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Parliament of Tasmania

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**LEGISLATIVE COUNCIL**  
**GOVERNMENT ADMINISTRATION COMMITTEE "B"**

**FINAL REPORT**

ON

***Built Heritage Tourism in Tasmania***

**Members of the Committee**

Hon Tania Rattray MLC (Chair)

Hon Rosemary Armitage MLC

Hon Ivan Dean MLC

Hon Kerry Finch MLC (Deputy Chair)

Hon Greg Hall, MLC

Hon Adriana Taylor MLC

Hon Rob Valentine MLC

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## INTRODUCTION

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1. Government Administration Committee B (the Committee) was established by resolution of the Legislative Council and its operation is governed by Sessional Orders agreed to by the Council.
2. The Committee met on 30 October 2014 and resolved that a Sub-Committee be formed to conduct an inquiry into Built Heritage Tourism in Tasmania.
3. On 6 November 2014, the Committee presented a Special Report on a Resolution to Commence Inquiry (the Inquiry) in accordance with Sessional Order 4 (14).
4. The Inquiry was established following concerns that there was a lack of cohesiveness and strategic direction in the management and promotion of Tasmania's built heritage as tourism assets.
5. 'The Inquiry adopted the following Terms of Reference:  
  
To inquire into and report upon the management, preservation, tourist marketing and promotion of built heritage assets in Tasmania, with particular reference to:
  1. The contribution that built heritage makes to tourism in Tasmania;
  2. The role of Government;
  3. The role of tourism organisations;
  4. The role of heritage organisations;
  5. Any other matters incidental thereto.
6. The Membership of the Inquiry was:  
  
Hon Rob Valentine MLC (Inquiry Chair)  
Hon Ivan Dean MLC (Inquiry Deputy Chair)  
Hon Kerry Finch MLC  
Hon Adriana Taylor MLC
7. The Inquiry was advertised in Tasmania's three daily regional newspapers. The Inquiry also directly contacted a number of persons and organisations with specific knowledge or expertise and invited them to provide evidence to the Inquiry.
8. The Inquiry also established a dedicated web-page at  
[http://www.parliament.tas.gov.au/ctee/Council/GovAdminB\\_HeritageTourism.htm](http://www.parliament.tas.gov.au/ctee/Council/GovAdminB_HeritageTourism.htm).

All submissions and transcripts are included on the web-page and these should be read in conjunction with the Sub-Committee Report. A list of submissions is provided in Appendix 1 of the Report.

9. Fifty-eight submissions were received, representing 35 organisations and 23 individuals. The Inquiry conducted 11 public hearings and visited heritage sites in Tasmania and interstate.
10. Hearings were held in Hobart, Launceston, Burnie, St Helens and Zeehan and 42 groups or individuals provided verbal evidence.
11. The Inquiry also visited a number of publicly and privately owned heritage sites in Hobart, Derwent Valley, Pontville, Tasman Peninsula, St Helens, Derby, Launceston, Longford, Burnie, Zeehan and Queenstown.
12. Additionally, Inquiry Members visited heritage sites in Ballarat and Melbourne in Victoria, together with sites in Adelaide, Burra and Mintaro in South Australia and met with a number of organisations and individuals with expertise in both heritage and tourism in order to examine developments and initiatives in other jurisdictions.
13. A number of witnesses and submissions brought other forms of heritage to the attention of the Inquiry, including Aboriginal, rail and moveable heritage. Due to the already large scope of the Inquiry and the complexity of those subject areas, the Inquiry resolved that it would not be possible to include a sufficiently in-depth examination of these topics. Nevertheless, it was recognised they were important topics and could be considered as possible future inquiries in their own right.
14. A copy of Tourism Tasmania's *Historic Heritage Tourism Strategy 2012-2015* was tabled. Significant work was undertaken to deliver the Strategy. A number of submissions supported the document but there was concern about the general lack of action on its recommendations.
15. The Committee therefore encourages the Government to review the recommendations in the Strategy, together with the recommendations in the Sub-Committee Report, and to take them both into account when formulating its policy responses.
16. The Committee reviewed the Report of the Sub-Committee and, on 9 February 2016, resolved to conclude the current inquiry and release a final report. The Committee intends that this Report be considered in its entirety as the final report of the Inquiry.
17. The Committee resolved that Members of the Sub-Committee be endorsed to speak publicly about the report in their capacity as Members of the Sub-Committee.

## Recent developments

18. The Inquiry coincided with other activities in both heritage and tourism in Tasmania. These include a review of the Tasmanian Heritage Register and the drafting of a five year strategic plan by Heritage Tasmania.
19. The State Government adopted the T21 agreement, together with the tourism industry to create partnerships and to identify and focus on priorities for tourism.
20. The Inquiry noted the publication of the Australian Government's Australian Heritage Strategy in December 2015.<sup>1</sup> While a detailed analysis of the strategy has not been undertaken, the Inquiry notes it includes *Objective 8: Foster greater collaboration between the heritage and tourism sectors* and believes this further underlines and strengthens the importance of associated recommendations within this Inquiry's report.
21. The Inquiry occurred at a time when record visitor numbers to Tasmania were reported, along with the expectation that visitor numbers will continue to rise.
22. At the time of drafting this report, the Australian Government is considering the feasibility of a National Heritage Lottery.<sup>2</sup>

Signed this 9th day of February 2016



Hon Tania Rattray MLC  
Committee Chair

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<sup>1</sup> *Australian Heritage Strategy*, December 2015, <https://www.environment.gov.au/heritage/australian-heritage-strategy>. Accessed 12 January 2015

<sup>2</sup> Sydney Morning Herald, Julie Power, 9 December 2015 'New Australian lottery could raise funds for heritage projects' <http://www.smh.com.au/national/new-australian-lottery-could-raise-funds-for-heritage-projects-20151208-gli2jc.html>. Accessed 10 December 2015



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Hon Adriana Taylor MLC

## **Chair's Foreword**

On behalf of the Committee of Inquiry it gives me a great deal of pleasure to present the Built Heritage Tourism Inquiry Report for consideration by the Government and which I am sure will be of interest to other stakeholders and individuals in the built heritage tourism sector (the Sector).

This inquiry has provided a good opportunity to explore relevant activity across the spectrum of stakeholders within Tasmania and to a lesser degree interstate. The level of response from public organisations and private individuals was pleasing and provided a wealth of information to consider.

The following overview covers some of the more important findings and recommendations:

The Inquiry found built heritage tourism is increasingly making a significant contribution to the Tasmanian economy but it needs greater recognition in government policies and strategic planning.

Adaptive re-use of heritage buildings is a very effective way of maintaining many of our State's key assets rather than consigning them to gradual decay. This may be their fate if the fragmented nature of built heritage management and the current lack of funding and resource provision are not adequately addressed. Further to this, a detailed audit of built heritage assets across this State, including our industrial heritage, would be worthwhile to understand what we have and that which needs attention before it is too late.

To allow our built heritage assets to disintegrate through inaction would not be good stewardship of a major competitive edge for this State. Of course funding is always an issue and solutions do need to be found.

In an effort to maximise the value of the State's built heritage assets for tourism the general lack of coordination in the Sector needs to be addressed. Opportunity needs to be provided for information exchange and collaboration through an annual forum, facilitated by Government but 'owned' and driven by the Sector as a whole.

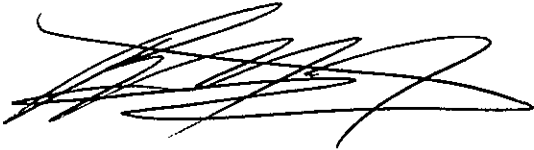
A finding of importance is the general lack of signage and interpretation across the State. In order to engage tourists more effectively, including those from emerging markets, we need to embrace better use of modern technology. A full review is needed, coupled with a whole-of-State focus on a built heritage tourism map and suggested itineraries. We need to 'value-add' and make the most of our engaging stories associated with built heritage fabric and our people. These are matters that require serious consideration by both Government and the Sector in general.

The Port Arthur Historic Site Management Authority is the State's most significant authority within the Sector and its governing act needs review, to examine the Authority's boundaries of operation. There is also a need to examine funding and resource levels. A broadening of its scope could be of significant benefit to the Sector, more effectively using the Authority's breadth and depth of expertise.

As in many sectors the role of the volunteer should not be underestimated. They are most important to the delivery of product. They are critical to the maintenance, conservation, interpretation and promotion of built heritage assets and deserve due recognition for their efforts.

Given the enthusiasm of individuals in preserving, restoring or promoting our heritage assets, the Sector has significant potential to improve the economy of regional areas, providing a boost for both employment and related commercial activity. The Inquiry is of the view that the Government should encourage and facilitate a whole-of-State focus being achieved in our regional built heritage tourism programs to provide a seamless and richer experience for visitors.

In closing, the Members involved with the Inquiry join me in thanking the Secretary to the Inquiry, Natasha Exel and other Legislative Council and Hansard staff for their great effort in the many administrative tasks required. The Inquiry also acknowledges the assistance of a number of heritage organisations and local government councils within Tasmania, Victoria and South Australia. Their input was most appreciated, adding significantly to the overall depth and breadth of information received.

A handwritten signature in black ink, appearing to read 'Rob Valentine', with a stylized flourish at the end.

Hon Rob Valentine MLC  
Inquiry Chair

11 February 2016



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## ABBREVIATIONS

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<b>AAPT</b>	Australian Association for Preservation Technology
<b>DEWHA</b>	Commonwealth Department of Environment, Water, Heritage and the Arts
<b>DMP</b>	Destination Management Plan
<b>DPIPWE</b>	Tasmanian Department of Primary Industries, Parks, Water and Environment
<b>ENACT</b>	Eaglehawk Neck Action Community Taskforce
<b>ICOMOS</b>	International Council on Monuments and Sites
<b>PAHSMA</b>	Port Arthur Historic Site Management Authority
<b>QR Code</b>	Quick Response Code
<b>RTO</b>	Regional Tourism Organisation
<b>TCF</b>	Tasmanian Community Fund
<b>TICT</b>	Tourism Industry Council of Tasmania
<b>UNESCO</b>	United Nations Educational, Scientific and Cultural Organisation
<b>UNWTO</b>	United Nations World Tourism Organisation
<b>UTas</b>	University of Tasmania

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# 1. THE CONTRIBUTION THAT BUILT HERITAGE MAKES TO TOURISM IN TASMANIA

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- 1.1 The Inquiry received a considerable amount of evidence to demonstrate that built heritage tourism is important to Tasmanians and is a major Tasmanian tourist attraction. Tasmania's built heritage has significant breadth, depth and diversity and has been relatively well preserved. Built heritage is widely recognised as an integral part of the Tasmanian brand.
- 1.2 Information received by the Inquiry indicates that a significant amount of Australia's built heritage is located in Tasmania.
- 1.3 Visitor surveys indicate that in the 12 months to September 2014 an estimated 303 320 visitors to Tasmania experienced a heritage attraction. Figures indicate that around 79% of Australians considering travel to Tasmania are interested in visiting heritage/historic sites.<sup>3</sup>
- 1.4 The Inquiry heard the following evidence from Mr John Wadsley, representing ICOMOS, quoting from the ICOMOS Paris Declaration, made after the Seventeenth General Assembly of the International Council on Monuments and Sites in 2011:

*"It is now widely agreed that heritage with its value for identity and as a repository of historical, cultural and social memory preserved through its authenticity, integrity and sense of place forms a crucial aspect of the development process. The challenge of integrating heritage and ensuring it has a role in the context of sustainable development is to demonstrate that heritage plays a part in social cohesion, wellbeing, creativity and economic appeal, and is a factor in promoting understanding between communities."*

*There is a lot in that, but essentially it is saying that heritage is a part of our life, heritage can be part of our development and our economic prosperity, but we have to look after it. It is not just about bricks and mortar; it is not just about making something easy for a developer to build - it is actually about retaining the memory we have of a place so people feel comfortable to live here, and tourists want to come to understand why we like living here so much.<sup>4</sup>*

- 1.5 The Inquiry noted the information contained in the written submission from the Port Arthur Historic Site Management Authority (PAHSMA):

*The timing of this inquiry has coincided with a significant international conference relating to heritage and tourism – the World Conference on Tourism and Culture, held in Cambodia in early February 2015. The meeting was a joint initiative of the UN World Tourism*

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<sup>3</sup> Written submission, Government of Tasmania, 25 February 2015, p.5

<sup>4</sup> Hansard Transcript, Mr John Wadsley, 17 June 2015, p.10

*Organisation (UNWTO) and UNESCO. One of the outputs was the (draft) Siem Reap Declaration of Tourism and Culture. The Declaration reinforces that:*

- tourism has grown over recent decades to become one of the leading global socio-economic sectors of our times;*
- tourism creates immense opportunities for inclusive economic growth and sustainable development through job creation, regeneration of rural and urban areas, and the appreciation and protection of natural and cultural heritage;*
- in 2012, for the first time, over one billion international tourists travelled the world, and in 2014, the World Heritage List reached 1000 sites;*
- culture, reflected in heritage and traditions as much as in contemporary art, languages, cuisine, music, handicrafts, museums and literature, is of immeasurable value to host communities, shapes community identities and fosters respect and tolerance among people and has become a key tourism asset, creating distinctive differences between destinations;*
- almost 40% of tourism has a cultural motivation and that cultural heritage motivated tourists tend to contribute more expenditure to local economies.*

*Putting this in a Tasmanian Context, tourism has a substantial and positive impact on the Tasmanian economy:*

*For the year ending September 2014, Tasmania received 1,062,700 visitors, up 6 per cent from 1,007,000 for the previous year;*

*Total nights spent by visitors in the state increased by 8 per cent to 9.35 million;*

*Visitor expenditure increased by 15 per cent to \$1.74 billion;*

*The number of interstate visitors to Tasmania increased by 3 per cent to 914,700 (was 884,900);*

*The number of international visitors increased by 8 per cent to 167,800 (was 155,300)*

*(Source, Tasmanian Tourism Snapshot, September 2014)*

*70% of visitors indicate that while on holiday they like to visit heritage/historical sites and attractions’;*

*(Source, Tasmanian Tourism Information Monitor, December 2014)*

*All of the above reinforce that tourism is an essential and substantial contributor to the prosperity and wellbeing of Tasmanians. Built heritage tourism has a significant role to play in this context.*

*The Port Arthur Historic Site alone attracts more than 20% of all leisure visitors to Tasmania. Visitation to PAHS has grown steadily, from 189,650 day visitors in 1999-2000 to 253,166 in 2013-14. In January 2015 we broke all previous records for any month with 46,280 visitors to the site.*<sup>5</sup>

- 1.6 The Tasmanian Government, in its written submission, advised the Inquiry that it recognises the value of heritage to Tasmania's tourism industry:

*Historic heritage generates intrastate, interstate and international visitation; is a core element of the visitor's experience; fosters local employment; and contributes to the State's economy. Tasmania's historic heritage complements other core appeals like our fine food and wine. It is the combination of these appeals that is one of our biggest visitor assets.*<sup>6</sup>

- 1.7 Mr John Fitzgerald, CEO of Tourism Tasmania, made the following statement:

*...we do a lot of work around our brand in terms of what Tasmania represents and how the customer perceives that. Pleasingly, heritage is at the heart of all that. Our nature and our heritage remain two key pillars in all that.*<sup>7</sup>

- 1.8 However, a number of witnesses and submissions shared a similar view to that of Dr Dianne Snowden that the value of built heritage is not reflected in current tourism marketing initiatives or policies. Dr Snowden advised the Inquiry:

*There is a limited recognition that heritage is one of two key drivers of Tasmania's tourism industry.*<sup>8</sup>

- 1.9 Ms Sarah Lebski, heritage tourism consultant, expressed the following view:

*One of my concerns is that to date we have not really capitalised on our World Heritage sites, and I know that this is a topic that is a concern to quite a few people. My view about that is that unless we connect these sites and interlace their stories, it is unlikely that visitors will feel the need to extend their heritage tourism experience beyond Port Arthur.....The World Heritage sites are a rich, internationally recognised asset. I think they need a global vision and an integrated plan. They are extraordinary assets, but what now? How do we maximise those assets from Tasmania's point of view and from the visitor perspective?*<sup>9</sup>

- 1.10 The Inquiry noted the top four visitor attractions in Tasmania were Salamanca Market, MONA, Mt Wellington and the Port Arthur Historic Site.<sup>10</sup>

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<sup>5</sup> Written submission, Port Arthur Historic Site Management Authority, February 2015

<sup>6</sup> Written submission, Government of Tasmania, 25 February 2015, p.3

<sup>7</sup> Hansard Transcript, Mr John Fitzgerald, 18 June 2015, p.14

<sup>8</sup> Hansard Transcript, Dr Dianne Snowden, 20 April 2015, p.46

<sup>9</sup> Hansard Transcript, Ms Sarah Lebski, 17 June 2015, p.39

<sup>10</sup> Discover Tasmania website: <http://www.discovertasmania.com.au/about/top-ten>. Accessed 2 October 2015

