Tasmania.

CHAIR - It is a catalyst.

Mrs TAYLOR - Yes, but that is not why they came.

Ms PARSSEY - It's a game changer.

Mrs TAYLOR - It's an absolute game changer, yes. I reflect on the fact that we couldn't have predicted that, and didn't. How can you when somebody has an extraordinary idea and has the money and the willingness to invest it in that kind of product. People don't come to MONA because we promoted it as state tourism. It's been an enormous catalyst obviously to tourists coming to Tasmania, and hopefully to coming and seeing and doing other things.

Mr FITZGERALD - He was able to do what he wanted to do. It was probably good that government wasn't involved because that may have constrained him. All we have to do is provide the right environment for people to be able to have confidence that they can have a crack at something. He was confident because he knew in his gut that he was going to something so disruptive that the market would stand up and take notice.

Mrs TAYLOR - He was the only one who was.

Mr FITZGERALD - Absolutely.

Mrs TAYLOR - He didn't know if he was right or wrong either. He hoped he was right, but he was right.

Mr FITZGERALD - A lot attention comes onto MONA because it was done at scale, whereas Tasmania will largely be about higher value, smaller scale experiences. David shone a big light because he went out and did something on a large scale. There are so many artisans in Tasmania doing thing at equally a high level but do not have the bankroll or the budget to take it to market. What MONA did was shine a big light on Tasmania and enable all these artisans to come out into the open and stand on a pedestal and say there is a lot of great stuff going on in Tasmania. MONA gave people

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confidence to say we are all pretty fantastic. This has given us a new gateway to walk through.

CHAIR - Points of difference.

Mr FITZGERALD - Yes and there is plenty of opportunity for that in the future.

Mrs TAYLOR - I want to look in comparison or in conjunction with Redlands, which is a hugely important historic site if you look at the ruins and the built heritage that is there. Redlands has gone down a slightly different track in saying how do we make this pay. They also have this huge list of restoration that needs to be done. One wonders whether anybody is ever going to be able to afford it. But they have done bakery, accommodation, whiskey, experiential and it looks to me as though Redlands might well be a place that can stand on its own feet.

Mr FITZGERALD - I was going to make that point. I did not profess to have any knowledge of the repurposing of heritage assets, but I absolutely believe in the living heritage concept. We have such an opportunity in Tasmania to bring new things to the place but to also repurpose and repackage our heritage assets and present them in the market in such a stunning way.

CHAIR - Providing we do not undercut the base.

Mr FITZGERALD - We have to protect the values of it because that is what gives it value. I do not profess to have expertise on how people go about that but I have had dealings with a number of people who operate modern businesses in very historical places, very successfully.

Mrs TAYLOR - That is what I wanted to link to government in terms of government spending; you mentioned facilitation as one. That must surely be a pretty important aspect because helping people like Redlands to do the strategy, and I do not know that they did -

Ms PARSSEY - They were helped by the Tasmanian government.

Mrs TAYLOR - They are certainly being helped now in terms of funding for specific project, I know that. But it is that starting point. It is whether the Woolmers are successful or whether the Redlands are successful and whoever you like to name, it is that thing about them being to see a way clearly towards making themselves self-sufficient. If experiential is what the market is talking to them about, rather than spending money on capital.

Ms PARSSEY - That is where Redlands was a good example because when they first purchased it they came into Tourism Tasmania and had those conversations and were given names and introductions and so on that then went on to facilitate the relationships that he built and also grant money he received. That was a classic example of, I am starting here. What do I need to do, what experience are people looking for. We did not come up with all the answers. He is an entrepreneur and he did that himself. From the very beginning he walked into our office and that is where it started. It is about introductions and also sharing the research with him of which we did a lot. We did a

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session with him on the target markets, the things they are looking for, the types of experiences they want. Yes, there is that facilitation role that the government can play.

Mrs TAYLOR - It seems to me that is probably more important than just giving them money to do specific capital works.

Ms PARSSEY - He was not asking for money at that time; he was asking for the help with the [inaudible].

Mr SMITH - There are many of us in the state government that provide that support, either through State Growth or through Tourism Tasmania, through the work of the Heritage Council and Heritage Tasmania and many others. One of things that is invaluable about the contribution in this space in Tasmania is that we are a small state. We have a low population and low income base but it is the collaboration that occurs and people's willingness to support each other and to tease ideas out and test them.

CHAIR - It happens in the arts, why not in the heritage?

Mr SMITH - Exactly, and there are a lot of things that happen in that area, not necessarily always recognised, but there is often a hell of a lot of discussion behind the scenes for any of the success we are seeing. It usually takes an individual who is committed, passionate and has something burning in their belly and are keen to pursue it without killing the goose that lays the golden egg. That is the thing about heritage. Use and development is great but we also have to make sure we're looking after it as well otherwise we won't have it to enjoy in the future.

Mrs TAYLOR - As you said, that's the best way to look after it.

The last point about Redlands, which I think is of interest, is they are on the market looking at a Chinese investor to buy the property. I am sure that is partly because there is such a long list of restoration and they can't see themselves ever being able to afford to do that, but how does the state government and Tourism Tasmania feel about that? It will have implications. A Chinese investor will not look at Tasmanian heritage in the same way as we do.

Mr FITZGERALD - Perhaps; we don't know who the Chinese investor might be. They will be subject to the same laws as everyone else, depending on how they come to the table, whether they come direct to the operator. The Coordinator-General's role is to try to facilitate some of that investment so each party knows what they're getting into and understands the regulatory landscape and makes it as seamless as possible. That will not mean they won't be subject to the same requirements as any other investor.

Mrs TAYLOR - I wasn't suggesting they were going to destroy the heritage of it but if an investor came in, it is different from passionate individuals about heritage.

Mr SMITH - There is great capacity for a range of players to be able to sit down with anyone interested in investing and developing in Tasmania because that is a positive thing. When you have organisations such as the Port Arthur Historic Site's management authority, they have been investing a lot of time in their relationship and engagement with China particularly, and through the work of the Australia ICOMOS and the like.

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There have been cultural exchanges as well because we appreciate that China has a particular view of its heritage and the age of it compared to the more recent historic environment in Tasmania. However, there is great recognition that we also have something to contribute to that discussion, and that puts us in really good stead. The China Invest effort of the state Government has been led by the Department of State Growth and augments that too. With the Coordinator-General's appointment there are a number of individual roles and areas that are better gearing up for our engagement. There are slightly different expectations and views of the world when dealing with another culture, and China is very much part of that. We have the ability to work with that and that can only be positive.

CHAIR - Some of the submissions have talked about access issues and now that Forestry is not looking after certain roads, the roads have been closed and some of the heritage material is sitting in the middle of the bush and nobody can get to it.

Thank you for your time today.

THE WITNESSES WITHDREW.

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Mr PETER JOHN SMITH, DIRECTOR, HERITAGE TASMANIA AND **Ms BRETT MARIA TOROSSO**, CHAIR, TASMANIAN HERITAGE COUNCIL, WERE CALLED, MADE THE STATUTORY DECLARATION AND WERE EXAMINED.

CHAIR - You are aware that any evidence that is given today at this hearing is subject to parliamentary privilege but remind you that any comments you make outside the hearing may not be afforded that privilege. That is an important point to make.

You have read the information for witnesses which has come from the committee's web page. The evidence you present is being recorded by *Hansard* over here and it will be published on the committee website when it becomes available. We would like you before giving your evidence to advise the committee of your field of interest and your expertise.

Ms TOROSSO - I am here as the Chair of the Tasmanian Heritage Council and I have detailed in here some of the background in relation to that. I cross I suppose the areas of economic development, tourism, arts, culture and heritage.

Mr SMITH - I am the Director of Heritage Tasmania in the Department of Primary Industries, Parks, Water and Environment. I have been in that role for the last 10 years now.

CHAIR - You are free to give a verbal submission if you wish to accompany your tabled submission.

On this side of the table we have the honourable Adriana Taylor and the honourable Kerry Finch.

Ms TOROSSO - Thank you for the invitation to speak to you today. It is much appreciated.

You have received well over 50 submissions and no doubt already heard from many people of the importance of the historic cultural heritage to our past, present and future Tasmanian communities and to the visitors to our island home. We would like to reiterate this view but not spend our time with you today repeating what we have presented in our written submission or what others have eloquently detailed. Today I would like to speak to you about some of the more recent efforts of the Tasmanian Heritage Council that are relevant to this inquiry.