- 1.11 The Inquiry heard from Professor Robert Morris-Nunn that distance, traditionally viewed as a disadvantage to Tasmania, was less important than providing an authentic visitor experience:

*Yes, people will travel immense distances. If they think the experience is authentic and real and can touch their hearts and souls, then it does not matter where it is. People will do that as they are looking for that authentic experience.<sup>11</sup>*

- 1.12 The Inquiry also heard that while visitors may not specifically visit Tasmania to see built heritage, it nevertheless provides a backdrop that makes Tasmania a unique tourist experience. It heard the following evidence from Mr Luke Martin, Chief Executive Officer, TICT:

*The motivational survey that I referred to and Tourism Tasmania referred to is the survey you are referring to. What it told us is that people identify heritage as alongside nature and our coasts as the brand of Tasmania, the things that people know about Tasmania. When you ask them what is going to trigger you to come for a holiday, it drops down significantly and that is where you see the art, the culture, food and wine and golf come up. That does not mean that 67 percent experienced heritage. When we get them here, they do these things; they experience them; they stay in a heritage property or they go to Port Arthur and that is part of the Tasmania experience.*

*The market is telling us that marketing those things, promoting those experiences, is not necessarily as effective in getting people to choose to come to Tasmania on a holiday as opposed to things like wine, golf and MONA.<sup>12</sup>*

- 1.13 The Inquiry heard from Mr George Sossi, Chief Executive Officer of Visit Ballarat, of the importance of built heritage to Ballarat's tourism:

*As the backdrop, absolutely important. If you take that away, we are just another rural town. There is nothing else that sets us apart. What sets us apart from other towns are our historic backdrops, heritage buildings, and the way they have been preserved and kept intact.<sup>13</sup>*

- 1.14 Mr Fitzgerald informed the Inquiry that Tourism Tasmania recognises heritage as a background attraction to Tasmania and has incorporated it into current marketing campaigns such as 'Go Behind the Scenery'. Mr Fitzgerald stated:

*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.<sup>14</sup>*

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<sup>11</sup> Hansard Transcript, Professor Robert Morris-Nunn, 27 April 2015, p.72

<sup>12</sup> Hansard Transcript, Mr Luke Martin, 2 October 2015, p.24

<sup>13</sup> Hansard Transcript, Mr George Sossi, 31 August 2015, p.7

<sup>14</sup> Hansard Transcript, Mr John Fitzgerald, 20 April 2015, p.18

## Findings

1. The contribution that built heritage tourism makes to Tasmania is significant and is expected to increase.
2. Whilst the contribution that built heritage tourism makes to Tasmania has generally been recognised by the Government, this recognition has not been sufficiently reflected in current policies and strategic planning.

### **Recommendation**

1. That the current contribution that built heritage makes to tourism in Tasmania be better recognised.

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## 2. THE ROLE OF GOVERNMENT

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- 2.1 The Government of Tasmania in its written submission informed the Inquiry that the statutory management of historic heritage places is shared between Local and State Government under the Resource Management and Planning System. At a State level, this responsibility is managed by the Tasmanian Heritage Council, with administrative support from Heritage Tasmania within the Department of Primary Industries, Parks, Water and Environment (DPIPWE).<sup>15</sup>
- 2.2 The Inquiry received evidence that the Government has endorsed and adopted *Tasmania's Historic Heritage Tourism Strategy 2012-2015*.<sup>16</sup>, although a number of witnesses and submissions were of the view that the Strategy had received insufficient attention and a number of its recommendations had not been implemented.

### State Government leadership and strategic direction

- 2.3 A recurring point made by a number of witnesses and submissions was that primary responsibility for providing coordination and leadership should reside with the State Government.
- 2.4 The Inquiry heard the following view from the Heritage Protection Society:
- Tasmanian heritage remains without an effective champion across all 3 levels of government 54 years after a National Trust was established in this State. Many State government departments seem to operate in a heritage vacuum and if government does not take heritage seriously it cannot expect business and individuals to do so.*<sup>17</sup>
- 2.5 Mr Ray Foley, former President of the National Trust Tasmania and a board member of the Australian Council of National Trusts, informed the Inquiry:

*The resurgence in heritage tourism and, importantly, the proportion of visitors coming to our state requires a level of commitment from both state and local governments that is not present at this time. Our built heritage is unique in Australia. We need to recognise this and capitalise on it.*<sup>18</sup>

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<sup>15</sup> Written submission, Government of Tasmania, 25 February 2015, p.7

<sup>16</sup> Ibid, p.4

<sup>17</sup> Written submission, Heritage Protection Society, 27 February 2015, p.2

<sup>18</sup> Hansard Transcript, Mr Ray Foley , 21 May 2015, p.11



2.6 Ms Sarah Lebski shared a similar view:

*The next question is about the role of government in built heritage tourism. Nobody would disagree with the view that the role of government is one of leadership, however in my view that leadership has been lacking for several years now.<sup>19</sup>*

2.7 A similar view was also forwarded by Mrs Mary Ramsay:

*A major problem with built heritage in Tasmania is that it has no one with newsworthy credentials championing its cause.... This is in contrast to the tourism sector, which has the Tourism Industry Council of Tasmania to act on its behalf as a lobby group. Built heritage has no such a body. The Tasmanian Heritage Council should have a role in this but it is made up of people approved by the minister, and is serviced by a government sector called Heritage Tasmania. This means it is crippled by bureaucracy, politicised, is under funded and spends much of its time dealing with works applications for listed places. Owners of heritage-listed places have no voice on the THC apart from a requirement under the Act that the Tasmanian Farmers & Graziers Association nominee should own a listed place. The lack of an over arching built heritage body means that efforts to promote and preserve built heritage are fragmented.<sup>20</sup>*

2.8 Mr Peter Pearce advised the Inquiry in his written submission:

*...there has been no meaningful acknowledgement of our rich built heritage and its strategic potential preferring to leave the 'issue' of heritage to the 'ad-hoc' consideration of Local Government.<sup>21</sup>*

2.9 Mr Simon Currant, tourism developer, also expressed the view that the role of Government was to provide leadership:

*The role of Government is to lead. Whoever the minister is needs to lead and be aware of contemporary conditions, such as will this create more employment if we allow this building to be used in a way that you can get a developer to come in and redevelop it while at the same time preserve the outside or whatever part needs to be kept. Government needs to provide that leadership....<sup>22</sup>*

2.10 A number of witnesses expressed the view that the Government could do more to support the private sector in developing built heritage tourism assets. Mr Richard Warner, owner of Valleyfield, advised the Inquiry:

*The second tier of support is to enable an owner, be it private or public, to provide a new adaptive re-use such as data storage, or Simon Currant and his Pumphouse Point, or whatever it is. That should be the second string. One, you keep the building in order; and second, you will help that owner to put it into living, breathing use. I am absolutely firmly of the view that we will not get anywhere until we provide some adaptive reuses into these buildings.*

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<sup>19</sup> Hansard Transcript, Ms Sarah Lebski, 17 June 2015, p.41

<sup>20</sup> Written submission, Mrs Mary Ramsay, undated, p.1

<sup>21</sup> Written submission, Mr Peter Pearce, 26 February 2015, p.1

<sup>22</sup> Hansard Transcript, Mr Simon Currant, 2 October 2015, p.3

*Part of the funding process would be that I come along to you fellows. You have the money and I haven't. I would put a submission to you that says this, this and this, and you would have a set of criteria about how you would provide funding on this basis - and away you go.*<sup>23</sup>

- 2.11 Mr Robert Vincent expressed a similar view:

*There has to be a combination of public programs that the private sector can respond to. The private sector probably not going to have the coordination ability to make those sorts of things happen.*<sup>24</sup>

- 2.12 A number of witnesses made the point that collaboration was critical. Mr Brendan Lennard, Senior Cultural Heritage Officer of Hobart City Council, stated:

*...there has to be collaboration. The state government should be fostering an environment where local governments can contribute, share expertise and share interests. Perhaps the state government has a greater role in setting standards and benchmarks, and offering an environment where people can share their expertise and knowledge, including expertise from other jurisdictions.*<sup>25</sup>

- 2.13 Mr Mick Tucker, Mayor of Break O'Day Council, also emphasised the importance of collaboration:

*To be fair, there is always opportunity for collaboration. You have to find the actual thread that gets you to that point. When you have a lot of other issues that are at the forefront, sometimes you do not actually look at the other things that are around you. While this is an incredibly good opportunity in front of us with the committee that you have now formed, until this point there are too many people with their fingers in the pie, all doing their own thing and not working together. To be able to bring something together, then you could get an outcome.*<sup>26</sup>

- 2.14 The Inquiry noted the existence of the *Historic Heritage Tourism Strategy 2012-2015* which had been produced by Tourism Tasmania. Mr John Wadsley provided some history:

*There is an argument as to who should be drivers. The case in point is the Historic Heritage Tourism Strategy that was prepared by Tourism Tasmania some years ago. An excellent document, most people would agree that it was very well organised, some very good ideas, and nothing has happened with it. A lot of time and effort went into it within the government. Specifically looking at Heritage Tourism but nothing happened. The implication being made was, we should let the tourism industry drive this, not government. But the tourism industry is not capable of driving a strategy like that, where you need good solid supporting resources, like the [Burra] charter. You need to have that documentation and planning process behind the whole drive for improved heritage tourism.*

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<sup>23</sup> Hansard Transcript, Mr Richard Warner, 17 June 2015, p.52

<sup>24</sup> Hansard Transcript, Mr Robert Vincent, 17 June 2015, p.5

<sup>25</sup> Hansard Transcript, Mr Brendan Lennard, 27 April 2015, p.51

<sup>26</sup> Hansard Transcript, Mayor Mick Tucker, 19 May 2015, p.2

*The Historic Heritage Tourism Strategy was a good approach but it has never been implemented. There seems to be a view of 'Oh, we shouldn't let the tourism industry do its thing.' There is a notion that heritage can look after itself; possibly that is because there is so much of it in Tasmania, it breeds contempt - that old adage, 'Familiarity breeds contempt'. We are literally standing on the edge of that cliff - if we keep that attitude for too long, very quickly we will start losing the very things that our tourism industry relies on.*<sup>27</sup>

- 2.15 The Inquiry heard considerable evidence that heritage tourism in Tasmania suffers from a lack of strategic direction. Mr Richard Warner made the following suggestion:

*I think the issue of our conservation of heritage should be included in the Tasmanian State Government Strategic Plan. It should be something that is built in and worked on.*<sup>28</sup>

- 2.16 Ms Sarah Lebski made the following statement:

*My view is that heritage tourism is in a vacuum; it has no strategic direction ...there is no framework that actively builds collaboration within the heritage tourism sector. The National Trust obviously is a key player. They do some very clever, very innovative things, but to my knowledge everybody is in a silo. They are doing a really good job in their own areas but we need a broader framework if we are going to see this state move forward and really make the most of this wonderful asset we have.*<sup>29</sup>

- 2.17 Another theme commonly expressed throughout the Inquiry was the general lack of cohesive approach to heritage from the Government. The Inquiry heard from a number of submissions and witnesses that multiple agencies and organisations are responsible for managing or promoting different sites and regions.

- 2.18 The Inquiry heard the lack of cohesiveness extends to funding for heritage buildings and sites where various departments from different tiers of government provide funding. An example was provided by Mr Chris 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 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 (that) 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*

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<sup>27</sup> Hansard Transcript, Mr John Wadsley, 17 June 2015, p.10

<sup>28</sup> Hansard Transcript, Mr Richard Warner, 17 June 2015, p.51

<sup>29</sup> Hansard Transcript, Ms Sarah Lebski, 17 June 2015, p.41

*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.*<sup>30</sup>

- 2.19 Mr Brendan Lennard expressed the view that the State Government could play a greater leadership role to assist local governments in operating more effectively in relation to heritage tourism:

*The state government should be fostering an environment where local governments can contribute, share expertise and share interests. Perhaps the state government has a greater role in setting standards and benchmarks, and offering an environment where people can share their expertise and knowledge, including expertise from other jurisdictions.*<sup>31</sup>

### **Findings**

3. There is a perception that the management and promotion of built heritage in the tourism sector has suffered from a lack of coordination and leadership.
4. A number of different organisations and agencies play a role in the management and promotion of built heritage in Tasmania's tourism sector.
5. Overall leadership, to coordinate and facilitate the management of built heritage and its broader promotion as a tourism asset, resides with the Tasmanian Government.
6. The recommendations of the *Historic Tourism Strategy 2012-2015* have not been fully implemented.

### **Recommendations**

2. The Government be responsible for developing a Statewide heritage tourism strategic framework in consultation with Local Government, regional tourism organisations, ICOMOS, the National Trust and the private sector. The strategic framework should be predicated on policies that protect the values of Tasmania's built heritage.
3. The Government review the *Historic Heritage Tourism Strategy 2012-2015* and take its recommendations into account.
4. The Government, in conjunction with Local Government, promote better-practice heritage management, incorporating the requirements of the *Burra Charter* and its accompanying Guidelines and Practice Notes.

<sup>30</sup> Hansard Transcript, Mr Chris Tassell, 20 April 2015, p.54

<sup>31</sup> Hansard Transcript, Mr Brendan Lennard, 27 April 2015, p.51

## Local Government role

2.20 The Inquiry heard that local governments play an important role in the strategic planning and overall management and promotion of heritage precincts and sites.

2.21 The Inquiry noted that Hobart City Council provides an annual heritage grants program. Hobart City Council is also reported to have played an active role in the development and preservation of heritage precincts as highlighted by Mr Robert Vincent:

*...the Sullivans Cove Walk, the Sullivans Cove Panels which are now 25 years old, were driven by the Sullivans Cove Development Authority and the Hobart City Council. Same thing in the North Hobart shopping centre. That was driven by the Hobart City Council and subsequently, the private sector has come on board. There has to be a combination of public programs that the private sector can respond to. The private sector probably not going to have the coordination ability to make those sorts of things happen.<sup>32</sup>*

2.22 The Inquiry heard from Mr John Wadsley that local governments need to work in partnership with the State Government:

*It has to be a shared responsibility because local government is the planning authority for these main streets. It has to have a consistent and a well-developed policy towards adaptive re-use of old buildings, and restoration and conservation of significant buildings so that the aesthetics of the place enable tourism businesses to come in and take advantage of that. It cannot be an either/or; it has [to] be together.*

*I certainly think the government needs to bring back grant programs to support heritage studies at the municipal level, town and city level, and also in key individual places and properties. However, it should be done in a way which encourages the owners of those places to also take responsibility. Most people who own a heritage place understand that they are stewards. They have a stewardship role. They are looking after something which was there before them, and it should last after them as well.<sup>33</sup>*

2.23 The Inquiry heard that many smaller councils do not have sufficient resources to address heritage issues. It noted the views of representatives of Break O'Day Council:

*This then gets down to the role of local government and the use of ratepayer funds, and those competing demands of our finances and having some sort of an approach to addressing this issue.<sup>34</sup>*

*We constantly get pushed down from government, more and more responsibility with no money to fund that responsibility which originally was their responsibility. We have an issue*

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<sup>32</sup> Hansard Transcript, Mr Robert Vincent, 17 June 2015, p.5

<sup>33</sup> Hansard Transcript, Mr John Wadsley, 17 June 2015, p.6

<sup>34</sup> Hansard Transcript, Mr John Brown, 19 May 2015, p.6

of equity. We have an issue of local government reform and what is expected of us with no money to do these things.<sup>35</sup>

## Findings

7. Local governments play an important role in the management and promotion of heritage precincts and sites.
8. Local governments have competing demands on their resources and some may not be in a position to adequately fund heritage works within their municipalities.

## Management of heritage buildings and sites

- 2.24 The Inquiry considered the issue of Tasmanian built heritage sites that are falling into disrepair, particularly sites that are not widely recognised:

**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 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.....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.

**Ms TOROSSİ** - .....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.

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

<sup>35</sup> Hansard Transcript, Mr John Tucker, 19 May 2015, p.7

*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.<sup>36</sup>*

- 2.25 The Inquiry heard evidence that the lack of coordination and cohesion in heritage tourism extends to the management of state-owned heritage buildings and sites, with, for example, DPIPWE Parks and Wildlife Service being responsible for some heritage sites in Tasmania. It heard the view of Mr Chris Tassell:

*What [it] really showed was the highly 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.<sup>37</sup>*

### **Evaluation of heritage assets**

- 2.26 The Inquiry heard evidence indicating that the extent of heritage assets in Tasmania was unknown. It heard from Mr Chris 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.<sup>38</sup>*

- 2.27 The same view was put forward by Dr Dianne Snowden:

*...there is a limited understanding of the extent and depth of the state's heritage assets...<sup>39</sup>*

- 2.28 The Inquiry heard from numerous submissions and witnesses that industrial heritage is an under-recognised potential tourism asset.

- 2.29 It heard from Alderman Briscoe:

*MONA is looking for edgy heritage industrial sites for some of the Dark MoFo events.<sup>40</sup>*

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<sup>36</sup> Hansard Transcript, Ms Brett Torossi and Mr Pete Smith, 20 April 2015, p.43

<sup>37</sup> Hansard Transcript, Mr Christopher Tassell, 20 April 2015, p.47

<sup>38</sup> Ibid, p.49

<sup>39</sup> Hansard Transcript, Dr Dianne Snowden, 20 April 2015, p.46

<sup>40</sup> Hansard Transcript, Alderman Jeff Briscoe, 27 April 2015, p.49

- 2.30 In particular, the Inquiry heard a commonly expressed view that West Coast industrial heritage is an under-recognised asset. Professor Morris-Nunn advised the Inquiry Members of existing industrial heritage on the West Coast:

*For instance I went over to Lake Margaret. There are some absolutely wonderful structures sitting in a road next to the power station. Totally under-utilised, in fact they are not utilised. They are derelict. I tried to interest the university in doing something with them, they turned back. They are worried about using them from a tourism perspective because the Hydro station is now running automatic and they did not want people around unsupervised. Again if you were using those buildings and you were there as part of a tourism plan and the guides were with you, they would then be quite supervised and hopefully the Hydro would be happy about the buildings being upgraded then. Again, there is absolutely wonderful stories there, screamingly beautiful stuff.<sup>41</sup>*

## Research

- 2.31 The Inquiry heard the views of a number of witnesses on the importance of conducting research and education on heritage tourism.
- 2.32 The Inquiry recognised that it is difficult to collect robust data on heritage tourism but nevertheless noted the view of Ms Lebski:

*One of my main concerns is that we do not actually know the potential of this particular sector. We do not have any ongoing or rigorous research around it. So at this stage the best that we can do is depend on a report that was done by Tourism Tasmania in 2011 and very little else.... I have been trying to find out more up-to-date information about what heritage tourism visitors are seeking when they come to Tasmania, and I have not been able to find anything.....We are working in a vacuum from that point of view going into the future. That is a major concern as far as I am concerned.<sup>42</sup>*

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<sup>41</sup> Hansard Transcript, Professor Robert Morris-Nunn, 27 April 2015, p.78

<sup>42</sup> Hansard Transcript, Ms Sarah Lebski, 17 June 2015, p.39



### **Findings**

9. The management of heritage buildings and sites is fragmented, with multiple agencies, organisations and the private sector directly responsible.
10. There is limited understanding of the full extent of built heritage assets with tourism potential.
11. There is a considerable amount of built heritage that is vulnerable to decay and the full extent of it is unknown.

### **Recommendations**

5. The Government conduct a comprehensive evaluation of Tasmania's built heritage assets in collaboration with Heritage Tasmania, Local Government and the private sector. The evaluation should include identification and the level of vulnerability of built heritage assets, as well as an assessment of their future value for tourism purposes. This evaluation should include industrial heritage.
6. Greater attention be paid to strategic management and maintenance of state-owned heritage assets. Sites should be assessed for heritage tourism uses and a more appropriate model for managing them should be investigated.

### **Establishment of a new coordinating unit**

- 2.33 A number of witnesses and submissions are of the view that strategic direction and better management processes could be provided by the establishment of a single coordinating unit for heritage-related tourism.
- 2.34 Mr Ray Foley made the following point:

*To meet these expectations, cooperation between government departments, organisations and participants in heritage tourism is needed. There is currently a plethora of government departments, boards, management authorities, all organising and responsible for heritage without coordination by a single authority.<sup>43</sup>*

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<sup>43</sup> Hansard Transcript, Mr Ray Foley, 21 May 2015, p. 12

- 2.35 The Inquiry heard a suggestion from Mr Chris Tassell as to how such a unit might be formed:

*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.<sup>44</sup>*

- 2.36 The Inquiry heard of the Parks 21 initiative developed by the Tourism Industry Council Tasmania (TICT) and DPIPW for nature-based tourism operations that facilitated sharing of information between the Department and operators. The Inquiry considered whether a similar model could be adapted for heritage operators.

- 2.37 Mr Luke Martin expressed the following view:

*Perhaps we have fallen for the mistake in Tasmania of looking at heritage as this broad conglomerate sector of the industry when the reality is that the individual interest(s) are perhaps a lot more micro for groups and individuals operators and parts of the industry.*

*We lose sight of the fact that heritage captures everything from the Henry Jones Art Hotel to Pumphouse Point, to the 250 B&Bs I think we have on heritage listings, through to the Woolmers and Port Arthurs, and trying to capture them all around some common areas of interest has been a challenge and perhaps that is why we don't see the relevance and the pointy-end policy agenda that other groups have.*

*....something needs to bind them together. The only thing we have at the moment is that they're all heritage listed. If you look at where the cycles have fallen down, the one thing that has tried to bring that sector together has been Heritage Tasmania through heritage listing.<sup>45</sup>*

*When you look at it, the government is a pretty dominant provider of the heritage tourist experience in the sector. I think Port Arthur provides a wonderful product. Where the thing unravels a bit is that when you come to the community-based heritage organisations, the funding sources from those are all over the place.<sup>46</sup>*

- 2.38 The Inquiry also heard from Mr Dario Tomat, Chair, National Trust Tasmania:

*There are things the Government can do at very low cost to themselves, which is working out amongst all this multiplicity of agencies, how are they going to coordinate with the then Government and interface between Government and the sector?<sup>47</sup>*

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<sup>44</sup> Hansard Transcript, Mr Christopher Tassell, 20 April 2015, p.47

<sup>45</sup> Hansard Transcript, Mr Luke Martin, 2 October 2015, p. 12-13

<sup>46</sup> Ibid, p. 13-14

<sup>47</sup> Hansard Transcript, Mr Dario Tomat, 20 May 2015, p.12

**Findings**

12. Some agencies and organisations responsible for the management of heritage sites do not have heritage as their primary focus.
13. The built heritage tourism sector lacks cohesion and cooperation.

**Recommendation**

7. The Government ensure that tourism expertise is included on the Heritage Council, and heritage tourism expertise is included on the Tourism Tasmania board.

**Statewide heritage forum**

- 2.39 The Inquiry heard that an annual heritage forum could be of value in bringing the diverse range of organisations and operators together. Mr Robert Vincent stated:

*I think there could well be some sort of conference that comes out of it as a result of the submissions you have had and as a result of your thoughts. It would be very good to keep some momentum going in relationship to broadcasting the works of this committee.*<sup>48</sup>

- 2.40 Mr Vincent's view was shared by Mr Luke Martin:

*Perhaps what we need is an industry approach that brings them together through some form of annual cross-forum.*<sup>49</sup>

**Findings**

14. A diverse range of organisations and operators play a role in built heritage and built heritage tourism in Tasmania.
15. Communication between built heritage tourism operators is often limited.
16. A number of heritage tourism organisations and operators suggested they would benefit from a platform that enabled the sharing of expertise and resources.

**Recommendation**

8. The Government work with relevant bodies to coordinate an annual forum for the heritage tourism industry.

<sup>48</sup> Hansard Transcript, Mr Robert Vincent, 17 June 2015, p. 61

<sup>49</sup> Hansard Transcript, Mr Luke Martin, 2 October 2015, p.14

## Presentation and marketing

- 2.41 The Inquiry heard from a number of witnesses and submissions that road signage to inform and engage visitors about Tasmanian heritage sites is uninformative and unimaginative.

- 2.42 The Inquiry received a submission from Mrs Margaret Reynolds:

*Currently Tasmanian Tourism promotion relies on a wide range of attractive pictorial images and fairly basic messages to "sell" the state's special features. However there is no consistent message about Tasmania's history and why the state has such an outstanding legacy of heritage buildings and sites.*

*Around the state there are many unique features that would appeal to national and international visitors, but there is limited information and generally poor interpretation of Tasmania's heritage. Obviously the level of interpretation varies and some sites set an exceptionally high standard but there is a need for the State Government to accept its leadership role in charting a distinctive course of discovery for modern tourists who want to know about the society they visit.*

*The State Government through its Tourism and Heritage agencies can be instrumental in telling Tasmania's story in an innovative way which uses the extensive knowledge base that already exists to excite and entertain ever curious visitors.<sup>50</sup>*

- 2.43 A similar view was expressed by Mr Peter Rae:

*We do have signage but it is not very attention attracting. It is a bit dull.....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. 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.<sup>51</sup>*

- 2.44 The Inquiry received evidence that, whilst routes such as the Heritage Highway had been identified and promoted, the potential of other heritage routes and itineraries had not been developed. It heard the view of Ms Lebski:

*There are a lot of ways we can actually stitch them together. I love that idea. We can do it through a thematic approach. We can do it through touring routes. The other thing that we sometimes underestimate is the leverage that can be achieved through larger, better known enterprises like Port Arthur in terms of word-of-mouth recommendations. With the hundreds of thousands of people who go through Port Arthur - and I am sure that this is the case - but we need more of passing one to the other to the other.<sup>52</sup>*

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<sup>50</sup> Written submission, Mrs Margaret Reynolds, undated, p. 1

<sup>51</sup> Hansard Transcript, Mr Peter Rae, 20 April 2015, p. 9-10

<sup>52</sup> Hansard Transcript, Ms Sarah Lebski, 17 June 2015, p.40

- 2.45 The Inquiry also heard from a number of witnesses and submissions on the importance of providing fresh, relevant and contemporary interpretation to the visitor experience. Ms Melinda Anderson, CEO of Destination Southern Tasmania provided the following view:

*I think access is key and I will use Launceston as an example. In the most preserved Georgian streetscapes, how does one access that? How does one live the experience that Launceston has in spades over anywhere else in Australia? It is access not necessarily in the sense of opening up and having queues of people, but looking at things in a creative way that is contemporary. ....Accessibility is the key and that is where we have locked a lot of things up or we have not thought about the experience that appeals to the visitor. If you go to Woolmers, what is the experience you receive that will make you come back and rave about it again and again? There is rich heritage there, and an amazing convict story; but the investment in the contemporary interpretation, which Port Arthur does very well, we have not invested in that in enough of our assets.<sup>53</sup>*

### **Findings**

17. While signage and interpretation in some Tasmanian built heritage sites is creative, engaging and informative, other sites are negatively impacted by poor signage and interpretation.
18. Heritage locations in Tasmania are not well linked between regions and many are under-recognised and under-promoted.

### **Recommendations**

9. The Government moves to assist the tourism industry to deliver consistent marketing and branding messages.
10. The Government work with Local Government, relevant tourism organisations and managers of heritage sites to review and improve signage.
11. The Government facilitate a Statewide built heritage route and itineraries.
12. The needs of international visitors be taken into account when developing heritage tourism products, eg. QR Coding.

## **Emerging markets**

- 2.46 The Inquiry heard considerable evidence of the importance of the Chinese and Asian tourism markets, with information provided by Mr Fitzgerald, that there had been a 60 percent increase in visitors from China in the past year.<sup>54</sup>

<sup>53</sup> Hansard Transcript, Ms Melinda Anderson, 2 July 2015, p.6

<sup>54</sup> Hansard Transcripts, Mr John Fitzgerald, 18 June 2015, p.2

2.47 Similar evidence was provided by Mr Damian Saunders:

*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 percent of our market. In the last two years that has grown to nearly 10 percent of that market as such.*<sup>55</sup>

2.48 The Inquiry noted that PAHSMA had successfully created a new market by making provision for cruise ship passengers to be transhipped by tender from the anchoring cruise ship to the Port Arthur Historic site and disembarked at a redeveloped jetty.<sup>56</sup>

2.49 The Inquiry heard of a number of initiatives to promote Tasmania to emerging markets and noted that the University of Tasmania provided support and advice.<sup>57</sup>

2.50 The Inquiry heard evidence from Professor Morris-Nunn of the Recherche Bay Tourism Proposal to create floating accommodation, accessible only by sea or air, and linked with culinary experiences and interpretative trips to sites visited by French explorers:

*I am just saying this is the sort of stuff that will bring people from around the world. The French - you can almost organise the planes to drop in here once this is absolutely up and running. You can do - that is one extreme and that is almost a mythological space. The real bits and pieces that are out here are equally as compelling and need to be preserved and adapted. It is the future of the island.*

*What is inspiring, the French government is likely to get behind this project. They come down here now because of D'Entrecasteaux and the boats. Whenever the French are in port, they will go down to Recherche Bay and do things. What happened down there is absolutely fascinating. It has the first scientific experiment ever done in this part of the world.*<sup>58</sup>

2.51 The Inquiry also heard evidence from Ms Lorraine Wootton, representing the George Town and District Historical Society, that researching family history was of increasing interest to travelling Australians:

*Many of our visitors are here on a search for their ancestors. I think that's growing. It's one of the fastest-growing pastimes and we see them all the time in George Town and other places. Who do you think you are? has spurred that on. A large proportion of our visitors are here to trace their family history. Tasmania is a starting point for many people because it has such an early history. They like to follow in the footsteps of their ancestors. They like to stay in the places where they know they've been.*<sup>59</sup>

2.52 The Inquiry heard from Professor Hamish Maxwell-Stewart about initiatives undertaken by the University of Tasmania:

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<sup>55</sup> Hansard Transcript, Mr Damian Saunders, 20 April 2015, p.8

<sup>56</sup> <http://portarthur.org.au/pahsma/cruise-ships-at-port-arthur/>. Accessed 12 September 2015

<sup>57</sup> Hansard Transcript, Mr Matthew Smithies, 20 May 2015, p. 18

<sup>58</sup> Hansard Transcript, Professor Robert Morris-Nunn, 27 April 2015, p.72

<sup>59</sup> Hansard Transcript, Ms Lorraine Wootton, 21 May 2015, p.4

*One of the arguments that we presented to the World Heritage committee was that Australia's convict sites were not just unique in terms of their physical remains but they were world class in that there was nearly a 100 per cent complete archive backing them up.*

*It is that archive which I have used to drive research and since 2008 I have secured five Australian research council grants worth nearly \$2 million in order to photograph, transcribe and link those records together and to trace the children, grandchildren and great-grandchildren of convicts. What we are interested in is looking at the long term impacts of convict transportation on health and offending. There are two streams to the research.*

*We now have one of the senior people in my field who is a historian at the Ohio state university in the United States who wants us to put in a grant through the national health funding system in the United States, using Tasmanian data. He thinks Tasmania is the only place in the world that has detailed inter-generational record of the kind we hold here. Our advantage is that the 75 000 or so individuals that arrived from the state as convicts, were meticulously recorded. I am particularly interested that we know their height and we know down to village level. We know where they were born so we can do quite a lot with that information. We can probe early childhood health, believe it or not.*

*....We think they are the most documented British citizens in the empire which is quite a thought. What we have done is work with a growing number of other Australian academics and international academics to piece together these very complex life stories, both for the convicts and their descendants and in the process, we accumulated a lot of data about Tasmanian population as a whole.*

*This work is getting to a very exciting stage. We now work with a number of partner organisations, including Tasmanian Archives, through LINC. We have helped them to digitise tens of thousands of these records and make them available online. It has been a huge success. You can now search for a convict ancestor.*

*We are in the process of transcribing 660 000 lines of magistrates' bench encounters. This will tell us every time a convict was flogged, every solitary-cell encounter. Every road gang they were in, every site. When somebody does a search on a convict, very soon we will be able to tell them where that convict was in Tasmania. We can put an on-line searcher in touch with the heritage site, with the places, that individual went to.*

*It would be relatively easy to turn that into an unfair advantage. Some of the ways forward with this are already in place. In 2012, Roar Film produced a digital package for schools based on our work, which is now part of the national school curriculum. On the back of that they produced a musical which premiered as part of 2013 Dark MoFo. It is not difficult to generate wider heritage products out of what we are doing.*

*In the middle of all of this we are doing all this fantastic stuff with the Tasmanian Archive and, in the process, connecting to a huge international online audience. Put it this way, if we unleashed the archive digitally and used that to create a singular tourism experience, it would be possible, for example, to create one big Tasmanian digital ghost story that had a whole heap of different experiences embedded within it, but had one template that had the same design look.*

*My argument is that if we use the digital information we have to sell the convict experience as a package in its entirety, we should be able to increase visitation. Increase the income that we raise from visitation and also spread the benefits of that much more evenly through the Tasmanian economy.*<sup>60</sup>

#### **Findings**

19. There is increasing international interest in Tasmanian built heritage.
20. There is a significant body of knowledge in Tasmania, often held by individuals as well as institutions or organisations, that could benefit the development of built heritage tourism markets and products.