As background I was appointed as chair to the Heritage Council in January this year so I have not been here very long. It is very recent for me. I feel it is a privilege to chair the Heritage Council as I have come to know the diverse and extraordinary people around our table. They are all extremely committed people who care about Tasmania, care about Tasmania's historic cultural heritage, and have a deep knowledge about its protection and management. They are enthusiastic about furthering the understanding, appreciation and value of Tasmania's historic cultural heritage. They are a good bunch of people and they are very passionate about what they do.

As a group they are an excellent resource in themselves, they are professional and committed people as are the people from Heritage Tasmania and the department who support the work of the Heritage Council.

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The reason I took on this role is because I believe in the good and extraordinary nature of Tasmanians. I hold a reverence for our ancient, natural and built heritage and how the diversity and contradictions of this place make us very interesting to others and that is why people come and visit us here in Tasmania. We are not like everywhere else; we are a bit different here.

I saw this role as a natural fit for me, to add value to this wonderful place that is my home. I move across and link the sometime siloed but in my opinion interdependent areas such as economic development, arts and culture, sustainable development, land use planning, community development and tourism. It is an interesting way I join the dots. All of this with an understanding of the dynamics of the operation of government, but through the commercial filter of private enterprise. I am fundamentally a commercial beast.

I see this as a point in time for a wonderful opportunity to embrace the interconnectedness of these areas and our approach as a community to how we strengthen the integration of historic heritage and tourism. To that end we welcome this inquiry for the Legislative Council to work through the issues, provide insights, guidance and recommendations for the future to realise and amplify the extrinsic and intrinsic value of Tasmania's historic cultural heritage.

Today I would like to briefly speak to you about two areas that the Heritage Council currently have on its agenda. The first is our current project to strengthen the integrity of the Heritage Register and second, the creation of our strategic planning framework that guide us over the next five years.

First to the Heritage Register - it was created in 1997 by combining the lists from the Launceston and Hobart Planning Schemes, the National Trust List and the National Estates Register. We have conducted a review of the nearly existing 5 500 plus entries and found that some of the places have little or inaccurate information. We have some legacy issues to address. Our act clearly states that to be on the register a place needs to meet at least one criteria making it significant to the whole of Tasmania. A place needs to be:

- important to the course or pattern of Tasmania's history;
- have a rare or uncommon aspect;
- hold potential to yield further information that will contribute to the understanding of Tasmania's history, so potential for archaeology;
- contains characteristics of a certain class of place, for example, Georgian or Federation;
- demonstrate a high degree of technical or creative achievement;
- have a strong association with a particular community group, cultural group for social or spiritual reasons - lots of our churches are under this category;
- have special association with the life or work of an important person in Tasmania's history; or
- it demonstrates some important aesthetic characteristics.

This review will see us improve the integrity and credibility of the register ensuring that we can concentrate our resources and focus on the places that are significant to the whole

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of Tasmania. We have started this review by reassessing many of our beautiful rural estates. We found that when they were originally listed the whole title of the entire property became part of the Heritage Register. We have been working with the owners of around 180 of our large rural listings, working through with them to define what parts of their properties hold significant historic heritage and what parts do not. To date, we have removed over 23 000 hectares of agricultural land from the register, so the farmers can now get on and do what farmers do best without having to come to the Heritage Council unnecessarily. This work continues and we expect to remove further farmland that contains no heritage features over the coming months. They are all smiling now.

Mr FINCH - Twenty-three thousand hectares did you say?

Ms TOROSSO - Yes, to date, so there will be some more coming.

Mr FINCH - That's a lot of hectares

Ms TOROSSO - It certainly is. When they wanted to change something about their irrigation or change some fence lines they had to talk to the Heritage Council. They don't need to do that any more, so it's been a very good result. We don't have to deal with it in terms of the resources of having to deal with it when it didn't add any value.

Our next step is to remove places where our researchers have not been able to find any evidence of meeting any of the criteria in the act.

The process for removing a place is that, first, we inform the owners that we intend to remove their property and seek their help to provide any evidence that they may have to inform its retention. Second, we let the local council know that we intend to remove a place in their local government area and find out if they have any information. Then we conduct a public process where we run advertisements in the newspaper asking members of the community for any information that they may have on the properties that are proposed to be removed, as we recognise that we may not have all the information. It's through this process we are hoping to find some more of the rich stories about these places that we currently may not know.

All of that information then comes back to council for assessment and a final decision is made to permanently remove the place from the register. This is an enormous task but it critically important to make sure the Tasmanian Heritage Register is as good as it can be and that it is reflective of our requirements in the act and holds those places that are significance to the whole of Tasmania so we can focus our precious resources in an effective and efficient way.

It is hope that this review, combined with the information we provide and initiatives such as works guidelines, will help heritage property owners, site managers, the wonderful volunteers and developers to effectively and efficiently manage their properties and cultivate the excitement of our visitors when they come here to experience our heritage.

The second area is that of our strategic planning framework. We are a bit excited about this. We are currently undertaking a revitalisation of our strategic priorities. This process is underway and we hope to finalise the framework over the coming months, while reviewing the most effective way to deliver our statutory responsibilities, we have

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applied several lenses to this framework. Understanding the interconnectedness of our role in the broader context within which we operate. Understanding the broader importance of the visitor experience as a driver in the Tasmanian economy, taking a long-term view and, most importantly, thinking innovatively about how we add value and make the most of what we have available to us to bring Tasmania's historic cultural heritage to life.

As we are formulating and finalising this work, today I am only able to speak to you in general terms about several of the themes that have emerged so far.

The first big area for us is to rethink and reshape the Heritage Register. We have commenced the work of making sure the register had integrity. We believe it can be so much more than a statutory list that we are responsible for managing under our act, much more than a statutory tool. The register can be a deep, rich database of pictures, of stories, of Tasmania, its people and places. We believe it can be more widely accessible for our community destination marketers and our visitors.

I was listening to John with interest in relation to how there is that beautiful opportunity to provide content - he called it 'content' - for Tourism Tasmania and for everybody else. We hold this beautiful database of information and the conduit for that, from a statutory tool into something that could really come alive and be used by our destination marketers, by Tourism Tasmania, by our regional tourism organisations, is something we find very exciting. It has come out as a really strong theme for us. We want to bring the Tasmanian Heritage Register to life.

The second area of focus for us is the Tasmanian Heritage Council to engage more broadly. As part of our recognition of our interconnectedness, to much of what drives Tasmania, its brand and reputation, we believe through collaboration, coordination, support to promotion and advocacy, we can influence and inspire our community and our visitors to more deeply appreciate and value historic cultural heritage.

One of the ways we hope to do this is through our engagement with the broader discussion on historic cultural heritage. One such example is the current cultural policy development. By way of background, last year, prior to taking up this role, I was involved in some early work on the creation of a cultural policy for Tasmania. At the time we settled on a UNESCO definition of what areas were to be included under the new policy. The thinking involved diverse domains, including cultural and natural heritage, and a broad range of creative and related industries. Along with the performing and visual arts, historic cultural heritage and tourism was central to the thinking of this group. It was good work and we arrived at the concept of Tasmania's cultural ecology. And ecology seemed a good way to describe a complex system with its diverse, multi-dimensional aspect, its kaleidoscope of colours, different species, different growing rates and about how it all relied on each other to prosper. A mutually reinforcing system of beautiful heritage accommodation and experiences providing the patronage for further investment in more adaptive projects and more interpretation of our stories of the past, systems within systems and all adding up to the story of Tasmania, making us interesting to visitors.

We talked a great deal about what provided Tasmania's cultural ecology with fertile ground, clean air, sunshine, and how to nurture the things we hold precious while

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fostering its growth. Historic heritage and tourism are a big part of Tasmania's cultural ecology. The next iteration of this work is now again on the agenda within the Department of State Growth, and I would strongly recommend to this inquiry that if possible you receive a briefing on the policy work and the proposed public engagement. We want to be a constructive part of this important picture in Tasmania and this is why we embrace any opportunity to participate in the development of policy, whether it be for a new heritage code or new cultural policy. Pursuing our strategic planning framework will help us identify and communicate how we simultaneously add social, economic and environmental value to our community and to the experience of our visitors. We look forward to sharing this work with you once it is finalised.

We would like to thank you for your time today and wish you all the very best with your inquiry. I hope the opportunity to consult widely on this important aspect of Tasmanian life provides crucial insights for the appreciation and energising of historic cultural tourism.