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<sup>60</sup> Hansard Transcript, Professor Hamish Maxwell-Stewart, 27 April 2015, p.58



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### 3. THE ROLE OF TOURISM ORGANISATIONS

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- 3.1 The main bodies responsible for tourism in Tasmania are Tourism Tasmania, the TICT and the four regional tourism organisations.
- 3.2 Tourism Tasmania is the Tasmanian Government's tourism marketing agency. It operates under the *Tourism Tasmania Act 1996* and is governed by a seven-member board appointed by the Governor on the recommendation of the Minister. The board is skills-based, rather than representative. Tourism Tasmania operates Tasmania's official travel website [DiscoverTasmania.com.au](http://DiscoverTasmania.com.au).<sup>61</sup>
- 3.3 The TICT is the peak industry body for the Tasmanian tourism industry. It is a not-for-profit organisation owned by industry and has an elected board of 24 directors.<sup>62</sup>
- 3.4 There are four regional tourism organisations (RTOs) in Tasmania covering the North, North West and West, East and Southern regions.
- 3.5 The Inquiry heard evidence that Tourism Tasmania has a visitor engagement strategy to encourage visitors to stay in Tasmania longer and make return visits, which is important to regional areas and less high-profile sites. This was reported to be a successful strategy with approximately 68% of visitors to Tasmania making a return visit, which is the highest rate in Australia.<sup>63</sup>

#### Tourism Tasmania

- 3.6 The Inquiry heard from Mr Fitzgerald of Tourism Tasmania:

*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.*

*....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.<sup>64</sup>*

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<sup>61</sup> Tourism Tasmania website: <http://www.tourismtasmania.com.au/about/board>. Accessed 29 October 2015

<sup>62</sup> Hansard Transcript, Mr Luke Martin, 2 October 2015, p.12

<sup>63</sup> Hansard Transcript, Mr John Fitzgerald, 18 June 2015, p.18

<sup>64</sup> Hansard Transcript, Ms Gillian Parssey, 20 April 2015, p.17

- 3.7 The Inquiry noted the view of the Heritage Protection Society that the burden of promoting built heritage tourism should not solely rest with tourism organisations.<sup>65</sup>
- 3.8 The Inquiry heard from a number of witnesses and submissions that there was a general lack of synergy between heritage and tourism organisations. It heard from Mr Matthew Smithies, Managing Director, National Trust Tasmania:

*That encumbers the sector quite significantly in its ability to address tourism. Tourism is what we're here to talk about. There hasn't been a lot of synergy between the tourism body and the heritage sector. The main reason is that tourism can't actually quite get their head around this sector because it's so vastly different. They are specifically targeting certain sections of heritage, like our world heritage sites.*

*They can focus on that, but that isn't the whole heritage experience in Tassie or what we offer our tourists. That is an important point if we're really serious about addressing heritage tourism. With heritage experiences we don't package them together. For a visitor who often tries to plan their trip prior to coming to Tasmania, they can't go to a single site or a single body and look at all of the heritage experiences throughout the state and put together a package tour for themselves*

*They have to go on a self-searching, self-seeking experience. Also within the sector the quality of the experience varies greatly. For example, you've got the National Trust and we have international branding. There is a level of experience and a quality that people would expect.<sup>66</sup>*

- 3.9 The Inquiry received evidence from several witnesses and submissions that Tourism Tasmania tended to focus its efforts on convict sites to the detriment of other built heritage. The George Town and District Historical Society stated:

*Most of the support for heritage from [Tourism Tasmania] is restricted to a few sites illustrating our convict history. While this is important, this emphasis is to the detriment of other themes in Tasmanian history that give a more positive view of Tasmania's past and illustrate the important role Tasmania played (in) the development of Australia.<sup>67</sup>*

- 3.10 The Inquiry also heard evidence that indicated more could be done in relation to regional areas, with an example provided by Mr Damian Saunders, General Manager, Woolmers Estate and Mr Peter Rae:

*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 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.<sup>68</sup>*

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<sup>65</sup> Written submission, Heritage Protection Society, 27 February 2015, p.7

<sup>66</sup> Hansard Transcript, Mr Matthew Smithies, 20 May 2015, p.6

<sup>67</sup> Written submission, George Town and District Historical Society, undated, p.2

<sup>68</sup> Hansard Transcript, Mr Damian Saunders, 20 April 2015, p.10-11.

*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 a visit.<sup>69</sup>*

- 3.11 However, the Inquiry heard a different point of view from Mr John Fitzgerald:

*...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.<sup>70</sup>*

- 3.12 The Inquiry heard from a number of witnesses that there appeared to be a lack of connectivity between Tourism Tasmania and regional tourism bodies in relation to built heritage tourism. Mr Smithies stated:

*With the structure that has been set up by Tourism Tasmania, it means there is Tourism Tasmania sitting up there, then sitting underneath you have the regional tourism bodies and then sitting under there you have the local tourism associations. All organisations don't have direct contact with Tourism Tasmania. The route you have to take is through your local tourism body. That is problematic for the National Trust because we have multiple properties throughout the state. For us to manage that multiple contact is difficult.*

*The regional bodies are working really well. At Tourism Tasmania that next level up, in which they are doing the interstate marketing and a little bit of international, there needs to be much more engagement with the heritage sector across the board.<sup>71</sup>*

- 3.13 Mr Smithies' observation was also echoed by Mr Phil Vickers of West Coast Heritage:

**Mr DEAN** - *What does Tourism Tasmania do for you? Is there any connectivity between you and Tourism Tasmania in promoting this area and promoting the sites, the heritage that you have? One of the reasons this committee was set up was to look at the lack of association between Tourism Tasmania and a lot of the major assets, drawcards, that we have in this state. This is one of them. Can you answer that question?*

**Mr VICKERS** - *I can, yes. There is none. In recent years the rules have changed dramatically. As I understand it, Tourism Tasmania no longer has anything to do with places like us or even local tourism associations. They set up this new structure and they said, 'We are going to have three regional tourism organisations which are able to talk to Tourism Tasmania.' The local*

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<sup>69</sup> Hansard Transcript, Mr Peter Rae AO, 20 April 2015, p.10

<sup>70</sup> Hansard Transcript, Mr John Fitzgerald, 20 April 2015, p. 20

<sup>71</sup> Hansard Transcript, Mr Matthew Smithies, 20 May 2015, p. 10

*tourism associations feed into the registered training organisations (RTOs), and people like us are supposed to feed in through our local tourism association. It is just an unworkable mess.*<sup>72</sup>

3.14 The Inquiry heard the following view from Mr Peter Rae:

*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 Tourism 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 special.... I use as an example the difficulty that we had with the Female Factory and getting that linked with Port Arthur and on 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 trail so it could start at Hobart instead of out at Richmond and go down to Port Arthur. It has still not been included on the convict trail, yet it is such an important part of our history.*<sup>73</sup>

3.15 However, Mr Luke Martin had a different point of view:

*I think when you see the evidence that has been given to you it shows where there has been a breakdown. It seems to be that that sector is stuck in the past a bit in terms of the process. I read some of the submissions and there was the notion that tourism has ignored them and Tourism Tasmania has not done that well. The rest of the industry has moved on in their understanding of Tourism Tasmania's role. The classic example we talk about is our sentiment survey that we do twice a year where we basically provide a forum for the industry to get anything they want off their chest.*

*When I started five years ago there was this notion of mother Tourism Tasmania, the all-encompassing parent of the industry, Tourism Tasmania knows best, and the operators all referred negatively to Tourism Tasmania. Now Tourism Tasmania doesn't get mentioned. It has moved on. The industry now understands and that is such a healthy place for the industry to get to, yet when I am reading some of the heritage strategy components, it's like, 'We need someone to help us and we don't know who. It's got to be Tourism Tas.' Well, they don't have the resources...*

*To bring it back to Tourism Tasmania, they have \$13 million a year to market the state. Their mandate now is to firmly do what is the most pragmatic and practical, in the cheapest way possible, to get as many people here as they can. They are investing their money into those things in terms of the marketing promotions that are going to achieve that. If you look at their current campaigns, they are all about the stories of Tasmania, the quirkiness, the nature. Heritage is part of that but the days of promoting people wandering down the streets of Ross with sandstone buildings in the background is not the marketing we want to see happen because it has not worked. That is the reality.*

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<sup>72</sup> Hansard Transcript, Mr Phillip Vickers, 17 June 2015, p. 5

<sup>73</sup> Hansard Transcript, Mr Peter Rae AO, 20 April 2015, p.2

*It does not mean the industry is any less important in how you develop it. Theoretically we, as taxpayers, spend a lot of money to promote these experts in Tourism Tasmania to do this marketing work and their view is that the marketing approach they (are) doing is the most effective. When we have the highest visitation growth of any destination in the country, we cannot criticise them too much right now. It does not mean that will not change quickly and we can criticise them as we want if the numbers start turning.*<sup>74</sup>

3.16 Mr Simon Currant made the following statement:

*In the context of bringing visitors here, Tourism Tasmania finds out what it wants to do, what it wants to look at. If it is MONA, they will use MONA to leverage to get people to come. If it is nature, it will be nature; if it is heritage buildings, it will be heritage buildings; if it is Port Arthur, it will be Port Arthur. You have to use the things that attract people to get them to come here. It is absolutely pointless saying, 'Because I've got Clarendon House you should have me up there. You should be promoting me'. Sorry, that isn't the way it goes. If the market demands a lot of heritage buildings, you could rest assured Tourism Tasmania would be pushing down that route.*<sup>75</sup>

**Tourism Industry Council Tasmania**

3.17 The Inquiry heard that TICT could provide a potential common voice amongst heritage-related tourism operators but noted this would not be without challenges. It heard from Ms Sarah Lebski:

*What I would say most strongly is that clearly Government needs strong industry partnerships to assist in the advancement of this heritage tourism sector. I would suggest that the Tourism Industry Council is well-positioned to take a lead role in bringing the heritage tourism sector together in the same way that has occurred, very successfully, I believe, with the nature-based sector.*

*Having said that, it is a little bit tricky. The heritage sector is very different from the nature-based sector, and it has some unique challenges, not least of which is the multiplicity of stakeholders and sectors. So when you talk about heritage tourism, you can talk about maritime, convict, Antarctic, and the kind of traditional skills that are happening at Oatlands. It is a very broad church.*<sup>76</sup>

3.18 Mr Luke Martin had a similar point of view:

*We lose sight of the fact that heritage captures everything from the Henry Jones Art Hotel to Pumphouse Point, to the 250 B&Bs I think we have on heritage listings, through to the Woolmers and Port Arthurs, and trying to capture them all around some common areas of interest has been a challenge and perhaps that is why we don't see the relevance and the pointy-end policy agenda that other groups have.*<sup>77</sup>

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<sup>74</sup> Hansard Transcript, Mr Luke Martin, 2 October 2015, p. 15

<sup>75</sup> Hansard Transcript, Mr Simon Currant, 2 October 2015, p. 5

<sup>76</sup> Hansard Transcript, Ms Sarah Lebski, 17 June 2015, p. 42

<sup>77</sup> Hansard Transcript, Mr Luke Martin, 2 October 2015, p. 12

## Regional tourism organisations

3.19 The Inquiry received evidence from the Government that each of the four RTOs (Cradle Coast Authority, Destination Southern Tasmania, Tourism Northern Tasmania and East Coast Regional Tourism Organisation) had completed Destination Management Plans (DMPs) in early 2014. These plans highlight the importance of heritage assets within the respective regions in terms of visitor attraction and destination marketing.<sup>78</sup>

3.20 The Inquiry heard that the RTOs generally did an effective job at marketing their regions and were aware of the importance of built heritage to tourism in Tasmania, noting evidence from Ms Melinda Anderson, CEO of Destination Southern Tasmania:

*We see built heritage as vitally important from a community point of view, but also incredibly important as a motivator for why people would explore more in this state. They may not come here specifically for that purpose, but the reason they will experience more and get out more is certainly driven by that.*<sup>79</sup>

3.21 Ms Anderson also spoke of the links between tourism operators and organisations:

*I think we can get better at giving them the right information to put out there....What we probably do not do well enough around experience development is to make sure the experiences are active and telling the stories in a way that can be sold to visitors....We need to be giving Tourism Tasmania the accessible experiences that can be presented as tourism experiences.*<sup>80</sup>

3.22 The Inquiry heard that regional tourism organisations had limited resources and could not be expected to play a major role in promoting built heritage tourism state-wide. It noted the following view from Ms Lebski:

*When Tourism Tasmania became a marketing organisation there might have been that expectation amongst some that the newly formed regional tourism organisations would take up that role of building capacity within industry and giving advice to industry about experience and product development. However, they have more immediate priorities related to regional marketing and promotion, strengthening their local tourism associations, concentrating on visitor services, customer service - that very localised environment where their role is to ensure that visitors who come to Launceston, for example, have the best possible experience they can have. They have relatively modest resources, so their capacity is regionalised. We need a statewide approach.*<sup>81</sup>

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<sup>78</sup> Written submission, Government of Tasmania, 25 February 2015, p.11

<sup>79</sup> Hansard Transcript, Ms Melinda Anderson, 2 July 2015, p.1

<sup>80</sup> Hansard Transcript, Ms Melinda Anderson, 2 July 2015, p.1

<sup>81</sup> Hansard Transcript, Ms Sarah Lebski, 17 June 2015, p.41

### 3.23 The Inquiry heard from Mr Fitzgerald:

*Heritage is more all-pervasive than those things, so we don't explicitly have a program around heritage because we regard it as one of those themes that runs through everything we do. That is where we sometimes get some of the disconnect and there might be an opportunity. We now have the regional tourism organisations in place. What we want to do in working with the regional tourism organisations - and we have spoken a lot about story telling today, and the heritage is a key part of the story telling - they are the experts on the ground in regional Tasmania who need to push and gather those stories together at the grassroots and be able to present them to us and others so we can take them to market.<sup>82</sup>*

#### **Finding**

21. There appears to be a general lack of connectivity and synergy between tourism organisations and the heritage sector.

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<sup>82</sup> Hansard Transcript, Mr John Fitzgerald, p.14-15

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## 4. THE ROLE OF HERITAGE ORGANISATIONS

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- 4.1 A considerable number of organisations play a role in the management, preservation and promotion of heritage buildings in Tasmania, some of which may not have heritage as their primary focus. These include Local Government, Hydro Tasmania and the University of Tasmania, as well as numerous heritage bodies, many of which were established to promote the interests of specific sites or geographic areas. The main organisations are discussed below.

### Heritage Council

- 4.2 The Inquiry received evidence from the Government that the Heritage Council has responsibility for the statutory management of historic heritage places under the Resource Management and Planning System (RMPS). The Heritage Council is appointed under, and responsible for implementing, the *Historic Cultural Heritage Act 1995*. Its primary focus is to establish and maintain the Heritage Register as an inventory of places of historic heritage significance and it is a consent authority for works proposed to places on the Heritage Register. In addition to this, it has a function of assisting the '*promotion of tourism in respect to places of historic cultural heritage significance*'.<sup>83</sup>
- 4.3 The Heritage Council consists of 15 members, drawn from areas of expertise directly related to the protection and management of places of historic cultural heritage significance, along with representatives from a number of community organisations and bodies with an interest in the field, including expertise from the areas of planning, archaeology, farming, mining and the National Trust. The TICT is represented at Heritage Council meetings.<sup>84</sup>
- 4.4 The Heritage Council has a range of functions under Section 7 of the *Historic Cultural Heritage Act 1995*:

#### *7. General functions and powers of Heritage Council*

*a) to advise the Minister on matters relating to Tasmania's historic cultural heritage and the measures necessary to conserve that heritage for the benefit of the present community and future generations;*

*b) to work within the planning system to achieve the proper protection of Tasmania's historic cultural heritage;*

*c) to co-operate and collaborate with Federal, State and local authorities in the conservation of places of historic cultural heritage significance;*

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<sup>83</sup> *Historic Cultural Heritage Act 1995, Section 7 (1) (g)*

<sup>84</sup> Written submission, Tasmanian Heritage Council, 2 March 2015, p.1



- d) to encourage and assist in the proper management of places of historic cultural heritage significance;*
- e) to encourage public interest in, and understanding of, issues relevant to the conservation of Tasmania's historic cultural heritage;*
- f) to encourage and provide public education in respect of Tasmania's historic cultural heritage;*
- g) to assist in the promotion of tourism in respect of places of historic cultural heritage significance;*
- h) to keep proper records, and encourage others to keep proper records, of places of historic cultural heritage significance; and*
- i) to perform any other functions the Minister determines.*

## **Heritage Tasmania**

4.5 The submission from the Government advised that Heritage Tasmania is part of the Natural and Cultural Heritage Division of DPIWE. It coordinates historic heritage strategy, policy advice and initiatives for the Minister and Crown, supports the Heritage Council in the implementation of the *Historic Cultural Heritage Act 1995* and helps facilitate activity and collaboration across the historic heritage sector.<sup>85</sup>

4.6 The Inquiry heard a range of views on what the priorities of Heritage Tasmania should be. Mr Luke Martin stated:

*Heritage Tasmania needs to stop making the heritage brand look like listing as a bad thing. If you are talking about their role, perhaps they could start by their mandate being to market, promote and regulate the heritage list. That needs to start and this is an issue for tourism operators or residents - to not view heritage listing as a bad thing. That starts by having a great logo that says, 'We are a Tasmanian heritage-listed property that every tourism operator on that list can display next their brand that re-affirms that brand.'<sup>86</sup>*

4.7 Mr Chris Tassell expressed the following view:

*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.'<sup>87</sup>*

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<sup>85</sup> Written submission, Government of Tasmania, 25 February 2015, p. 7

<sup>86</sup> Hansard Transcript, Mr Luke Martin, 2 October 2015, p. 24-25

<sup>87</sup> Hansard Transcript, Mr Chris Tassell, 20 April 2015, p. 47

- 4.8 The Inquiry received the following point of view from Mr Peter Pearce:

*The success of bringing tourism and heritage interests together relies on the question of respect and understanding. It appears to me that the tourism industry has a focus on service delivery and economic outcomes.....quite a different focus to that of heritage interests. This difference should not be seen as one 'interest' as being any more relevant or important than the other. The real challenge is to broaden the understanding of heritage values within the local tourism industry and how those values can contribute in a positive way to achieving more beneficial tourism outcomes. I firmly believe that our built heritage could be a valuable addition to the Tasmanian visitor experience. It certainly needs to be recognised by heritage interests that the focus of many tourist operators is an economic one and that compromise on both sides may be necessary at various times. With goodwill and agreed policy direction compromise is achievable but I do not support a concept (that) reduces the integrity of the heritage stock simply to attract a short-term pro-development 'hit'. I firmly believe that a quality approach is not only necessary but would deliver to the tourism industry an additional high quality product that the industry can be proud and one that will endure. This approach would be consistent with the 'high quality' Tasmanian brand.<sup>88</sup>*

### **The National Trust**

- 4.9 The National Trust is a community-based, non-government organisation with the objective of:

*promoting and conserving Australia's indigenous, natural and historic heritage through advocacy work and custodianship of heritage places and objects.<sup>89</sup>*

- 4.10 The National Trust has been operating in Tasmania since 1960, consisting of a four-member board and several staff members, as well as a number of groups and committees that work on behalf of the organisation. It owns and operates a number of heritage properties in Tasmania.<sup>90</sup>

- 4.11 The Inquiry heard evidence from the National Trust Tasmania Branch about its current work and role in building capacity in the community-based heritage sector. The National Trust advised that it conducts the annual Tasmanian Heritage Festival which brings together a diverse group of organisations and involves the National Trust liaising with approximately 325 community-based heritage organisations throughout Tasmania.<sup>91</sup>

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<sup>88</sup> Written submission, Mr Peter Pearce, undated, p.4

<sup>89</sup> National Trust of Australia website: <http://www.nationaltrust.org.au/our-organisation>. Accessed 2 October 2015

<sup>90</sup> National Trust Tasmania website: <http://www.nationaltrust.org.au/tasmania>. Accessed 2 October 2015

<sup>91</sup> Hansard Transcript, Mr Matthew Smithies, 20 May 2015, p.6

4.12 Mr Ray Foley informed the Inquiry of the history of the National Trust in Tasmania:

*Then came a decline in the interest in built heritage, the emphasis shifting instead to the natural environment. Economic matters facing the state paralleled the scant funds available for heritage which to a degree is the same today. With the Trust governance problems and increasing debt, numbers declined dramatically from about 4 000-odd members to under 1,000 in recent times.<sup>92</sup>*

4.13 Inquiry Members also met with representatives from National Trust Victoria and the Burra branch in South Australia. It heard from Ms Jo Beshara, Functions and Events Business Development Manager of National Trust Victoria, on recent initiatives to package and present heritage properties via special events and pop-up cafes:

*Part of what we've tried to do is make our properties more accessible and excitable to younger generations who will then come in and want to preserve our properties and become members instead of saying, 'Who are the National Trust, what do they own?'. We want people in their twenties and early thirties coming to a pop-up bar at the jail at night and saying, 'Wow, this is great, it's the first time I've been here since I was a kid at school.' Then we can educate them.*

*Apart from Miss Fisher's Murder Mysteries that is on at the moment, last year we had an exhibition that was created by us from the commercial team and our curators on wedding gowns belonging to famous Australians, overseas princesses, Australian designers, popstars like Kylie Minogue, which we called Love Design Riches. It was about coming to look at beautiful wedding frocks. That was at Ripponlea and then went down to Barwon Park. It travelled and that was very successful. It got the community really engaged down at Winchelsea and Geelong, and the surf coast shire as well because it brought in visitation to the whole district for people to come and see for three months.<sup>93</sup>*

4.14 Mr Steve Richardson, Major Sites Operations Manager of the National Trust Victoria, explained how National Trust Victoria was making its properties available for pop-up events:

*A bit of assisted discovery. You steer them in the way of an event. We mightn't necessarily publicise where that event is until close to the date, but we have a following now. We have a database and a following that has trust in what we deliver. We plan to always exceed the experience by having a two-piece or three-piece band or do something with a twist on top of the event. We might decide to throw in a paella bar or something like that and that adds another dimension to it. It is a layered approach.<sup>94</sup>*

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<sup>92</sup> Hansard Transcript, Mr Ray Foley, 21 May 2015, p.11

<sup>93</sup> Hansard Transcript, Ms Jo Beshara, 1 September 2015, p.28

<sup>94</sup> Hansard Transcript, Mr Steve Richardson, 1 September 2015, p.29

## Heritage Lists

4.15 Heritage buildings in Tasmania may be included on one or more of the following lists:

- National Heritage List managed by the Australian Heritage Council and the Commonwealth Department of Environment, Water, Heritage and the Arts (DEWHA);
- Commonwealth Heritage List managed by the Australian Heritage Council and DEWHA and applies to properties owned by the Commonwealth. Properties in Tasmania are:
  - Anglesea Barracks;
  - Australian Maritime College;
  - Cape Sorell, Cape Wickham, Eddystone Point, Goose Island, Mersey Bluff, Swan Island, Table Cape and Tasman Island lighthouses;
  - Commonwealth Law Courts, Hobart;
  - Hobart, Launceston, North Hobart and Queenstown Post Offices;
  - Paterson Barracks Commissariat Store, Launceston; and
  - Pontville Small Arms Range.
- Tasmanian Heritage Register managed by the Tasmanian Heritage Council and Heritage Tasmania which, at the time of drafting this report, contained nearly 12,000 buildings<sup>95</sup>.
- UNESCO lists eleven Convict Sites in Australia. Five of the listed sites are located in Tasmania: Woolmers and Brickendon Estates, Cascades Female Factory, Coal Mines Historic Site, Darlington Probation Station and Port Arthur Historic Site.<sup>96</sup>
- Planning scheme Heritage Schedules, managed by Local Government councils.

## PAHSMA

4.16 The Inquiry received evidence from individuals and organisations that PAHSMA has undertaken a leadership role in heritage conservation by providing support and advice to a number of heritage organisations and sites statewide, despite limited resources.

4.17 The Inquiry heard from Mr Luke Martin on the role that PAHSMA has undertaken:

*We don't give Port Arthur enough credit for what they have been able to achieve over the last few years. From a tourism perspective, and it showed when they won those awards this year, they are a government agency. We all know the structure - financially they have been under immense pressure on their infrastructure - and what they are doing is extremely - the China engagement, the way they are reinventing the product and keeping it current. That highlights the issue that Port Arthur's role is so critically important in their own way at the moment that they need to be coaxed almost to come along with you.*<sup>97</sup>

<sup>95</sup> Tasmanian Heritage Register, <http://www.heritage.tas.gov.au/thr.html>. Accessed 27 September 2015

<sup>96</sup> <http://www.environment.gov.au/heritage/places/world/convict-sites>. Accessed 27 September 2015

<sup>97</sup> Hansard Transcript, Mr Luke Martin, 2 October 2015, p.20



- 4.18 The Inquiry heard from Mr Michael Field, Deputy Chair of PAHSMA, about the expansion of PAHSMA's role:

*Essentially, it is a government decision and there is also an issue from my point of view that the PAHSMA Act deals with Port Arthur and already it has gone beyond that in terms of the responsibility of PAHSMA. I know the Government's mind is being exercised by this, but it is an issue that is quite properly a Government consideration as to how they structure the administration of World Heritage sites and convict sites generally.<sup>98</sup>*

- 4.19 The Inquiry heard from PAHSMA's Chief Executive Officer, Mr Stephen Large, that PAHSMA was already operating on limited resources:

*We cannot raise enough money out of our tourism income to fully fund our conservation program to keep the sites at the level they need to be kept at as a World Heritage and National Heritage site.*

*If you look at the Coal Mines, we do not get any income for the Coal Mines at all. That costs a lot of money to run. We have that significant conservation problem with the mine shaft there that we need to look at over the next 12 months. We need that funding from government but we think it is a really good investment. We spend it well. It is only spent on conservation.<sup>99</sup>*

- 4.20 The Inquiry heard from a number of individuals representing organisations and sites that would like to see PAHSMA take a leadership or management role with respect to other buildings and sites.

- 4.21 The Inquiry noted a submission from the Eaglehawk Neck Action Community Taskforce (ENACT) which advised that the historic Officers' Quarters, the oldest timber military building remaining in Australia, is currently in a poor state of repair. PAHSMA personnel have inspected the building and agree that unless urgent restoration is carried out there is a serious risk that the building will be lost. Repairs over the years have been limited by lack of funds, personnel and expertise, the garden is overgrown and interpretive signage is outdated - making the visitor experience nothing like the promotional material suggests. Opening hours can be erratic and access is obscure - making the site hard to find and access difficult for visitors.<sup>100</sup>

- 4.22 The Officers' Quarters are currently managed by Parks and Wildlife Service (PWS)<sup>101</sup>. ENACT urged the Inquiry to consider its proposal that the Eaglehawk Neck Historic Military Station site be transferred to PAHSMA with appropriate funding, with the objective of restoring and managing it to form a vital part of the Tasman Peninsula convict experience.<sup>102</sup>

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<sup>98</sup> Hansard Transcript, Mr Michael Field, 17 June 2015, p. 19

<sup>99</sup> Hansard Transcript, Mr Stephen Large, 17 June 2015, p. 13

<sup>100</sup> Written submission, ENACT, February 2015, p.3

<sup>101</sup> <http://www.parks.tas.gov.au/index.aspX?base=2581>. Accessed 11 November 2015

<sup>102</sup> Written submission, Eaglehawk Neck Action Community Taskforce, February 2015, p. 8

- 4.23 The Inquiry also considered a submission from Friends of Willow Court which recommended that PAHSMA take on the management, marketing, conservation, ongoing maintenance and interpretation of Willow Court under a holistic plan.<sup>103</sup>
- 4.24 Mr David Reed, Chairman of the East Coast Regional Tourism Organisation, brought the current situation of Maria Island to the attention of the Inquiry:

*My region involves three major brands. The first is Bay of Fires. It is being visited like fury and the numbers are going up. We have some work to do there but it is terrific. Freycinet is the same - everything is fantastic; it is the most visited national park now in the state. It has taken over from Cradle Mountain with 230 000 visitors last year. Yet here we are at Maria Island with between 17 000 and 30 000 people a year; it is appalling. There are a whole lot of reasons for this and I don't want to comment too much about the history. We really need to consider what we can do to go forward.....Some major intervention work needs to happen to make a difference to Maria Island. If we fiddle around the edges, with all due respect, we will not get anywhere. My initial view was to visit the idea that the Port Arthur Historic Site should run Maria Island, and that is not a bad idea. It has some currency and probably has a lot of good ideas about it.....I have spoken to them. They came to the island recently and are very worried about taking on extra responsibilities without a budget. If we say 'without budget', that is a difficult discussion. They have been a little stung from their experience with the Female Factory where they were given the responsibility and no extra resources.*

*If I think about it from a very high perspective then I am thinking that if Tasmania has such a convict history, such an extraordinary start to our statehood, then a convict site authority makes eminently good sense. How it is put together and managed afterwards, I am not quite sure of that detail, but I see that all of the relevant skill sets are held currently within the Port Arthur Management Authority. They have got marine contract, so they are used to Maria and Sarah because of ferries and goodness knows what. They understand the business of tourism, food and beverage, day and night products. They do that as a matter of course every day. They are a multi tourism-award winner. They deal with concurrent tourism issues, local and state. They deal with concessions within the private sector and private operators all day. They understand and lead interpretation. They have great linkages with federal heritage agencies for convict-site restoration. They are the repository for the majority of the Tasmanian convict artefacts in their sheds down there, and they have a relationship with the Tasmanian University and other institutions concerning the Tasmanian convict story databases, digitalisation of that information et cetera<sup>104</sup>*

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<sup>103</sup> Written submission, Friends of Willow Court, 27 February 2015, p.3

<sup>104</sup> Hansard Transcript, Mr David Reed, 2 July 2015, p.10

- 4.25 The Inquiry took note of the views of Mr Stephen Large on this:

*The fact that the Government has determined we take over management responsibilities for two of the other World Heritage sites, being the Coal Mines site and the Cascades Female Factory. Some of our conservation staff have been used at other sites in Tasmania.*

*Jane talked about two of our archaeologists being involved with the Penitentiary Chapel project, the National Trust property in Hobart. We work closely with Brickendon and Woolmers because they are two other sites as part of the World Heritage convict nomination, and to a certain extent with Parks and Wildlife at Darlington. We have a good relationship with Parks, particularly with the Coal Mines and with Darlington.*

*We have also, certainly on the Tasman Peninsula, worked with some of the local heritage operators. There was an example of that at Cascades at Koonya, Norfolk Bay Convict Station, and Premaydena Cemetery - different places like that. We also work closely with the Tasman Council. They do not have the heritage resources we have. If there is an issue, we talk and liaise with them and endeavour to help. Going much wider than that is difficult because of the imperatives we have at the three sites we manage.<sup>105</sup>*

- 4.26 The Inquiry noted that, should PAHSMA continue to take on additional responsibilities, the *Port Arthur Historic Site Management Authority Act 1987* would need to be reviewed.<sup>106</sup>

#### **Findings**

22. It is widely acknowledged that PAHSMA has considerable knowledge and experience in the conservation and management of heritage sites and marketing them as tourism assets.
23. The role of PAHSMA is controlled by the *Port Arthur Historic Site Management Authority Act 1987*.
24. PAHSMA is not currently funded to take on responsibility for additional sites.
25. The Government is currently requiring PAHSMA to perform functions outside the *Port Arthur Historic Site Management Authority Act 1987*.

#### **Recommendations**

13. The Government review the *Port Arthur Historic Site Management Authority Act 1987* with a view to broadening the role of PAHSMA in assuming responsibility and providing expertise for the benefit of other heritage sites, both public and private.
14. If PAHSMA is tasked with responsibility for additional sites, or given a greater role in assisting other organisations, it should receive adequate resources to do so.
15. PAHSMA be given responsibility and funding for managing the Eaglehawk Neck Officers Quarters and Darlington Probation Station.

<sup>105</sup> Hansard Transcript, Mr Stephen Large, 17 June 2015, p.16

<sup>106</sup> Hansard Transcript, Mr Donald McKay, 17 June 2015, p.19

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## 5. ANY OTHER MATTERS INCIDENTAL THERETO

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- 5.1 The Inquiry recognised that many of the issues raised throughout the course of the Inquiry were cross-cutting issues relevant to Government, tourism and heritage organisations. Therefore many of the following matters should be read in that context.

### Funding

- 5.2 Evidence was frequently raised in submissions and by witnesses that the management, maintenance and/or promotion of built heritage is significantly under-funded.

- 5.3 The Inquiry received evidence of, and visited, numerous examples of Tasmanian built heritage that are in urgent need of repair or restoration and are therefore vulnerable. Lack of funds was also reported to be an issue for the preparation of conservation plans, as well as the promotion and interpretation of heritage buildings.