CHAIR - You talked about bringing areas to life and adaptive re-use. Could you give me a brief understanding as to how you see that without cutting away at the very values the heritage sites have?

Ms TOROSSO - One of the things that is really important with the heritage register is statements of significance. The statements of significance are the work that underpin the register, to really understanding what the significant is, whether it is related to a person or some aesthetic characteristic; what is important about this place. Having that work done and having that in our database helps when we come to make an assessment of what changes. Development is by its very nature change, and so how is that working and understanding how perhaps buildings can learn to live in a new way without compromising the significance of a building. That is how we go about doing it. When Pete and I aren't there, there is a beautiful recorded piece that says, 'This was important to us then'. That is what people would get out when they're making an assessment and add to it in an evolving way because things change all the time.

CHAIR - Some of the submissions we received talk about the broader landscape in some instances as opposed to just the built heritage, that a building exists in a broad context within certain areas. Councils are used to dealing with the broader aspects of heritage buildings as opposed to the actual fabric. I am interested in how you see this all playing out? With councils making planning decisions about heritage and the context within which that heritage sits, the Heritage Council making a decision based on the building, if it's a building that's on the list, do you see a tension there? How do you see that being carefully managed into the future so we are not saying, 'This building should be removed', when there is a council over there that says, 'But that building is very important in the context of everything else that exists.'?

Ms TOROSSO - The issue in relation to how local council approach the precinct idea is an interesting one and obviously very important with everywhere that I know you two have been involved in and critical to how that looks. We are having this discussion internally with the council at the moment about how we approach those things in terms of the state register because, for us, it is about the statement of significance. If there is a pattern of development that informs each other, a place by itself may not necessarily be of

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significance but in terms of the pattern of development it does increase its significance, then those things are recorded and considered.

In terms of the broader landscape, I can see you painting a picture of some lovely rural place in terms of its landscape -

CHAIR - I do not have anything in particular in mind, but you know the concept.

Ms TOROSSO - When we make an assessment they are always the things that we take into consideration. We cannot just look at things in isolation, so they are always a consideration.

Mr SMITH - Very much so. The COAG agreement on the environment for 1977 provided a bit of a road map for the Tasmanian Heritage Council in its work and the work that we do in Heritage Tasmania to assist. That was very much about recognising that a place like Tasmania can be fortunate enough to have places of national and World Heritage significance and they are managed by the Australian Government as the state party.

The focus of the Tasmanian Heritage Council under the Historic Cultural Heritage Act is very much about places. A place might be an individual house or property or archaeological site, or it could be quite a large place like the historic York Town settlement site on the West Tamar, or Port Arthur. So quite a large place but it has a very clearly defined boundary that we can record in the heritage register.

At a local government level there tends to be a bit of a mixture, because you can have places entered in a local list - heritage code or schedule - as an individual place but you can also have heritage precincts of conservation areas, hopefully also with conservation policies that go with that. One of the things that does as part of the planning and zoning is give you the ability to look more holistically at those areas that have particular traits that should be conserved, or that where development and use is proposed there is a framework within that that ensures that the values inherent within those precincts are able to be recognised and protected while allowing development and use to continue.

Part of the work of the Planning Reform Taskforce as they start to look at a consistent historic heritage home template will help us to continue that discussion. The Heritage Council is very much a party of that process.

Mr FINCH - I would like to ask about this process that you are going through, Brett, of the heritage register - 5 500 entries. Can you tell me how that has unfolded in respect of getting those 5 500 entries highlighted and the decisions made about them? Is it smooth? Is it fraught with controversy? Are people accepting of it or are they rejecting it or feeling a little bit anti or bolshy about it?

Ms TOROSSO - The process for us so far is there has been a general audit of the register. There are obviously places that absolutely need to stay on the register, no questions asked. It is very clear that they are staying. Then there is a group where - I cannot tell you what it is at the moment because it is evolving for us and the reason is because this is a middle group. This is a middle group where we have had the listing that has been put there under one particular category. When our researchers have started looking through photographs, texts and historical records, and have gone through quite an extensive

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process, they have said it does not qualify or they do not have enough evidence for it to meet the criteria, but there is this criterion that is different that we need to do some more work on. There is quite a lot of that. They go into a 'more work required' bucket. Then there is the piece where we have not been able to find any evidence to fit in any criteria and they are the ones that we are dealing with. So we are doing that first.

No owners have received their letters yet so that process will start reasonably soon. That process starts in Launceston, so the first thing we want to do - apart from the fact that we are required to by the act - is inform the owners of these properties before anything else happens. Naturally you want them to find out about it first. Then, of course, we talk to councils after that and then we run a public process.

We have not taken anything off the register at this point. We know we do not know everything so we are hoping we get some really interesting information that comes forward that not only strengthens some of our existing listings but also gives us information that says there is no evidence for this property. Then we continue to work on this group where we have got further work required.

Mr FINCH - Do you have pressure from any group or people submitting that they want to come off the register?

Ms TOROSSO - I expect we will. I think we will have a group of people who go, 'I did not know I was on the heritage register in the first place'. I think there will be people who go, 'This is terrible. I do not want to leave the heritage register', and hopefully they will be able to provide us with evidence about why they stay. Then there will be people who go 'Yippee. This is the best news I have ever had. I get to come off the heritage register.' Then there will be people who are interested in whether their neighbour's place is coming on or off. There is a whole series of responses that will happen. Then there will be people who say, 'How come I am not coming off. I think I should'. We have processes for all of those different responses and we expect we will probably get something of everything.

Mrs TAYLOR - How many people have you got working on this?

Ms TOROSSO - There are few people working really hard to get this right.

Mrs TAYLOR - There are a lot of properties you are looking at. I would imagine it is not going to be done in a very short time.

Ms TOROSSO - No, because we want to do a really good job of this. We want to make sure nothing slips through the cracks. We want to make sure we end up with everything that should be on there. Of course the next step for us is that we are going through the process of spatially putting all of these listings on the GIS system so that you will be able to search them geographically, which will be wonderful.

The next step for us is to really have a look at what themes we are missing. What kind of gaps do we have in the register. We might have a gap in mining heritage. We might have a gap in some form of workers' cottages. It is a very iterative process for us to move through this in terms of getting on there the right things that are supposed to be on there, and then working out where our gaps are in Tasmania and then starting to work on

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that. In the meantime we are still putting things on the register while we are doing this process. It has been a really wonderful process. Rural properties was a good place for us to start because we could see a direct benefit in terms of not making people do things they do not really need to do.

CHAIR - The GIS you are talking about. Are you talking about the LIST system?

Ms TOROSSİ - Yes, which is going to be fantastic.

Mr SMITH - We have created a dot point reference to create a heritage overlay in the LIST. We already have a dot point reference system there but we are moving to a polygon model. From a technical perspective, if you look at the layering LIST you have one defined title. A dot point reference just says you get a dot in the middle of a title or a listed place. The polygon layer which we are working towards, and we are doing some work behind the scenes at the moment, is for instance the farm area that Brett was talking about. Some 23 000 hectares, which is three times the size of the municipality of the City of Hobart, have come off the register. That means for a large farming area there is a defined precinct that now forms part of the listing which has a central planning registry entry recorded for it, so the polygon layer will record that boundary, not the broader title. What the polygon layer does is give us the ability in a geographical sense to much more accurately pinpoint what is listed and what is not. If you are looking at development and use that is an incredibly important tool for people out there to have. Before we had done the work to review our boundaries and entries, we were not in a position to be able to produce that sort of information or material. One of the things that the current processes are doing is helping us to not only improve the integrity, quality and accuracy of our information, but it is also positioning us to ensure that the Heritage Council can better engage with owners, developers and visitors to the state, and portray the information that they are custodians of to those groups. That is where it comes back to this inquiry in making sure that that information about Tasmania's history and heritage is there and there to be drawn upon.

Ms TOROSSİ - The wonderful thing for us is the potential that the register has. You can understand the things that we are doing and the pathway that we are on in having this accurate and credible database full of amazing stories that reference, not just the big sites that we heard about this morning, but in a beautiful way the most modest and sweet little properties that actually make up the bulk of what we are about. This is a wonderful opportunity that at some point in the distant future for somebody to pull up out the front of a place and go, 'I wonder what that is,' and be able to research it geographically, go straight to something that really makes sense to them, that is user friendly. We hold that database and so to really release that to make that something is quite exciting for us. We do have to do the rigor and grunt work, if I can call it that, at the beginning, don't we, which is where we are deep into at the moment.