- 5.4 This was summarised in a submission from Mr Richard Warner:

*...much of Tasmania's built heritage from the early 1800's and later is increasingly in danger of becoming beyond repair and ceasing to be an asset.<sup>107</sup>*

- 5.5 Further examples were provided by a number of witnesses and submissions, including ENACT:

*The historic Officers' Quarters, which is the oldest timber military building remaining in Australia (Ref A -P 20), is currently in a poor state of repair. PAHSMA personnel have inspected the building and agree that unless urgent restoration is carried out there is a serious risk that the building will be lost.*

*Repairs over the years have been limited by lack of funds, personnel and expertise, the garden is overgrown and interpretive signage is outdated; making the visitor experience nothing like the promotional material suggests. Opening hours can be erratic and access is obscure; making the site hard to find, and access difficult, for visitors.<sup>108</sup>*

- 5.6 Lack of funding was also reported to be a factor in the overall management and strategy relating to heritage issues. The Inquiry noted the following observation from Mr Phil Vickers of West Coast Heritage:

*The concept of west coast heritage was good when it was set up in 1993-94, but it was never given the resources to do the job it was set up to do. That is why it failed from the start. Had it been resourced in the right way - not just financially but with also with an initial board of directors with the capacity to achieve the vision - it would have succeeded and it could have become an overarching body to look after our heritage.<sup>109</sup>*

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<sup>107</sup> Written submission, Mr Richard Warner, 11 February 2015, p. 1

<sup>108</sup> Written submission, Eaglehawk Neck Action Community Taskforce, February 2015, p.3

<sup>109</sup> Hansard Transcript, Mr Phil Vickers, 22 May 2015, p. 6



## Current sources of funding

- 5.7 The Inquiry heard that funding for both the preservation and management of heritage buildings and their promotion and marketing as tourism assets comes from a variety of sources.
- 5.8 Organisations such as West Coast Heritage and other places of significance may be eligible to receive support from the State Government via Arts Tasmania. Places on the National Heritage or World Heritage lists may also apply for Australian Government funding.
- 5.9 The Inquiry noted that the Heritage Council previously provided grants for the restoration of listed built heritage via its Heritage Conservation Funding Program. Evidence was received that the Heritage Council had to cease the program due to lack of funds.<sup>110</sup>
- 5.10 The National Trust does not provide funding to Heritage Tasmania and no longer administers funds for restoration and conservation projects. However, it provides heritage property management, administers the Community Heritage Program, coordinates the Tasmanian Heritage Festival, identifies and documents heritage properties and operates tax deduction schemes for heritage public buildings owned by community groups.<sup>111</sup>
- 5.11 The Tasmanian Community Fund (TCF) could also provide grants for heritage listed properties for groups that can demonstrate that there is a community benefit arising from a heritage-related project. The Inquiry noted, however, that whilst the TCF currently provides financial support to the Centre for Heritage in Oatlands, it does not appear to have supported any other heritage-related projects in recent years.<sup>112</sup>
- 5.12 The Commonwealth Department of Environment, Water, Heritage and the Arts (DEWHA) provides heritage conservation grants for heritage purposes. DEWHA has recently provided funds for Woolmers Estate to build a visitor centre.
- 5.13 Some local governments provide funding for heritage-related projects, for example, Alderman Jeff Briscoe informed the Inquiry of Hobart City Council's Heritage Funding Program which provides grants of approximately \$60 000 per annum in total. Alderman Briscoe was of the view that this was insufficient.<sup>113</sup>
- 5.14 The Inquiry noted that regional and tourism development funding can also be of assistance to heritage property owners and operators.
- 5.15 Mr John Wadsley explained the previous system of heritage grants within Tasmania:

*We used to have a system of grants, within the state Government to support both individuals and organisations undertaking heritage work. At the local government level there were local government state heritage studies. Glenorchy City Council did some, back in the 1990s. There*

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<sup>110</sup> Written submission, Heritage Council of Tasmania, 2 March 15, p.3

<sup>111</sup> <http://www.nationaltrust.org.au/tasmania>. Accessed 15 October 2015

<sup>112</sup> [http://www.tascomfund.org/grant\\_recipients/targeted\\_initiatives](http://www.tascomfund.org/grant_recipients/targeted_initiatives). Accessed 15 September 2015

<sup>113</sup> Hansard Transcript, Alderman Jeff Briscoe, 27 April 2015, p.48

*used to be a dollar for dollar funding arrangement between the state and the local government. Launceston City Council, Hobart City, they were all engaged in these things in the past.<sup>114</sup>*

- 5.16 Mr Robert Vincent explained the previous system of Australian Government grants:

*We also received money from National Estate Grants Program. Federal Government has pulled the plug completely and that was a major source of background funding, on say Sullivans Cove. A lot of work was done on Sullivans Cove under that. It has gone.<sup>115</sup>*

- 5.17 Mr Wadsley made the following statement:

*The argument we put to you is that, if the state and federal governments are not prepared to put money up, why should anyone else do so. It makes it incredibly hard to run an argument to a developer, let us say, to spend money preparing a comprehensive conservation plan for a structure, if there is no support within government for that process.<sup>116</sup>*

- 5.18 Ms Susan Fayad, Coordinator of Heritage Strategy, City of Ballarat, explained the situation relative to Ballarat:

*Ballarat has over 10,000 properties in heritage overlays, so they are protected under planning protection. One of the key things about Ballarat is that intactness. There is street after street of historic buildings and building stock. The majority of the building stock is in very good condition. We do have cases of demolition by neglect. That happens everywhere in the world. I do not think there is a place where you do not get that, but we have a very high level of condition. The heritage buildings do get a bit more of a premium on them and because most of Ballarat is heritage buildings there is pressure for upkeep, but we do support them through advisory services and grants and loans, and all sorts of programs.*

*Recently we have teamed up with the Melbourne Heritage Restoration Fund and we have \$100,000 a year for private property owners and not-for-profits. There is a gap; the state government and the federal government obviously have money but it has been narrowed down to governance now, so there is a real gap for private property owners when it comes to spending. Even though we do give out lots of small grants, it might be \$6,000 or something like that, it is the positivity you can get with the property owners in having incentives.<sup>117</sup>*

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<sup>114</sup> Hansard Transcript, Mr John Wadsley, 17 June 2015, p.4

<sup>115</sup> Hansard Transcript, Mr Robert Vincent, 17 June 2015, p.4

<sup>116</sup> Hansard Transcript, Mr John Wadsley, 17 June 2015, p.4

<sup>117</sup> Hansard Transcript, Ms Susan Fayad, 31 August 2015, p.3

## Potential sources of funding

- 5.19 The Inquiry canvassed a number of models as how best to fund built heritage. These included council levies, a bed tax, a tourism levy, a levy on vehicle registrations and a heritage lottery. Examples from other jurisdictions were presented to the Inquiry.
- 5.20 Inquiry Members noted that several of these options may not be feasible as they would be expensive to administer and could penalise smaller operators. Mr Martin informed the Inquiry:

*The bed tax idea, you cannot do it because the reality is the east coast of Tasmania is the sixth most tourism dependent economy in the country. Every single business up and down the east coast benefits from tourism. To penalise the accommodation operators only is unfair. Unless some of these councils might start cracking down on their planning schemes for illegal accommodation operators, it is just going to multiply.*

*The cost of administering it - you almost need a BAS statement from every accommodation operator that is done to state revenue. It is not practical. You could perhaps do it on commercial rates. A levy on rates for every business in some of these areas. Councils can have individual debates about how much they should be levied, and how much visitation goes into their council.*

*I have a couple of ideas how you would fund it, but they are not popular. That is the point. The simplest model would be a levy on your rates. If you want to do it on heritage, then again, I will leave it to you guys to run the argument of the poor residents of the Central Highlands. To me, the simplest model is either rates or cars, a rego on your cars.<sup>118</sup>*

- 5.21 Mr Peter Pearce suggested that a fund could be established for interested parties to make voluntary donations.<sup>119</sup>
- 5.22 The Inquiry heard the following information from Ms Lorraine Green, Economic and Community Development Manager of Northern Midlands Council, on initiatives undertaken in New Zealand:

*...a Rotary club in New Zealand started this very idea in November last year. They opened up what they called six elite homes in Auckland and 10 stunning gardens, just for one day. They had over 600 people taking part in it. They were charging \$60 per person or \$100 per couple. They also put on a very clever cocktail party and auction that night. They made \$35 000 out of that one day in just Auckland.<sup>120</sup>*

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<sup>118</sup> Hansard Transcript, Mr Luke Martin, 2 October 2015, p.18

<sup>119</sup> Hansard Transcript, Mr Peter Pearce, 17 June 2015, p.87

<sup>120</sup> Hansard Transcript, Ms Lorraine Green, 20 May 2015, p.37



- 5.23 The Inquiry noted that the United Kingdom ran a public lottery and that Lottery West in Western Australia provided a range of heritage and conservation grants, including for the conservation and interpretation of cultural heritage.<sup>121</sup>
- 5.24 Research conducted by the Inquiry indicated that whilst there was no legal barrier for the establishment of a new lottery in Tasmania, the viability of such a lottery could not be fully substantiated.
- 5.25 The Inquiry noted that, at the time of drafting this report, the Australian Government is considering the feasibility of establishing a national heritage and arts lottery.<sup>122</sup>

### **Findings**

26. Lack of funds is one of the most significant barriers to the preservation, maintenance and restoration of heritage buildings.
27. Lack of funds is a barrier to effective management and strategy development in relation to heritage buildings.
28. Lack of funds is a barrier to the promotion and marketing of Tasmanian heritage tourism assets.
29. Funding for the preservation, maintenance and management of heritage buildings and the promotion and marketing of these to the visitor market comes from a range of sources.
30. There is a perceived lack of cohesion and consistency as to how funding is allocated.
31. The viability of a Tasmanian-based heritage lottery was not substantiated.
32. Creative fundraising by heritage organisations can be a successful way to generate funding.

### **Recommendations**

16. The Government seek new opportunities to provide funding to support conservation of built heritage and its promotion as a tourism asset.
17. The Government consider the viability of a Tasmanian-based heritage lottery and maintain a watching brief on any developments in the Australian Government's consideration of a national heritage and arts lottery.

<sup>121</sup> <http://www.lotterywest.wa.gov.au/grants/grant-types/heritage-and-conservation>. Accessed 26 October 2015

<sup>122</sup> Sydney Morning Herald, Julie Power, 9 December 2015 'New Australian lottery could raise funds for heritage projects' <http://www.smh.com.au/national/new-australian-lottery-could-raise-funds-for-heritage-projects-20151208-gli2jc.html>. Accessed 10 December 2015

## Access to heritage properties

5.26 The Inquiry heard a range of views as to the accessibility of privately owned built heritage and whether and how such buildings could be utilised as tourism assets. It heard from Northern Midlands Council regarding the Open Doors Program coordinated by Heritage Tasmania since 2008 that provides access to heritage properties. However, the Program is currently limited to the southern regions of Tasmania and to properties that are already, to some extent, open to the public.

5.27 Northern Midlands Council proposed that the program be extended to northern Tasmania and include properties not normally open to the public. Incentives could be offered to property owners in order to encourage them to participate.<sup>123</sup>

5.28 Ms Green elaborated further on the proposal:

*Obviously there would have to be incentives built into it and there are all the privacy issues and potentials that have to be looked at for the properties. As we said in the submission, there may be properties that choose to open the gardens; there may be properties that open in part, or maybe outbuildings, and there may be those who are willing to open up the homesteads themselves. We believe it has a lot of potential.*<sup>124</sup>

5.29 Inquiry Members believed that there could be considerable merit in an idea offered by Councillor Glenn McGuinness of Break O'Day Council which would address privacy concerns of owners of heritage buildings:

*...negotiating with the owners for at least some pictorial history or opportunities at least on occasion to go in and do a full video, or something, of those particular properties that can become public property and interpreted at a point, such as the history room or somewhere else.*<sup>125</sup>

5.30 The Inquiry also heard from the Mayor of Break O'Day Council, Mr Mick Tucker, that road access to some heritage sites could be an issue:

*One of our concerns is, if you have a road that has been maintained - it's not now a forestry arterial road but it was a very important road that was maintained by Forestry and its operations - if it is no longer maintained and if there is no financial bucket given to it, whether it's user pay through council to go and do the work, if that road is not maintained the heritage built that is at the other end of it, which is a tourist icon, you can't access it. If the bridge is washed out and it cannot be replaced, the road cannot be done, how do we market an icon? We have the anchor stampers. There are quite a few that we could name that are on the end of a dirt road. In effect, if you want to market heritage built, you have also got to guarantee access to it.*<sup>126</sup>

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<sup>123</sup> Written submission, Northern Midlands Council, 26 February 2015, p.2

<sup>124</sup> Hansard Transcript, Ms Lorraine Green, 20 May 2015, p.36-37

<sup>125</sup> Hansard Transcript, Cr McGuinness, 19 May 2015, p.9

<sup>126</sup> Hansard Transcript, Mr Mick Tucker, 19 May 2015, p.3

- 5.31 The Inquiry heard that access to heritage properties was also an issue in terms of physical access. It heard from Ms Fayad:

*Ballarat has a high level of private ownership of heritage properties. We also have a lot of very longstanding community or not-for-profit organisations that own a lot of the grand heritage buildings as well. They are not council's buildings. Not all of the buildings, but a number of them, have accessibility issues. As an example, the trades hall here is still owned by the trades hall group, and they are hoping to get money to build in lifts and all sorts of other access. That is one of the big issues.*

*Access is one of those issues, but we are slowly working with owners to try to increase that. The Ballarat Mechanics Institute is the same. Ballarat Mechanics Institute group that has been going for 150 plus years, and has been fitted out. It has lifts and new kitchens put in. There is a real desire for people to want to do that to reactivate the places.<sup>127</sup>*

#### **Findings**

- 33. Access to further privately owned heritage buildings may be possible via negotiation with owners and occupiers.
- 34. Issues of privacy need to be considered in accessing privately owned heritage buildings.
- 35. Restructure of Government Business Enterprises may impact access to heritage sites due to reduced maintenance of roads.
- 36. Providing physical access to heritage buildings may present a challenge in their adaptive re-use.
- 37. Video footage or pictorial images of privately owned heritage properties could assist to make viewing of the property available in a way that maintains occupier privacy.

#### **Value adding to heritage sites**

- 5.32 The Inquiry heard a consistently recurring theme that the experience of visitors could be considerably enhanced if their visit included more than simply viewing a heritage property. Such value-adding might include additional experiences such as whisky tasting, creative and educative interpretation, moveable heritage and stories about the building and its past and present inhabitants.

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<sup>127</sup> Hansard Transcript, Ms Susan Fayad, 31 August 2015, p.2

- 5.33 It was noted that a heritage site might not be the primary focus of the visit, but will provide a unique background setting. Ms Lebski stated:

*...sometimes we know that heritage is perhaps more of a backdrop. That might be having high tea at Woolmers, or it might be getting married at the beautiful chapel at Brickendon, or it might be shopping at Latrobe.<sup>128</sup>*

- 5.34 Ms Gillian Parssey of Tourism Tasmania advised the Inquiry that education was also part of the visitor experience:

*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.<sup>129</sup>*

- 3.35 Ms Lebski stated:

*Ideally, we should be integrating fabulous heritage experiences with food and wine and with nature-based experiences, and packaging that, loosely or more formally, and then presenting it in its totality.<sup>130</sup>*

- 5.36 The Inquiry also heard from a number of witnesses that much of Tasmania's built heritage will seem relatively new to overseas visitors, particularly those from Europe and Asia. Mr Eamonn Seddon, Manager, Tourism, City of Launceston, stated:

*One of the challenges we have is that we look at built heritage as old and for a lot of Europeans coming in as tourists it's not that old.<sup>131</sup>*

- 5.37 However, the Inquiry heard that Tasmanian built heritage was still of considerable interest, particularly when presented together with an interesting story about the building or its inhabitants. Mr Seddon went on to say:

*One of the major pluses we have in Australia and Tasmania is we know the stories and the people. We can do far more from a marketing and selling perspective to tell those stories. We don't focus so much on the buildings but we focus on the stories that sit behind the buildings.<sup>132</sup>*

- 5.38 The Inquiry also heard that stories associated with buildings did not necessarily have to be historic. Inquiry Members conducted site visits to Brickendon and Shene and heard that visitors might be just as interested in stories about the lives of the current-day inhabitants of the properties. Mrs Anne Kernke of Shene at Pontville, advised:

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<sup>128</sup> Hansard Transcript, Ms Sarah Lebski, 17 June 2015, p.39

<sup>129</sup> Hansard Transcript, Ms Gillian Parssey, 20 April 2015, p.22

<sup>130</sup> Hansard Transcript, Ms Sarah Lebski, 17 June 2015, p.46

<sup>131</sup> Hansard Transcript, Mr Eamonn Seddon, 20 April 2015, p.23

<sup>132</sup> Hansard Transcript, Mr Eamonn Seddon, 20 April 2015, p.23



*Through my experience in tourism, people want to know what the locals are getting up to. They want the local stories. They want to hear the challenges. We tell people about all the things that have happened to us along the way.*<sup>133</sup>

- 5.39 The Inquiry heard other examples of value-adding by linking additional experiences with heritage properties. Whisky distilleries and whisky-tasting tours have been established at heritage properties. Mrs Kernke advised that Shene is now also associated with polo:

*It's about being modern and having modern ideas to market the property. To that end, we are now the home of the Hobart Polo Club so that in the new polo season, we hope to see that we will be able to have members of the general public come to the property to see polo being played, and also the distillery. These two things will sit perfectly with what we do.*<sup>134</sup>

#### **Findings**

38. Value adding is of critical importance to the visitor experience and the enhancement of Brand Tasmania.
39. Stories about both the heritage building and its past and present day inhabitants can considerably enhance the visitor experience.

#### **Adaptive re-use**

- 5.40 Adaptive re-use is the use of a building for a different purpose to that for which the building was originally intended and is incorporated into the *Burra Charter*<sup>135</sup>. The Inquiry heard from a number of witnesses on adaptive re-use and also visited a number of sites which have successfully been re-purposed.

- 5.41 The Inquiry received and saw evidence that adaptive re-use can provide an opportunity for many buildings to be restored and maintained. Examples provided to the Inquiry included Tasmanian properties Shene, Pumphouse Point and the Henry Jones Art Hotel.