CHAIR - Is there an expectation that at some point you will have that in different languages, seeing as visitors come from all over the globe?

Ms TOROSSİ - We haven't got that far. But what happens for us if we have this rich database and whether it is the Regional Tourism Organisation or whether it is Tourism Tasmania and they choose to take our data or take the information and turn it into

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something else, or an app that someone wants to go and discover and look at all the Henry Hunter houses in an area that they are.

CHAIR - Or 1800s weatherboard houses, or something like that.

Ms TOROSSO - Absolutely. It is about us getting all these things lined up so that that is possible.

Mrs TAYLOR - Without having to do it yourself.

Mr FINCH - That was really the path that I was pondering on going, about the results of this and where it might lead in the tourism perspective. You are saying once you have the knowledge there how will this unfold to be utilised?

Ms TOROSSO - One of the things that you would need to do is you would need to go to - I have an advantage because I understand this quite well - but you would need to go to Tourism Tasmania and say how do you want this data presented to you, to really be that conduit of content so that they can curate it in a way that suits them because they know about destination marketing. The RTOs know how that all operates so you have to ask and do that work early, so that you are not getting too far down the track without it being completely of value and useful in a broad sense, not just a statutory tool. That is what really makes me feel very excited about where this is headed.

Mr SMITH - One of the benefits that we have in Tasmania is this combination of resources. We have some of the nation's most intact pre-1830 built heritage in terms of convict sites and convict infrastructure and the like. Australia has amassed this amazing resource in its archive collections, in the convict records. If an individual, from a tourism perspective, arrived in Tasmania and they had a convict ancestor, they can go to the place where the ship first arrived, they can have some information on what happened, they can go to the Old Bailey records on line that are now available, and they can find out what happened before that person arrived in the country. They can find out more about the journey that they arrived on, and they can also have the ability to track through their life because of the records that were kept by dutiful bureaucrats and others. These individuals that are visiting can then go and connect with each of these places.

The person might have arrived in Hobart. They may have gone to the Hobart Gaol and spent some time there. They might have then gone out to Woolmers. They may have caused some mischief and ended up at Port Arthur for a period of time and then gone back out to another farming property before they received their freedom. People can have a very real connection to that history in Tasmania. In terms of an authentic experience, that is incredibly important. It is the combination of all those resources and all those appeals and the work of the Heritage Council that helps to bring that experience very much to life.

Mrs TAYLOR - I find that terribly exciting, that the information should be useful to people, easily accessible and useful across a range of areas. It is interesting you taking on this role, Brett.

Ms TOROSSO - It did seem like a natural fit because, for me, I have a deep understanding of the history experience because that is how come I can eat, which is good. It is a really

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interesting journey for me to join the dots for this and it makes sense because I see this piece of work over here, I am involved in development of a cultural policy and historic cultural heritage makes sense for it to be central to that thinking. I spend time in the destination marketing space and, as John says, it is one of the very important reasons about why people come here and experience it even if they do not necessarily name it up before they come. But they know it when they get here.

It is like the early days when people did not necessarily come here for food and wine but that is what they talked about when they left. Then we go, okay, that is moving up the list and let us take some notice of it.

We have so many contradictions in this place. We have so much diversity and our dark stories and our beautiful stories, it is all part of this picture. It made sense to me to be able to bring it together and think differently about how all the things we do and spend so much time and money and effort doing so they can do many more other things. It does not matter what we look at, no matter what we do, that is the filter I always I want to put across something and say, okay, so what else can this thing do, it is a most amazing resource.

It is like my time at TMAG. It is the same thinking about, okay, we might only have 10 per cent of our beautiful collection now, but how do we invigorate and make accessible the rest of it. It is that same thinking. We have to do it anyway, let us make it be so much more.

Mrs TAYLOR - That is what our inquiry is about, to see if some more of those dots can be joined so people who are tourism operators can benefit even commercially from the fact that they are in a heritage property and how they can enhance that experience.

Ms TOROSSO - Even the small ones and the smaller operators who make up by far most of the 2 200 tourism operators that we have in the state. I loved reading the Port Arthur submission; it was a real pleasure to read. I know these people who operate a small heritage bed and breakfast and they are working really hard. For us to be able to go say, here you are here in living colour and accessible, it might be a great piece because we do not have that yet. We have a long way to go and it feels like a good destination.

Mrs TAYLOR - You talked in your submission about the fact that the Heritage Council no longer has money to give grants, and about incentives - wanting somehow to give incentives to people to work on their heritage properties. Would you like to elaborate on that? I noticed Pete, this morning, said thank goodness for the Tasmanian Community Fund and I guess that was in relation -

CHAIR - Local government as well.

Mr SMITH - I noticed a number of the submissions made comment about funding opportunities, both in lamenting what is not available but also putting some ideas on the table which potentially have merit and need to be further explored. For us, the main incentive we have is the professional expertise that we have in-house because they make a real difference to property owners when they are talking to us early in the piece. Not only in helping to ease the approval process by working through any issues up front in a

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proactive manner, which is great, but it is also sometimes about being creative with solutions.

The staff and members of the Heritage Council were able to provide advice to people, can draw on previous experience and pass that on. Often owners will end up with a much better outcomes than they originally envisaged for their own living space and their business and the like. That is a very tangible incentive.

One of the things that happens, though, is that we are in some difficult economic times so grants and the like that have been available in the past as incentives may not be available in the future. That gives us an opportunity to have some discussion about what that might look like when things are better financially. People ask questions about what support local government can give with rate relief, grant programs, or what the tax incentives might be. There are many questions in regard to that, and the focus seems to be about self-sustainability as much as possible, but it is also about making the most of the opportunities that are there - regional development funding, tourism funding and the like - where there is an edge. Sometimes it is about reshaping something and working up that collaboration in effort.

There is scope. Certainly we don't maybe have some of the opportunities that have been available in the past, but I think that circumstances force people to be a bit more creative and innovative than they might have otherwise been, and again you get good results.

CHAIR - There are a number of submissions that have drawn attention to the fact we ought to have a lottery. Someone else suggested \$1 onto every provision of accommodation, that this could go a significant way to helping maintain our heritage. Do you have any comments on that?

Ms TOROSSO - The reality is we all understand there is going to be a very limited amount of money for resourcing from government. That is right across all the areas I cover. It is all the same story. That is a fantastic opportunity because we have to think differently about all our economic models.

Mrs TAYLOR - That's not a bad thing necessarily, is it?

Ms TOROSSO - No, I don't think so, but people would probably think I am a bit sick, but I think it is a wonderful opportunity because we have to think differently; we have to do something about it. One of the documents I read earlier when I came on board with the Heritage Council was called 'Making Heritage Happen', an Australian Heritage Commission paper -

Mr SMITH - I think it might have been the Western Australian Heritage Council.

Ms TOROSSO - We can find out. It went through all the different mechanisms and gave a nice piece around that. We can send that through to you.

One of the things on our list for the strategic framework is around how we influence those things such as the money that is existing. If we have more influence and more voice, as to economic development and infrastructure grants and all those things, we get out there with the heritage flag and combine that with tourism and it starts to make more

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sense in adding value and getting people to think about different criteria and reshape it so it has that kind of emphasis. You don't necessarily need more money for that. It might come and we might be ready but I am up for the different thinking about how we make it happen.

Mrs TAYLOR - Was that your outside-the-square thinking about incentives, or haven't we got to that yet?

Ms TOROSSO - I sit on the Tasmanian Economic Development Board and we have had programs where we have had matched funding and a whole series of things. As to investment attraction, job creation, and stimulating something, it has been very effective. Maybe putting a visitor experience lends on that. You want people to bring their investment decisions forward and sometimes those things can make that happen. You talk to all of them and they go, 'Oh yes, I have been thinking about it for a while but that made a difference and that made me bring that forward'. That is thing that I like to hear because sometimes it may never have happened without it. It is influencing and being an advocate for heritage tourism that will help. Putting those together makes a lot of sense to me.

CHAIR - Some may feel a little frightened, though, that the Heritage Council is focusing so much on that aspect as opposed to the fabric that they have the care of, or at least the duty of making sure they have the property recorded for the future.

Ms TOROSSO - We have to get that balance. Our first part is fulfilling our statutory obligations absolutely under the act, but they also in our act talk about advocacy, education and promotion, and it is very clear. It is about how we apply that. I am looking forward to that piece. I believe that without the intrinsic value we do not have extrinsic value. You cannot have the benefit or the economic return without it. It doesn't work, so it is inherently important. It has to be maintained.

CHAIR - Which brings me to another question with regard to managing heritage in Tasmania. Obviously as we drive between here and Launceston and we look at the old the barns that are just falling down, farmers have no reason to be wanting to reinstate them because it costs them money, real money at that, and they are not going to necessarily get the immediate return on their investment in that regard. You can understand that. Do you have any thoughts on how the Heritage Council deals with those sorts of things? It might be sites at the back of beyond where there used to be significant infrastructure that has some degree of heritage value but it is not being cared for at the moment.

Mrs TAYLOR - Are you talking about listed or not listed?

CHAIR - Unlisted.

Ms TOROSSO - Unlisted. It gets interesting, doesn't it?

CHAIR - It has all got the potential to add to our heritage fabric, and also tourism for that matter, but primarily it is dying. It is unrecognised as being of value.

Mr FINCH - Only to photographers.

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CHAIR - Photographers certainly find it of value. I am wondering whether or not that is in the purview of the Heritage Council as to how they discover what is out there. Hopefully this inquiry might bring some of that forward.

Ms TOROSSO - Perhaps. Around the table of the Heritage Council I know they bring things forward themselves and obviously have a very active interest in it. It is really about helping people in terms of why they care. What is going to make that farmer care about that property? How does that operate? How does that work? I do not have the answers for that. Especially if it is not on our register at the time it gets really interesting for us.

CHAIR - Especially when you are trying to get rid of those that do not meet the criteria, and yet there might be others out there that do.

Ms TOROSSO - It might also be that when we do the thematic study that says these agricultural barns and sheds are an important part of the register and we do not have proper representation on the register, we would go and look in an area like that. It is that kind of thing that comes forward. Because they are an important part of the Tasmanian landscape, maybe that is how that works. I do not really have the answer for that. It is always about the motivation and what makes somebody really change that. What makes them want to do that?

Mr SMITH - I think part of the response is to say that Tasmania is a very historic environment, and regardless of whether elements of that history are listed or not, it is still important. We work with the Heritage Council to develop key resources, like our works guidelines. They are there for everyone. They are there as a resource that the state government has invested in so that it can give guidance to anyone, whether the place is listed or not.

As we talked about before, and as you recognise, unless a place has a use then it is unlikely to be there for future generations to enjoy and appreciate. The last time I did some figures on this, something like 20 to 30 per cent of the churches on a heritage register were no longer used for religious purposes. Most of that stock was now used for residential purposes, which would surprise many people. But if you think of what has happened to churches in recent years, a number have closed, and that is unfortunate. What is encouraging is that re-use so churches can continue to be a core part of the landscape.

With redundant farm buildings, that is another area of challenge and we need to accept that in some cases they will not have a future, but in other cases you have operators like Rob and Anthea Patterson of Hartzview, at Gardners Bay south of Cygnet. They have a business there. They generate four to five wines and other things and they are really keen to share the heritage of what they do there. As part of working with tourism and Heritage Tasmania, and then getting approvals through the Heritage Council, they restored the pickers huts village there. They have interpretation in place and people can enjoy that. That is a really telling story of the Huon Valley. There are many other places like the vineyards, especially in regional areas like the east coast, where people have done something similar.

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Where that use can be found, that is terrific, but sometimes we might end up with a few rustic ruins that are also part of the landscape. Maybe that is not such a bad thing either because it adds to the appeal, but it is also a prompt to look after this asset because without some care and consideration it will not be there in the future.

Mr FINCH - Churches, like caravan parks, normally are prime real estate so there will be a use for them.

The chair mentioned adaptive re-use and it came up quite a lot through here. For that advice, support, help and consideration that is given when that adaptive re-use project is there in respect of the tourism aspect of what they do, is there a link? Is there advice that can come from the Heritage Council that will support people who are looking to develop in the tourism field?

Ms TOROSSO - On Friday I attended a site meeting with a very large tourism operator in Tasmania to look at a building that had been sitting vacant for nine to 10 years. The last renovation and update it had was from the 1960s, at which time it looks to me like they had gutted the building and put in a very sharp, nice-looking 1960s renovation.

Mrs TAYLOR - That will be heritage too one day.

Ms TOROSSO - We discussed that at the time and we were going, 'Do you think it will ever make it?'. We were not so sure but we do not know.

Mrs TAYLOR - It would be heritage whether it is good or not.

CHAIR - They probably thought that about art deco too.

Ms TOROSSO - They probably did.

For me it is a real honour because I can have a conversation with people because I understand this industry really well and I understand what their needs are. You work through how they were going to do that, a big investment of money, and how that was going to operate, and talked to them about the process of how that can occur. At the same time have staff from Heritage Tasmania there saying, 'Think about maybe this as a way to approach it, as opposed to perhaps this', which means we keep a much better outcome in terms of the heritage and highlighting the heritage, and we get we get investment into that building. Working together with people who are going to spend some money and do something is really wonderful. It is the part I have really enjoyed because I love that bit.

Mrs TAYLOR - That is also the key to making them continue to be useful and viable.

Ms TOROSSO - Yes. They will be able to generate a good, exciting offering as part of their tourism offering and that will, again, give people good cause to be able to put some money back into this property.

CHAIR - Our time is up. Thank you very much for coming today. It has been a privilege to have the time with you and to listen to your thoughts and your feelings on these things and Pete, as always, it's been great. We do have two things that are suggested, I think

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there was one document that you suggested we catch up on and something to do with policy. Is it this one?

Ms TOROSSO - With the State Growth they are currently revisiting this as a holistic piece of work, which is really what this is about. The work that you are doing is going to be pretty central to what they have already moved into.

CHAIR - The suggestion was a presentation on that by State Growth.

Ms TOROSSO - I think it would be helpful. And the linkages thing I thought we would bring some of these along. You probably have some of them.

CHAIR - We may not, but we can table one.

Ms TOROSSO - When you go to Port Arthur it talks about the other sites, so people can find information about all the other sites and these are around. My understanding is that, I think, they are running out.

CHAIR - We better grab one.

Ms TOROSSO - It is those kinds of things that maybe in a digital form, maybe in a different way having these things linked so they make sense for people to kind of go there is more to the story and we need to go to travel to Woolmers or we need to travel to the other sites to understand it.

CHAIR - Thanks for that. Terrific.

Mr FINCH - And these are handed out at each of these sites?

Ms TOROSSO - I've seen them at Port Arthur.

Mr SMITH - They are available at each of the sites and we also have them available on line as well as a cross-promotion of Tasmanian sites, but also the whole 11 sites included in the World Heritage listing because there are sites here, in Western Australia, on Norfolk Island and in New South Wales. Thank you for your time.

THE WITNESSES WITHDREW

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Ms DIANNE MAREE SNOWDEN AND Mr CHRISTOPHER TASSELL WERE CALLED, MADE THE STATUTORY DECLARATION AND WERE EXAMINED.

CHAIR - Welcome. This is the Legislative Council Government Administration Committee B inquiry into built heritage tourism in Tasmania, in case you thought you were at some other hearing. All evidence taken at the hearing is protected by parliamentary privilege. You may be aware of that, but I must remind you that any comments you make outside of this room may not be afforded that privilege. You need to be aware of that.

Have you read the information for witnesses paper? You have. The evidence you present as I said before is being recorded and the *Hansard* version will be published on the committee website when it becomes available. You can have access to that.

You have the opportunity of doing a verbal submission obviously and we invite you to do that, but perhaps before doing that you can give us an understanding as to your field of interest and/or expertise.

Just before I ask you to do that, it was rude of me and I have not done this properly before that I have to introduce people. We have Natasha Excell who is indeed the secretary of the committee, we have the honourable Kerry Finch, we have the honourable Adriana Taylor and Rob Valentine and Majella over there is on the *Hansard*.

Over to you. Just basically your field of interest and your expertise.

Ms SNOWDEN - I am a professional historian. I have just come off as the chair of the Tasmanian Heritage Council. I did a two year term and I am currently lecturing at the University of Tasmania in a new subject, family history.

Mr TASSELL - I was director of the Queen Victoria Museum and Art Gallery for more years than anyone cares to remember. During that time I did a lot of work on documenting Tasmania's industrial heritage, in particular, and we had an integrated approach to documenting that in terms of not just objects ??? museum but also archives, photographs, oral histories, the whole spectrum which is quite unusual.