- 5.42 Mr Richard Warner expressed the following view in his written submission:

*It is now well recognised that conservation of built heritage is best achieved by the introduction of a commercial adaptive re-use for that building. Such re-use may or may not be the same or similar to its original use. Failure to establish a viable commercial re-use in a refurbished building will prove costly and will not prevent its eventual decline.*

<sup>133</sup> Hansard Transcript, Mrs Anne Kernke, 27 April 2015, p. 104

<sup>134</sup> Ibid

<sup>135</sup> *The Burra Charter, The Australia ICOMOS Charter for Places of Cultural Significance 2013*

<http://australia.icomos.org/wp-content/uploads/The-Burra-Charter-2013-Adopted-31.10.2013.pdf>. Accessed 26 October 2015



*Experience from Europe, particularly France and Britain, has shown adaptive reuse can be done sensitively to retain the inherent and important heritage values. Planning regulations in both countries have been drafted to accommodate such development allowing flexibility of use while preserving heritage values.*

*Tasmania's relative slow economy and low population restricts the re-use opportunities in Tasmania's old buildings, many of which are located in rural regions. The task then of maintaining these buildings is left to the private or public owners, which is in many instances, problematic.<sup>136</sup>*

5.43 Mr John Fitzgerald made the following statement:

*I absolutely believe in the living heritage concept. We have such an opportunity in Tasmania to bring new things to the place but also to repurpose and repackage our heritage assets and present them in the market in such a stunning way.<sup>137</sup>*

5.44 The Inquiry heard the view of Mr Peter Pearce on the need to balance adaptive re-use with conserving heritage values:

*We should be looking well beyond our built heritage as it is today and what it offers us today. We need to be looking forward. When I see heritage I see it as something of a particular value there today. We can see what the values are through tourism, but heritage will grow in value by its nature. Heritage values rise as it gets older. You don't have to do anything; you only have to let it sit there and it will become more valuable. It is when we play with it that we dilute it; we dilute its value and it loses its credibility.<sup>138</sup>*

5.45 The Inquiry noted evidence from a number of witnesses and submissions that people wishing to invest in and develop heritage buildings faced considerable cost and other constraints as a result of heritage legislation and planning schemes.

5.46 The Inquiry heard evidence regarding this from Mr Simon Currant:

*The difficulty and cost of building and return on investment etc is enormous now. If you then have to conform – as they did, for instance, at the Henry Jones – to preservation of things that have very little value to the majority of value to someone on the Heritage Commission, it contributes to massive costs for the developer.*

*I get it that some parts of a building might be of great significance and therefore preserved, but in the main they need to think about the reuse of a building. It won't occur if you put too many constraints and have to work around costly preservation of things which don't add to the amenity or use of the building.*

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<sup>136</sup> Written submission, Mr Richard Warner, 11 February 2015, p.1-2

<sup>137</sup> Hansard Transcript, Mr John Fitzgerald, 20 April 2015, p.28

<sup>138</sup> Hansard Transcript, Mr Peter Pearce, 17 June 2015, p.81

*It is all very well to say yes, this beautiful building and there are about six people in the state who love that building because of its heritage values. There could be a lot of other people who would like it for another reason.*<sup>139</sup>

5.47 Mr Warner referred the Inquiry to planning schemes in other jurisdictions:

*On the planning issue there needs to be consistency across the whole state about how you deal with heritage-value buildings. I am the first to understand they do not always comply - door heights are too low, ceilings are too low, and on you go - but the British and French have done it really well. They have adopted and adapted their planning schemes to allow for the reuse of buildings that were built 200 years ago.*<sup>140</sup>

#### **Findings**

- 40. Adaptive re-use may, in some instances, be the only way in which a building might be preserved and maintained.
- 41. There is tension between the maintenance of heritage fabric and its re-purposing for tourism purposes.

#### **Recommendation**

- 18. The Government ensure the guiding principles of the *Burra Charter* be adhered to when re-purposing heritage buildings.

### **Heritage Awards**

5.48 The Inquiry noted a submission from Ms Sherri-lee Evans which proposed:

*Trial an award sponsored by Heritage Tasmania for the most successful adaptive reuse of a heritage building for a tourism purpose within the Australian Tourism Awards system, at the State level. The one award could be offered to entrants across a number of existing categories including: Tourist Attractions/Ecotourism/Heritage and Cultural Tourism/New Tourism Development/Qantas Award for Excellence in Sustainable Tourism.*<sup>141</sup>

5.49 The Inquiry noted evidence from the City of Ballarat regarding a number of existing heritage awards in the region. Ms Fayad advised:

*The other thing that we have introduced, and I know this all sounds touchy-feely, is heritage awards. What the heritage awards do is highlight and showcase to the whole community people who have done amazing things with heritage places. People get recognised. There is*

<sup>139</sup> Hansard Transcript, Mr Simon Curren, 2 October 2015, p.2

<sup>140</sup> Hansard Transcript, Mr Richard Warner, 17 June 2015, p.52

<sup>141</sup> Written submission, Ms Sherri-lee Evans, March 2013, p.1

*one for creative re-use of buildings. There is one for trades, so we look at heritage trades. There are conservation awards. Then we have things around intangibles. Sometimes we get so focused on the fabric of a building that we forget that people actually live in these places. They are living places. We cannot keep looking at them as part of the past and being a museum.*<sup>142</sup>

5.50 The Inquiry noted a recommendation from the submission by ICOMOS:

*A Heritage awards program and grants program should be encouraged, as conducted by many other states and cities across Australia. The Ballarat Heritage Festival is a case in point. These could offer good publicity that would support tourism activities and appropriate development of heritage places.*<sup>143</sup>

**Finding**

42. Heritage awards exist in some other states in Australia.

**Recommendations**

19. The Government consider establishing heritage and adaptive re-use awards.

## **Training and professional development**

5.51 The importance of having appropriately trained front-line staff employed in the Sector was brought to the attention of the Inquiry. The Inquiry noted an observation in the written submission from Shene:

*If heritage organisations i.e. professional heritage organisations and local heritage interest groups are to be involved in marketing the heritage experience within the state it is essential that there has to be a professional delivery and clearly defined structures put in place for this to occur. A uniform united approach in how the stories are told.*

*Whilst local heritage interest groups offer a wealth of knowledge about their particular location, customer service and delivery standards have to be adhered to. It is a fine balance between quirky [conversations] with locals and down right unprofessional negative reactions to the visiting public.*<sup>144</sup>

5.52 A similar point was made by ICOMOS in its written submission:

*Improving the education and training of people involved in presenting heritage places as part of the tourism experience is also vital. There is currently little coordination between the training of 'front of house' staff at tourist sites and our repositories of historical knowledge*

<sup>142</sup> Hansard Transcript, Ms Susan Fayad, 31 August 2015, p.9

<sup>143</sup> Written submission, ICOMOS, 27 February 2015, p.2

<sup>144</sup> Written submission, Shene, 26 February 2015, p.5

*such as museums, archives and heritage groups. At the local level, tourist operators should be encouraged to support local oral history programs so that they can benefit from the storehouse of local knowledge which is embedded in our communities.*<sup>145</sup>

5.53 The Inquiry noted that this issue had also been raised by National Trust Tasmania.<sup>146</sup>

#### **Finding**

43. A high level of customer service and professionalism of product delivery is important to the heritage tourism industry.

#### **Recommendations**

20. The Government strongly promote hospitality training courses and encourage their use by heritage tourism organisations and operators.

### **Volunteers**

5.54 The Inquiry heard considerable evidence highlighting the critical importance of volunteers in the maintenance and management of built heritage. In the course of the Inquiry, Members met and spoke with a range of people who voluntarily performed maintenance, conservation, interpretation and promotion of built heritage assets.

5.55 The Inquiry heard that many organisations face difficulties as a result of having to rely on a core group of volunteers. Other volunteer issues are insurance, an ageing demographic, occupational health and safety training for guides and product knowledge.<sup>147</sup>

5.56 The Inquiry heard that National Trust Tasmania has approximately 400 volunteers and noted a statement from National Trust volunteer Ms Peta Newman:

*Without volunteers there probably wouldn't be any heritage organisations in Tasmania.*<sup>148</sup>

5.57 Mr Damian Saunders provided the following evidence:

*We rely heavily on volunteers.... 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.*<sup>149</sup>

<sup>145</sup> Written submission, ICOMOS, 27 February 2015, p.5

<sup>146</sup> Hansard Transcript, Mr Matthew Smithies, 20 May 2015, p.3

<sup>147</sup> Hansard Transcript, Mr Damian Saunders, 20 April 2015, p.8

<sup>148</sup> Hansard Transcript, Ms Peta Newman, 20 May 2015, p.2

<sup>149</sup> Hansard Transcript, Mr Damian Saunders, 20 April 2015, p.8

- 5.58 The Inquiry heard evidence from Mr John Brown of Break O'Day Council of the potential impact of an ageing volunteer demographic, coupled with fewer people volunteering:

*The important part about it is, who is going to do this? Quite often it comes back to a local interest group. The St Helens history room wouldn't exist without the volunteers and the drive of a few people early on. Fingal has a historical society and created a lot of information. Some of the stuff that has been done there is as a result of something that happened 20 years ago. Impacting on this is the fact that in the past we have relied on volunteers to do this. What has happened to volunteering in the state? They are getting older. Less people are volunteering. It is a vicious cycle we have there. How do we break that cycle to create that product to encourage people to stay longer and enjoy the heritage that we have?<sup>150</sup>*

- 5.59 Dr Dianne Snowden also mentioned the important role of community-based organisations, many of which are staffed by volunteers:

*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.<sup>151</sup>*

- 5.60 It was also noted that many community groups with volunteers are managing heritage assets without a tourism objective and that these organisations may not be engaged in the overall tourism marketing strategy.

### **Findings**

- 44. Volunteers are critical to the maintenance, conservation, interpretation and promotion of built heritage assets.
- 45. A number of organisations and sites would not be in a position to operate without the contribution of volunteers.
- 46. A number of organisations and sites are concerned that the ageing demographic of their current volunteers will leave them vulnerable in future.

### **Recommendations**

- 21. Recognition of volunteers be strengthened through Government collaboration with heritage tourism organisations and enterprises to encourage volunteer recruitment and training and establish volunteer awards.

<sup>150</sup> Hansard Transcript, Mr John Brown, 19 May 2015, p.4

<sup>151</sup> Hansard Transcript, Dr Dianne Snowden, 20 April 2015, p.46

## Conservation skills

5.61 The Inquiry received evidence that Tasmania has played a leading role in the area of heritage conservation skills, most particularly with the establishment of the Centre for Heritage in Oatlands and the Longford Academy. These bodies teach skills essential to the maintenance, preservation and restoration of heritage buildings and promote guidelines such as the *Burra Charter*.<sup>152</sup>

5.62 The Inquiry heard from Mr Colm O'Shiel, from the commercial restoration company Sealasash, that the development of heritage skills provided a commercial opportunity:

*We've realized as part of running this business over the last four years that there is actually the potential for it to be more than just what we do in our little business. The potential exists for it to become a specialised trade skill-set that we could teach young people to do for a huge stock of old houses, both here and elsewhere. Our own little anecdotal example is a young guy who came to work for us here who wanted to move to Melbourne. He worked with us here for six months. He has now gone to Melbourne. He is now training somebody else. We're planning for a second man under his tutelage.*

*It is an exportable skill base that actually has wider implications than just our own business agenda. It's at a time when these old skills won't be there. The people who did their trade and learned how to make and fit and fix these old windows are now in their 70s and 80s. They're not learning how to do it anymore. It doesn't go up with a nail gun - it's a limited skill base. There is the opportunity to train people to do it.*<sup>153</sup>

5.63 Mr John Brennan, Director of Sealasash added:

*We could become a hub of excellence in Tasmania for the old-style trades. If you think about it, there is stone masonry, plastering, slate work, copper work, lead work, windows, rendering and all those sorts of things. It is not just Tasmania that needs skilled people to undertake those trades. We could become this hub of excellence to train and upskill people. Then we could export that as a business to the mainland where there are plenty of heritage buildings.*<sup>154</sup>

5.64 Ms Fayad informed Inquiry Members of initiatives undertaken in Victoria to develop a heritage skills base:

*.... working with conservators, or bringing people in, or university or trade students. There is a bit of a rare trades push going on in Ballarat at the moment, which is really good because it is getting the people who can do the work. That is the key thing.*

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<sup>152</sup> [http://www.environment.sa.gov.au/our-places/Heritage/Conserving\\_our\\_heritage/Burra\\_Charter](http://www.environment.sa.gov.au/our-places/Heritage/Conserving_our_heritage/Burra_Charter). Accessed 20 November 2015

<sup>153</sup> Hansard Transcript, Mr Colm O'Shiel, 27 April 2015, p.96

<sup>154</sup> Hansard Transcript, Mr John Brennan, 27 April 2015, p.98

*We are not looking at accreditation, but recognition programs. We have talked to the National Trust about doing something where tradespeople could be recognised, or there are masterclasses where people can learn about it.*

*That is what comes in with our advisory service and our grants. If you give grants to people you have then the capacity to say there is a better way to do this work. Also, by meeting with the heritage adviser who is a professional you are helping in providing advice for property owners.*

*The other thing we have toyed with is looking at - like the Federal Government's Green Army idea - getting people to go around and help do works, but doing works to someone's private home is very tricky. For us, information is knowledge. That is the key thing.<sup>155</sup>*

5.65 The Inquiry heard that Mr Martin Farley, Executive Director, Centre for Heritage at Oatlands, had drafted a strategy which led to the development of the Centre, with the objective of ensuring that Oatlands heritage is maintained, restored and reused. The Centre has two arms: a Heritage Education and Skills Centre which provides skills training; and Heritage Building Solutions which is a for-profit body that performs conservation and restoration works.<sup>156</sup>

5.66 The Education and Skills Centre includes a program to provide education and employment opportunities for young people to undertake conservation works on local properties. It anticipates educating 400-500 participants over the next five years and is funded by the Tasmanian Community Fund and local councils.<sup>157</sup>

5.67 The Inquiry heard from Mr Farley of the benefit to the general community as a result of such schemes:

*...that tourism is not just about the people coming in. Tourism is about the way people think about their local community and the place they live in, and their ability to engage with tourists in a way that's meaningful. What we are doing with the young people, maybe for the first time they are starting to understand some of the history of their place, how they connect to that place, and make a contribution to its development.<sup>158</sup>*

5.68 The Inquiry heard that the model could be implemented in other Local Government areas and become a tourism asset in its own right.<sup>159</sup>

5.69 The Inquiry heard that the Longford Academy, established by the Australian Association for Preservation Technology (AAPT), ran a week long specialist conservation program at Brickendon involving heritage experts and participants from all over the world.<sup>160</sup>

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<sup>155</sup> Hansard Transcript, Ms Susan Fayad, 31 August 2015, p.4

<sup>156</sup> Hansard Transcript, Mr Martin Farley, 27 April 2015, p.40

<sup>157</sup> Ibid, p. 42

<sup>158</sup> Ibid, p. 45

<sup>159</sup> Ibid

<sup>160</sup> Ibid

5.70 The Inquiry noted the view of Mr Robert Vincent:

*It is a masters course, really. I think it is something that we deserve (a) to support, (b) to record, and (c) to take advantage of. During that period we need a film crew there that takes that product and turns it into something that gets publicised through heritage networks around Australia. It would be to our advantage because it would lift the standard and it would lift the profile of Tasmania in that manner.<sup>161</sup>*

5.71 The Inquiry heard evidence that many heritage sites and Local Government did not have the resources to engage the services of heritage specialists or dedicated heritage officers. It heard evidence from Mr John Wadsley:

*I would say 23 of our 29 councils have no on-board heritage support.<sup>162</sup>*

5.72 The Inquiry discussed the concept of shared heritage officers with a number of witnesses and, in particular, noted the following information from Mr Peter Cox, representing the George Town and District Historical Society, regarding roving curators:

*The other thing is to do what is similarly done by Arts Tasmania with its roving curators. Small museums in Tasmania have access to support from these curators to help them with the professionalisation of their collections. It involves someone spending only a small amount time in a particular museum, but in that time being able to do quite a lot of work in improving the exhibition of the displays there..... It is very difficult for councils to be able to provide the professional support and professional advice that is necessary as far as councils dealing with heritage buildings is concerned. I suggest, like the roving curators, roving heritage officers who can be allocated to a group of councils and need only spend so many hours, even in a year in some cases, with the councils, giving advice and helping with the proper reports on the heritage values of each of the municipalities.<sup>163</sup>*

5.73 Ms Jane Harrington advised the Inquiry of a similar model operating in other jurisdictions:

*There already is a mechanism that exists across Australia that works really well. That is based, as we have put in a submission, at the local government level. It is a situation providing local government heritage advisors.*

*I have worked across Queensland, New South Wales and Victoria, which has an excellent program in place. It is funded through Heritage Victoria. They provide through local councils a paid heritage advisor perhaps once a month. If people in that particular local council have queries about conservation or what they might be able to do with their properties relating to heritage impacts with tourism, that would provide somebody local whom they could talk to. I am not for a minute suggesting that person will have tourism expertise but it is certainly a start. It is a mechanism that works really well.<sup>164</sup>*

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<sup>161</sup> Hansard Transcript, Mr Robert Vincent, 17 June 2015, p.60

<sup>162</sup> Hansard Transcript, Mr John Wadsley, 17 June 2015, p.8

<sup>163</sup> Hansard Transcript, Mr Peter Cox, 21 May 2015, p.2-3

<sup>164</sup> Hansard Transcript, Ms Jane Harrington, 17 June 2015, p.16-17



## **Findings**

47. Organisations such as the Centre for Heritage Oatlands and the Longford Academy play a vital role in the conservation of Tasmania's built heritage.
48. The work of heritage conservation skills organisations raises Tasmania's profile as a leading example of heritage conservation.
49. Heritage conservation skills organisations have the potential to generate employment, particularly in regional areas.
50. Heritage conservation skills organisations have become tourism assets in their own right and there is potential for further growth.
51. Roving curators or shared heritage advisors are a way of providing expertise and advice to organisations or sites that do not have sufficient resources to directly employ them.