Since the museum I have been managing director of the National Trust up until about 18 months ago and now I am a practising private heritage consultant.

Ms SNOWDEN - We will be talking, but I thought to start with I would raise three key issues that are important to us.

The first one is that there is a limited recognition that heritage is one of the two key drivers of Tasmania's tourism industry. The second point is that there is a limited understanding of the extent and depth of the state's heritage assets and how they are managed. The third one is that there is very limited understanding of the key role that community based organisations play in the development and management of heritage assets that are readily accessible to visitors throughout the state.

Mr FINCH - Just run through that third point again for me please.

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Ms SNOWDEN - There is a very limited understanding of the key role that community based organisations, so all the local history groups, local heritage groups, play in the development and management of heritage assets that are readily accessible to visitors throughout the state.

Mr TASSELL - That impinges directly on the substance of this committee's investigations.

CHAIR - Is there anything in particular that you want to focus more on than in your submission that is of great interest to our inquiry than any other part.

Mr TASSELL - As Kerry knows a few years ago I did a fairly in depth study on the contribution community-based heritage organisations make to the maintenance of the state's heritage. That was the first time that contribution has been documented in any formal sense. Before that it had always been ad hoc opinion. What is really showed was the high fragmented nature of the heritage sector in Tasmania at a couple of levels, one of which is the way it is highly fragmented in the Government's approach to the management of heritage - and we touch upon that in our report - in that there are multiple agencies directly responsible for components of the state's heritage, including World Heritage, but equally there are quite a range of state agencies that have responsibility for the management of significant heritage assets, even though that is not their core business. You can think of organisations such as the Hydro, Forestry and Inland Fisheries.

Within the community sector it is fair to say almost all the community-based heritage organisations are financially challenged. The second important thing to note is that there are a lot of heritage sites and assets in this state that are being managed by community-based organisations whose prime purpose is not heritage. Rather it is another purpose, whether that is arts, sport, social.

CHAIR - Do you mean there is a degrading as a result of that?

Mr TASSELL - In the sense you have these challenged community-based organisations whose principle purpose may be, for example the RSL, their purpose is supporting returned servicemen but at the same time, for whatever reason, they also are now managing significant heritage assets, and some of them of national importance. Those organisations are even in more of a bind given their financial circumstances than those that are specifically there for heritage in that they have another purpose but in managing these assets, which are in many cases still accessible to the public and are significant visitor attractions.

You have this fragmented industry both at a government and community level and then you have this extraordinary disengaged relationship between heritage and tourism, particularly at the local level. In part that is a cultural thing. It is not that tourism doesn't like heritage and heritage doesn't like tourism, but it is rather that, particularly at the regional level, tourism is very much focused on small business and paying your way if you are a member of a regional tourism development organisation. For the heritage organisation, their principle purpose is maintenance of heritage. Even though they are in fact running what are heritage attractions, that's not their principle purpose. It is documenting and maintaining the community's heritage. These two quite divergent approaches mean there's little interaction between the two. In fact, there is quite a substantial disengagement, and that is well documented in that study.

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CHAIR - Is greater collaboration needed?

Mr TASSELL - It's more an understanding of where the organisations are coming from. A heritage organisation is not going to be putting money into advertising as a tourist organisation. It is there to document and maintain the heritage of the community. The community of George Town is focused on documenting George Town and Low Head, they are not there to run a tourist attraction.

Ms SNOWDEN - The tourist attraction is incidental to what they're doing as a history or heritage organisation.

Mr FINCH - Is that where there needs to be a change of mindset by both to realise that that link will be better for both?

Mr TASSELL - The report, realising the potential, went into this to some degree and the reality is that first of all the heritage organisations are saying they are strapped for cash - they barely put their head above to look out beyond their immediate problem of fixing the leaking roof or the guttering, or copying some important archival material - they are not looking at tourism.

But having said that, when they have tried to engage in tourism and they are not making money out of tourism because they do not have the financial resources and any they do they turn back into heritage. They are not being able to be seen as the people paying their way in the tourist sector and so tourism would rather go where they can get support from commercial operators, which is fair enough because that is how you produce all your promotional collateral.

Mr FINCH - My thinking would be if I were involved in the heritage organisation that the more your work is appreciated by viewers, people coming to visit, the more importance your work takes on because you are playing that role of informing, entertaining, educating -

Ms SNOWDEN - I think the point is, and Chris has made this point, is that there is a lack of capacity amongst these organisations and most of them are almost totalling staffed by volunteers and it is a matter, as Chris says, about keeping your head above water rather than looking at the big picture of heritage tourism.

Mr FINCH - And I am speaking personally as well if I were involved. I think that would fire my enthusiasm if I were to be able to see that the work being done is being presented on a larger scale.

Mrs TAYLOR - It is a very interesting point though because I had not thought about that but you are quite right that all the things we see promoted and advertised in all the glossies and whatever are operators who are commercial operators and when you have tourism organisations, generally speaking, you get invites if you are a commercial operator. So those bodies are not, although they to some degree are operating commercial in that they take money and they spend it, they do not have any money to invest in being part of the glossies or being part of the advertising so they do not get the exposure which, in turn, means that people do not come.

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Ms SNOWDEN - Yes, and they are not part of the overall tourism marketing strategy.

Mrs TAYLOR - Yes, I had not thought about that.

Mr TASSELL - In the study we did in northern Tasmania almost over 40 per cent of those organisations managing heritage assets prime purpose was not even that of heritage. They had these other purposes like Esk Leigh(?), a fantastic Victorian house which is open to the public and the Launceston Art Society is there but Esk Leigh is not set up as a tourism attraction. It has very important social and community challenges in terms of community health so it is not in that tourism market at all. It is irrelevant to it yet nonetheless this is a major tourist attraction and visitors could go there. It would be a wonderful opportunity.

CHAIR - Drawing on your submission with regard to the role of Government, you say that Government has a leadership role in developing and understanding the extent and depth of the State's heritage assets and how they are managed in the same way it does with the State's natural heritage values. Do you think Government pays enough attention to discovering what is out there? I have mentioned this a couple of times today to different people but there seems to be some decaying heritage which is not getting attention and I drew examples of old farm buildings that are falling down and we all pass them on the highway. Or there might be other things out in the back-blocks that are simply undiscovered yet local communities know they exist and may even attempt to, shall we say, draw some attention to them, but they are largely not on the radar. Are we in danger of losing significant -

Mr TASSELL - The short answer is the Government does not have a comprehensive understanding of the state's heritage assets, whether they are built, moveable or whatever.

CHAIR - Even though it has a big list of things on the register?

Mr TASSELL - The register is really an artefact of a particular set of circumstances.

CHAIR - Over time.

Mr TASSELL - Over time. It certainly doesn't reflect what the community's perceptions of heritage are. The thing is that in a sense the register is looking back, but the community's perceptions of what is heritage are constantly changing as the generations changed. What is important to one generation in terms of heritage is not necessarily for the preceding generation. We see this all the time at the museum. One generation dismisses something and the next generation that object, that place, that building is wonderful.

CHAIR - You see it all the time at auctions, don't you. All of a sudden colonial furniture is the order of the day and that is what people want and go for and then all of a sudden sixties furniture comes into the scope.

Mr TASSELL - Or 10 Murray Street. It is a changing perception of what history and heritage is. Having said that, because the Government's approach to the management of heritage is so fundamentally fractured in terms of different agencies/organisations having different responsibilities, no one organisation has a good overview of heritage. That is

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part of the reason why when Tourism Tasmania looks at developing a tourism heritage strategy it just falls back to the predictable things of what is important about Tasmania's heritage is convicts. That is certainly true, but that is not the full extent of Tasmania's heritage and not the full extent of what is important in the national context. It is just one small part.

Mr FINCH - I might just explore that a little bit. Is there any suggestion that we might have a minister for heritage or that it might be focused into the one department, so that responsibility comes from Parks and Wildlife, comes from Hydro and is focused more into a department that is heritage-centric.

CHAIR - I think we are being told that we do have a Minister for Heritage, but is it broad enough is what you are saying?

Mr FINCH - What I'm concerned about is that fracturing - a word that you used - into other departments. Should that be drawn more into that area of responsibility?

Mr TASSELL - I have a reluctance about drawing departments together or dividing them because they are always basically short term. I think the Government might be better off having some sort of arm's length organisation, which has an overview of its heritage and can provide it with advice, without all the extraordinary infrastructure and overheads that goes with a formal Government department.

Mr FINCH - Is that what the Heritage Council does?

Mr TASSELL - Absolutely not.

Ms SNOWDEN - Heritage Council under its legislation has about 15 roles and one of those is tourism. The Heritage Council as it stands currently doesn't have the capacity to do anything more than its statutory obligations, so the answer is no.

Mr TASSELL - It is probably worth observing more generally that because it has important statutory obligations in terms of the planning and land use management in this state that is inevitably the prime focus of its activities and its use of resources. I think it is quite interesting if we look more generally where you see the heritage organisations that succeed in promoting heritage are in fact not constrained by an obligation in the planning world. Rather they are free of that and so they can be more flexible and not have to constantly come back and be involved in a highly legal environment.

Mrs TAYLOR - Do you have an example of that?

Mr TASSELL - Put it this way in most states there is the equivalent of Heritage Council and Heritage Tasmania, but the advocacy, the exciting things that have been done in heritage education, interpreting heritage properties are not done by that organisation. They are done by other organisations because ?? New South Wales you have what used to be the Historic Houses Trust now the Living Museums of Sydney whose practice in terms of heritage like management is world's best practice. Mind you they have a substantial budget to achieve this. At least a substantial budget by Tasmanian terms.

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In other states you see other organisations doing really innovative things whether they are independent foundations, the Johnston Collection in Melbourne, or you see in fact some local government authorities take a strategic view to the managing of their heritage assets and marketing and development of their heritage assets.

Mrs TAYLOR - Most of those you would be talking about would be either site specific or area specific or not so whole of New South Wales,

Mr TASSELL - Not in New South Wales. In Tasmania because it is such a small area and it is so much more manageable you could conceive of it in terms of the whole of the state. In New Zealand, Heritage New Zealand operates on a national basis not just the north or south island.

Mrs TAYLOR - And somewhere within that they have the equivalent of the Heritage Council.

Mr TASSELL - In fact in the case of New Zealand they are the equivalent of the Heritage Council and Heritage Tasmania but they are fully independent of government.

Mrs TAYLOR - But government funded.

Mr TASSELL - Yes, absolutely and they do manage heritage sites but having said that their recent restructure has seen them, (a), move closer to government and we will put that way, and (b) split off their advocacy role which was quite active before into independent community based committees. The most successful example clearly of managing heritage on a large scale is the National Trust in Great Britain or in England, Wales and Northern Island.

Mrs TAYLOR - We might have to go to England, Chair, and have a look.

Mr TASSELL - It is certainly the most successful, but then it does have a great act of parliament and it also has a tax regime which has enabled it to prosper which we do not have.

Mr FINCH - Is that something that might be explored? Is it achievable for Tasmania?

Mr TASSELL - There it is at a federal level but that does not preclude alternative approaches to encouraging heritage at a state level. The obvious one is land tax.

CHAIR - Adding a portion on everybody's land tax in order to pay for it. Is that what you are saying?

Mr TASSELL - The opportunities to advantage those who are managing recognised heritage sites.

CHAIR - So they get a discount.

Mr TASSELL - They get a discount on their land tax is just one. There are quite a number of strategies that could be developed.

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Mr FINCH - I wanted to explore, Dianne, if you would not mind. You said about limited recognition of heritage as a driver of the economy. Can you just expand on that?

Ms SNOWDEN - The most figures that we have were from December 2014 and those figures state that 70 per cent of visitors to Tasmania are seeking a heritage experience. It is a key driver for visitors to the state but there is no recognition of that in terms of Tourism's marketing strategy even in terms of what the priorities are for Heritage Tasmania and the Tasmanian Heritage Council. It is almost as though it is nice if it happens but we are not going to make it happen.

Mr FINCH - I have been frustrated over many years about the lack of regard for tourism. People in government play down the role of tourism and I think it is starting to dawn now that, hello, it is this major driver.

Ms SNOWDEN - I think the comparison is between natural heritage and built heritage and if you compare the profile of natural heritage it is way above what the built heritage profile is.

Mr TASSELL - If you look at the exit surveys that Tourism Tasmania have done, you will see as many people go to heritage sites and attractions as they do to the actual environment. Likewise, if you look at the studies that Tourism Tasmania have done in the key markets in Victoria and New South Wales, you see the key competitive advantages that Tasmania have in line to those markets, that the key one is heritage.

CHAIR - It is slightly more than natural, isn't it?

Mr TASSELL - That is right.

CHAIR - I think one of the submissions points that out.

Mr TASSELL - What I found interesting and I touch upon in that realizing potential report, was other states have recognised this about Tasmania was that before Tourism Tasmania had it publicly, it is a key competitive advantage but we have not capitalised on it. When you look at our heritage assets you get into the core of that in that most of our heritage assets are being promoted in an integrated fashion and supported, despite the fact in that study in northern Tasmania, in the year I did it, there were as many visitors those attractions in northern Tasmania as there were to Port Arthur, those attractions only received a fraction of the level of funding that Port Arthur did and yet they were employing, I don't know but it is in the report, how many people, about 60 to 80 people and generating hundreds of thousands of dollars of income to the region but no recognition.

Mr FINCH - It must be frustrating for you, working in that area to not see that recognised. How do we change that around?

Ms SNOWDEN - It is really frustrating. I have some anecdotal evidence. I was not going to mention the Orphan School because I can go on about it. I want to talk about how people are coming to visit that site because of family connections. It is the family history tourism and it is also built heritage tourism. Last month we had someone who came down from Burnie for a particular event and other people from interstate, a woman and

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her husband from Sydney. I do not have the statistics for that but it is simply anecdotal but people are coming to find out about their past and to explore the heritage sites.

Mr FINCH - They are here and saved and waiting to be utilised.

Mr TASSELL - Partially saved. We have talked about those sites that are not and they are not because we do not have a strategy to say, these are important areas for their heritage values or for their are tourism values. One of the things haven't an approach to management of ruins. It could be the remains of the hotel at Antill Ponds.

Ms SNOWDEN - Or Horton College near Ross.

Mr TASSELL - It gives the Tasmanian landscape something special and it adds to the tourism appeal of the island. Yet, how are we supporting those people who are managing those ruins, we are not at all.

CHAIR - What is the situation with Montague, is that gone?

Ms SNOWDEN - Those ruins tell a story even though they are ruins.

Mr TASSELL - They can be managed as a heritage asset with not a lot of money. But they fall through the gaps because we have such a fractured approach to the managing of heritage and tourism in the state.

CHAIR - I am interested in your views on the single planning scheme that is coming in. There is the opportunity there for heritage fabric to possibly not be regarded as much as it could be in its context or not. Do you have a view on this at all, as to whether there is a danger or whether it is okay, it is covered?

Ms SNOWDEN - In terms of property owners, a single planning scheme is probably a really good idea. I do not know how it fits with the heritage tourism strategy.

Mr TASSELL - It is hard to say but it is always worth bearing in mind that heritage assets are a bit like ore deposits. They are finite assets. You can't keep on removing them and still have the heritage asset. The classic examples of that - if you visit parts of Asia, Singapore and Hong Kong, you will find a very significant heritage site totally isolated by roads and buildings. It is no longer a heritage site, it is only a token example of something. It's lost its power and more often than not no-one regards it as being significant. It is how we want to manage that asset. That is not saying every building has to be saved, but rather needs someone to have an overview over what the purpose is.

Mrs TAYLOR - Do you think maybe we have too much for the size of our population and our budget?

Mr TASSELL - This is one of the points we make, that what is required is a new innovative approach to the management of heritage in this state and that is not through expanding state or government agency budgets. Look what the volunteers and the communities are doing already in management of heritage. A little more strategically targeted support for them would provide an extraordinary return. In the study of the north we did less than a couple of hundred thousand dollars investment by the State Government across all these

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organisations, which included Woolmers and Brickendon - and I excluded the Queen Victoria Museum - was a huge return in employment, income generation and visitation, comparable with Port Arthur. Only a fraction of the amount was spent on Port Arthur. That's not to say Port Arthur is not worth investing in. What I am saying is there are opportunities for a much cleverer approach to get a much better return on the existing level of financial support available to heritage. Another example is the National Trust. It receives approximately \$300 000 a year from the State Government and runs about 11 properties, most of which are of national importance. It costs the State Government roughly \$200 000 just to maintain one property, say Highfield - which is a Parks property. It is just because of the nature of the process of government management; it is so much more expensive. There are alternative ways to look at more effective use of the existing funding.

CHAIR - And it's primary role is not to look after heritage buildings.

Mr TASSELL - Parks?

CHAIR - Yes.

Mr TASSELL - In a way it is but the reality is it has to focus on the actual environment. It is responsible for almost half the Tasmanian land mass and, as a consequence, it is gradually cutting its involvement in heritage sites. Either the sites are leased now for long terms or are sold.

Mr FINCH - Dianne, you mentioned the limited understanding of built heritage. How do we combat that? Do you have any suggestions as to how that might be improved?

Ms SNOWDEN - I think what I said was that we don't know about the extent and depth of the state's heritage assets. It is easy enough to find out that information, I think, but we also don't recognise the role the community-based organisations play in the protection of our heritage assets.

Mr FINCH - Are you feeling there needs to be more education in the community about the importance of heritage to Tasmania?

Ms SNOWDEN - One of the platforms of the Cultural Heritage Act includes education, so that is already existing, but it doesn't happen. Members of the community need to be educated on the importance of heritage.

CHAIR - They don't know what they have in their communities?

Ms SNOWDEN - Yes.

Mr TASSELL - That's the very thing they don't know what they have, but they do know someone who volunteers down at the Low Head Museum, so they have these interactions, but because those organisations are so focused on just surviving not being able to get out. If they could have a more expansive program that is the best way of getting the word out about heritage through the community at grassroots level.

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Ms SNOWDEN - That is right I was going to say education at the local level. We don't have a complete list of all of the groups that are involved in heritage at the local level. I think we probably would both agree that the last thing that we want to see is an expansion of the heritage bureaucracy in order to achieve the things that we think are important. It needs to be one step removed from existing heritage bureaucracy. The best way of doing it is not to say to Heritage Tasmania this is another role for you because they are struggling at the moment anyway.

Mr TASSELL - It needs a body that can capitalise upon getting a strong community support for heritage and not be part of the bureaucracy, but clearly be adequately supported by the State Government to ensure that heritage is promoted in the most cost effective way possible.

CHAIR - This arm's length - or external arm's length committee that you are talking about obviously there would be representatives from all levels there, so from organisations that are managing heritage properties, tourism or otherwise, local government perhaps, is that what you are saying? You would have an advisory committee that was made up of -

Mr TASSELL - The organisation would have to have credibility, both with the Government and with the community organisations. The last thing you want is the proverbial, 'We're from the Government and we're here to help you,' approach to local museums or local historical societies. You also need people to understand how community groups operate and how there is a passion, but you need to be able to act as a catalyst to facilitate that passion.

CHAIR - To engage them.

Mr TASSELL - Yes, not put more hoops in the way for them to have to jump through, which so often happens with Government attempts to provide support for small organisations.

CHAIR - It may come with a trade off, mightn't it, as heritage in the community is given greater profile then all of a sudden there are people out there that want to do certain things with properties nearby and they are constrained, so do you see that as being an issue?

Mr TASSELL - That is fine, you have a planning scheme for that and that is Heritage Tasmania's role and that is wonderful. That is why they are certainly needed, so that these assets aren't frittered away. At the same time we will get these fantastic innovative ideas for promoting and making accessible our heritage from the community.

CHAIR - And there are people out there with them, aren't there?

Mr TASSELL - There certainly are.

CHAIR - Plenty of people with ideas.

Mr TASSELL - It certainly doesn't have to be done entirely by Government agencies. Heritage is just an integral part of life for so many Tasmanians. A lot of them don't realise it is, but once you start to talk with them they will realise, you know, they visit

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their grandmother or they are living in a house that they know the history of, or where they work. There are all these intersections with heritage in a way that is so much less common on the mainland.

CHAIR - Do you think we have enough heritage vessels and things to stimulate people's thinking? Do you think that is part of their stories?

Ms SNOWDEN - I think there is probably more than we know about because a lot of them are at the local level. For example, the Richmond Fair has a heritage component to it, but it is not the prime focus of the Richmond Fair.

Mr TASSELL - Like Agfest has a heritage component. There are lots of things just flipping up. What was it Mural Fest last weekend at Sheffield. There were heritage activities there, all the vintage car group and there was a whole range of things. Heritage is everywhere.

Ms SNOWDEN - It is ad hoc.

Mr FINCH - You have given us some really good food for thought here. Is there one recommendation that you would like to see featured in our report? From our terms of reference where we are trying to get that synergy, link, between heritage and tourism is there a recommendation that might resonate?

Mr TASSELL - A new cost effective approach to management of the state's heritage.

Ms SNOWDEN - That is not part of an existing bureaucracy.

Mr FINCH - How would you see that unfolding, Chris?

Mr TASSELL - We sort of touched upon it, but you would work out the mechanisms but what you want is this arm's length if you like. This advisory committee that has credibility with government at all levels, well state and local government level, but it is certainly able to connect with the community and those groups managing heritage whether that is their prime purpose or whether like Eskleigh or the RSL clubs it is incidental to their present purpose. It needs to have this broad vision of how through strategic use of limited resources they can facilitate community based heritage organisations to really flourish.

Mr FINCH - Then be more significant as far as that tourism component is concerned, where people come to Tassie and of course here it is documented, presented, easy to find and it is there.

Mr TASSELL - It flows through tourism. It also flows through community building, community pride. Goodness knows there are enough communities in this state which are finding it pretty challenging at present but having pride in what the community has achieved in the past and those members of the community provide the way of helping to overcome the adversities they are facing at the moment.

Ms SNOWDEN - If you are a tourist, I think we call them visitors, that comes to Tasmania you would be presented through this advisory committee with a package of the places

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that are important to you to go and see. It sounds really simple and I think it probably is as long as it is burdened with layers of bureaucracy.

Mr TASSELL - And has the capacity to range widely so it is not constrained by the existing silos of heritage management within the State Government, whether it is built or movable or whatever heritage. Rather they can see where the opportunities are and help capitalise upon them. It is driven by the community because that is where you get this fantastic return on your investment.

Mr FINCH - Something I have been thinking about in respect of those visitors that we have coming to Tasmania. Do we have any organised planned tours where you pick people up in Melbourne or in Sydney and you come and you bus people around the state to give them that Tasmanian experience and the different aspects of our built heritage, saved heritage, natural heritage? Do we have any operations like that?

Ms SNOWDEN - I do not know of any.

Mr TASSELL - You see occasional ones, for example, garden tours advertised nationally. Tasmanian garden tours and they go to a variety of gardens which generally have a heritage dimension to them, but that is not opportunity for entrepreneurs.

Mrs TAYLOR - There are plenty of tourist tours, bus tours, but specifically heritage I do not know of any.

Mr FINCH - I am looking for opportunities when I retire.

CHAIR - One opportunity that comes to mind would be a tour of pipe organs. We have an immense number of pipe organs in this state. Is anyone making any money out of that? I don't know yet you would think people that are really interested in that sort of thing would jump at the chance.

Ms SNOWDEN - If it were commercially viable someone would be doing it.

Mr FINCH - This is where a register of those things that are of significance is going to be important into the future isn't it?

Ms SNOWDEN - Which will be completely different to the heritage register that belongs to the Heritage Council.

Mr TASSELL - Yes, it should be clear that is a statutory document relating to the planning in Tasmania. What we are talking about is a register which is basically for once trying to get all the information together so we know all the societies that operate in Tasmania, all the community groups, all the local museums and what their assets are. Also it would be interesting to look at the work that has been done.

When you think of what Hobart City Council did with a whole range of heritage brochures that it developed over the years, whether it was Errol Flynn or whatever, at the same time how many of those are available? They are still totally pertinent but these things have no life because there is no one driving them but if there was a group whose principal purpose was to ensure that that material remained available, presumably

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electronically, then again you are making resources available for the business so they can wander around and look where Errol Flynn did whatever he did.

Ms SNOWDEN - And they are doing it at not a great cost.

Mr TASSELL - No, it does not require huge resources. That is why we make the point in our submission that we see that heritage can be revitalised in Tasmania within the existing resource framework if there is a bit of imagination and innovation.

CHAIR - And there are professionals out there that can assist.

Mr TASSELL - Heaps.

CHAIR - Thank you very much for taking your time and we look forward to hearing all the other submissions that we have received. We really appreciate you taking the time to put in a submission.

Ms SNOWDEN - Thank you for asking us.

Mr TASSELL - Thank you for the opportunity.

THE WITNESSES WITHDREW.