## **Recommendations**

22. The Government promote and support the work of the Centre for Heritage, Oatlands and the Longford Academy and encourage heritage tourism organisations to utilise their services.
23. The Government establish roving heritage and heritage tourism advisor positions in Tasmania.

## Marketing skills

- 5.74 Ms Jane Harrington noted that a broader approach may be required in order to provide advice on heritage specifically relating to tourism:

*There are two issues. I started thinking yesterday about our discussion about the course we have been running regularly with ANU, Best Practice in Heritage Management. There are informal and formal approaches. Certainly from a broad heritage management point of view, it covers a range of expertise. If what we are talking about is tourism operations, it involves not just conservation but marketing, visitor services, interpretation and how to make a good coffee. No one person is going to be able to do that.*

*To some extent we have consolidated that in this one-week workshop we have been offering. I do not see any reason why a similar model cannot be transferred rather than it being directed at Masters students studying heritage in some form. It can be directed into a forum of people interested in that because they are business people, owners, or entrepreneurs at that level who are interested in pursuing something. That would provide some sense of a framework which gives a broad approach. It could discuss some of the things like legislation as well.<sup>165</sup>*

- 5.75 The Inquiry noted that UTAS has established degrees with a companion major in tourism. These degrees include specialist units in areas such as wilderness tourism and food and wine.<sup>166</sup> However, UTAS does not appear to provide a specific unit on heritage tourism.

### Findings

52. Given the importance of built heritage to Tasmania's economy, there would be value in tertiary education that includes specific units in heritage tourism.

### Recommendations

24. The Government include heritage tourism units in tertiary education, e.g. TasTAFE.

<sup>165</sup> Hansard Transcript, Ms Jane Harrington, 17 June 2015, p.16

<sup>166</sup> <http://www.utas.edu.au/tourism>. Accessed 12 January 2016

## Demand studies

- 5.76 The Inquiry heard evidence from Mr Simon Currant on the importance of demand studies in the commercial development of tourism attractions:

*I start with an idea. My idea around Strahan was there was a demand there that was not being met in various things. I spent a lot of money on testing my idea against the market. That was the first thing I did. I spent nearly \$100,000 on a demand study for my idea. I tested Wilderness Railway, which was not in place, probably thought of but nothing happening; I tested different sorts of accesses to the Gordon River; I tested helicopters - on and on I went - in the marketplace. The marketplace being mainland visitors. From that I calibrated that demand, in other words I translated that, into a business case that said invest \$8 million here in a precinct in all the vacant land that was around Strahan. You might not remember it but that area where I built all those cottages was vacant. There is another story as to why I built them the way I did but the fact is, it was market-driven.*

*So was Pumphouse. I did the same thing with Pumphouse. I tested it. The first time I was given the opportunity on it, the first thing I did within six weeks was do a demand study which cost \$40,000 and I handed it back within six weeks. The concept I put up and put to the market did not stack up financially at that time.*

*The market subsequently changed and I changed my approach to what should be there. I am so glad I did because it is what is there now and it is really successful. The demand study showed me it would be. That is what drives me in all my stuff.*

*I do some consulting for various people and that is where I start with them. You have an idea, you test it in the market, and from that you calibrate what it means. Then you do the business case that says invest this much and you will get this.<sup>167</sup>*

- 5.77 Mr Currant's point of view was echoed by Mr Martin in relation to Willow Court:

*Willow Court is a classic example. The number of studies that have been done on the potential of Willow Court over 15 - 20 years. No-one has done a demand study. Tasmania is passionate, it is part of the heritage and they are great buildings, but the argument is always around this hypothetical tourism demand, 'Build it and they will come.' Yes, but for the level of investment they want, as opposed to the opportunity cost of spending that money multiple different ways - turn the Derwent Valley into the food bowl and the food tourism experience of the state. It seems we have this infrastructure need for investing in capital of the heritage - the capital investment to invest in the heritage asset - let us use tourism as the argument, but it is never demonstrated if there is a demand.<sup>168</sup>*

### Finding

53. Demand studies identify the viability of heritage tourism projects.

<sup>167</sup> Hansard Transcript, Mr Simon Currant, 2 October 2015, p.8

<sup>168</sup> Hansard Transcript, Mr Luke Martin, 2 October 2015, p.16

## Heritage precincts

- 5.78 The Inquiry took note of information provided by the Heritage Council in its written submission of the importance of landscapes and streetscapes to heritage tourism in Tasmania:

*The Heritage Council believes the importance and value of Tasmania's urban and rural historic precincts and cultural landscapes cannot be overstated as a key asset and appeal to visitors. The importance of heritage precincts like Battery Point, Cataract Gorge, Cygnet, Evandale, Latrobe, Oatlands and Stanley; the industrial Hydro landscape of the West Coast; the cultural landscape of Bushy Park; and the evocative landscapes of the rural villages, churches and historic views across the Midlands. These are important destinations in their own right and a base for visitors to stay, enjoy local hospitality and experience what's on offer.<sup>169</sup>*

- 5.79 However, the Inquiry heard that protection of streetscapes did not necessarily flow through to Local Government planning decisions. Mr Vincent provided the following view in relation to new planning schemes:

*Yes, and it is just going out of operation because it is being taken over by the new provisions of the interim draft planning scheme. I believe that this was an extraordinarily good scheme and it has led to the effective security and conservation of Battery Point because it is clear, concise, well-mannered and well understood. I would assert that the Hobart City Council has done the wrong thing by taking the City of Hobart provisions and putting them into the inner city part, rather than taking the provisions of this scheme and putting them into the inner city more generally.*

*The reason I am saying that is that this scheme treated inner city parts of Hobart, prior to 1946, as areas that should be retained, particularly for their streetscape and conserved in a compatible manner to the adjoining properties. That is what I am contending.<sup>170</sup>*

### Finding

54. Historic streetscapes and cultural landscapes are a key attraction to visitors and play an important role in heritage tourism in Tasmania.

<sup>169</sup> Written submission, Tasmanian Heritage Council, 2 March 2015, p.3

<sup>170</sup> Hansard Transcript, Mr Robert Vincent, 17 June 2015, p.58

## Regional areas

- 5.80 The Inquiry heard that region-based marketing and promotion was sometimes problematic, with Mr Martin expressing the following view:

*That is the challenge of doing it regionally. The RTOs' mandate is to look after their own operators in their own region. That is why we have had to take the statewide approach to nature. Reading between the implied messaging, I suspect we might have to do it with heritage at some point. The RTOs are supposed to be doing that product development work but their mandate is to do it in their own region. For some areas, say Latrobe and Woolmers, Tourism Northern Tasmania has very much focused on that as a priority. They are doing some good on-ground work and it is fantastic but it is very much specific to their region; so then you get that inconsistency. Trying to get that together at a statewide level is going to be a challenge.<sup>171</sup>*

- 5.81 Mr Martin's view was echoed by Professor Maxwell-Stewart:

*My concern is that if we continue to have a locally driven approach to heritage tourism in Tasmania it will be very difficult to take advantage of that central body of information. Now is the time for all parties in the Tasmanian heritage industry to sit down and plan a way of promoting Tasmania's convict past as one singular package.<sup>172</sup>*

- 5.82 The Inquiry heard several views that there was a tendency to regard heritage tourism as Port Arthur and convict-centric, whereas Tasmania's built heritage is considerably more diverse, and that areas such as the West Coast have a large amount of industrial heritage that would be of interest to visitors but is often overlooked.

- 5.83 Mr Peter Cox expressed the following view in relation to Tourism Tasmania:

*They need to understand that they need to go further than describing Tasmania as a convict state. They need to emphasise the important role Tasmania has played in the national scene, particularly in the nineteenth century when it was a far more significant part of Australia's growth: the role of Launceston and the foundation support of Melbourne; the role of Hobart in the whaling industry; the importance of the west coast - they mention it, but do they mention how important the west coast was? Mount Lyell was one of the great mining companies of Australia. Mount Lyell was second only to Mount Isa in the production of copper. And the role of the Van Diemen's Land Company in north-western Tasmania.*

*These were major parts of Australian history and they add a lot to the diversity available to tourists<sup>173</sup>*

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<sup>171</sup> Hansard Transcript, Mr Luke Martin, 2 October 2015, p.21

<sup>172</sup> Hansard Transcript, Prof Hamish-Maxwell-Stewart, 27 April 2015, p.59

<sup>173</sup> Hansard Transcript, Mr Peter Cox, 21 May 2015, p.7

- 5.84 Councillor Glenn McGuinness drew the Inquiry's attention to convict history in the Fingal Valley:

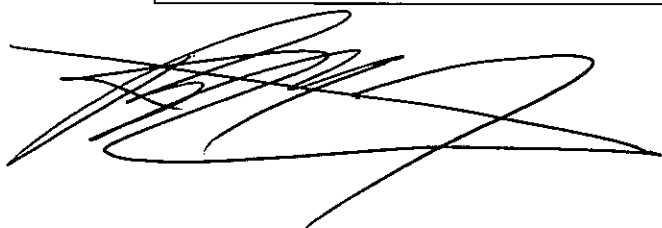
*One is the convict history, in particular, of Fingal. There are a lot of buildings still standing. Most of them are in private hands. There is no real interpretation or there is no real trail or highlighting of those buildings, which could easily be done at not huge expense.<sup>174</sup>*

**Finding**

55. Heritage tourism is important to economic growth in regional areas.

**Recommendations**

25. The Government encourage regional tourism organisations to take a whole-of-State focus in heritage marketing and strategy through industry-led forums.
26. Establish linkages between all Australian Convict Sites on the World Heritage Register and companion convict sites within Tasmania and recognise that convict stories are more than the story of incarceration.



**Rob Valentine MLC**  
(Chair)

Date 11 February 2016

<sup>174</sup> Hansard Transcript, Councillor Glenn McGuinness, 19 May 2015, p.1

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## 6. FINDINGS

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1. The contribution that built heritage tourism makes to Tasmania is significant and is expected to increase.
2. Whilst the contribution that built heritage tourism makes to Tasmania has generally been recognised by the Government, this recognition has not been sufficiently reflected in current policies and strategic planning.
3. There is a perception that the management and promotion of built heritage in the tourism sector has suffered from a lack of coordination and leadership.
4. A number of different organisations and agencies play a role in the management and promotion of particular built heritage in Tasmania's tourism sector.
5. Overall leadership, to coordinate and facilitate the management of built heritage and its broader promotion as a tourism asset, resides with the Tasmanian Government.
6. The recommendations of the *Historic Tourism Strategy 2012-2015* have not been fully implemented.
7. Local governments play an important role in the management and promotion of heritage precincts and sites.
8. Local governments have competing demands on their resources and some may not be in a position to adequately fund heritage works within their municipalities.
9. The management of heritage buildings and sites is fragmented, with multiple agencies, organisations and the private sector directly responsible.
10. There is limited understanding of the full extent of built heritage assets with tourism potential.
11. There is a considerable amount of built heritage that is vulnerable to decay and the full extent of it is unknown.
12. Some agencies and organisations responsible for the management of heritage sites do not have heritage as their primary focus.
13. The built heritage tourism sector lacks cohesion and cooperation.
14. A diverse range of organisations and operators play a role in built heritage and built heritage tourism in Tasmania.
15. Communication between built heritage tourism operators is often limited
16. A number of heritage tourism organisations and operators suggested they would benefit from a platform that enabled the sharing of expertise and resources.
17. While signage and interpretation in some Tasmanian built heritage sites is creative, engaging and informative, other sites are negatively impacted by poor signage and interpretation.



18. Heritage locations in Tasmania are not well linked between regions and many are under-recognised and under-promoted.
19. There is increasing international interest in Tasmanian heritage.
20. There is a significant body of knowledge in Tasmania, often held by individuals as well as institutions or organisations, that could benefit the development of heritage tourism markets and products.
21. There appears to be a general lack of connectivity and synergy between tourism organisations, and the heritage sector.
22. It is widely acknowledged that PAHSMA has considerable knowledge and experience in the conservation and management of heritage sites and their marketing as tourism assets.
23. The role of PAHSMA is controlled by the *Port Arthur Historic Site Management Authority Act 1987*.
24. PAHSMA is not currently funded to take on responsibility for additional sites.
25. The Government is currently requiring PAHSMA to perform functions outside the *Port Arthur Historic Site Management Authority Act 1987*.
26. Lack of funds is one of the most significant barriers to the preservation, maintenance and restoration of heritage buildings.
27. Lack of funds is a barrier to effective management and strategy development in relation to heritage buildings.
28. Lack of funds is a barrier to the promotion and marketing of Tasmanian heritage tourism assets.
29. Funding for the preservation, maintenance and management of heritage buildings and the promotion and marketing of these to the visitor market comes from a range of sources.
30. There is a perceived lack of cohesion and consistency as to how funding is allocated.
31. The viability of a Tasmanian-based heritage lottery was not substantiated.
32. Creative fundraising by heritage organisations can be a successful way to generate funding.
33. Access to privately owned heritage buildings may be possible via negotiation with owners and occupiers.
34. Issues of privacy need to be considered with respect to accessing privately owned heritage buildings.
35. Restructure of Government Business Enterprises may impact access to heritage sites due to reduced maintenance of roads.
36. Providing physical access to heritage buildings may present a challenge in their adaptive re-use.
37. Video footage or pictorial images of privately owned heritage properties could assist to make viewing of the property available in a way that maintains occupier privacy.

38. Value adding is of critical importance to the visitor experience and the enhancement of Brand Tasmania.
39. Stories about both the heritage building and its past and present day inhabitants can considerably enhance the visitor experience.
40. Adaptive re-use may, in some instances, be the only way in which a building might be preserved and maintained.
41. There is tension between the maintenance of heritage fabric and its repurposing for tourism purposes.
42. Heritage awards exist in some other states in Australia.
43. A high level of customer service and professionalism of product delivery is important to the heritage tourism industry.
44. Volunteers are critical to the maintenance, conservation, interpretation and promotion of built heritage assets.
45. A number of organisations and sites would not be in a position to operate without the contribution of volunteers.
46. A number of organisations and sites are concerned that the ageing demographic of their current volunteers will leave them vulnerable in future
47. Organisations such as the Centre for Heritage Oatlands and the Longford Academy play a vital role in the conservation of Tasmania's built heritage.
48. The work of heritage conservation skills organisations raises Tasmania's profile as a leading example of heritage conservation.
49. Heritage conservation skills organisations have the potential to generate employment, particularly in regional areas.
50. Heritage conservation skills organisations have become tourism assets in their own right and there is potential for further growth.
51. Roving curators or shared heritage advisors are a way of providing expertise and advice to organisations or sites that do not have sufficient resources to directly employ them.
52. Given the importance of built heritage to Tasmania's economy, there would be value in tertiary education that includes specific units in heritage tourism.
53. Demand studies identify the viability of heritage tourism projects.
54. Historic streetscapes and cultural landscapes are a key attraction to visitors and play an important role in heritage tourism in Tasmania.
55. Heritage tourism is important to economic growth in regional areas.

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## 7. RECOMMENDATIONS

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### Leadership and strategic direction

1. That the current contribution that built heritage makes to tourism in Tasmania be better recognised.
2. The Government be responsible for facilitating and implementing a Statewide heritage tourism strategic framework in consultation with Local Government, regional tourism organisations, ICOMOS, the National Trust and the private sector. The strategic framework should be predicated on policies that protect the values of Tasmania's built heritage.
3. The Government review the *Historic Heritage Tourism Strategy 2012-2015* and take its recommendations into account.
4. The Government, in conjunction with Local Government, promote better-practice heritage management, incorporating the requirements of the *Burra Charter* and its accompanying Guidelines and Practice Notes.
5. The Government conduct a comprehensive evaluation of Tasmania's built heritage assets in collaboration with Heritage Tasmania, Local Government and the private sector. The evaluation should include identification and the level of vulnerability of built heritage assets, as well as an assessment of their future value for tourism purposes. This evaluation should include industrial heritage.
6. Greater attention be paid to strategic management and maintenance of state-owned heritage assets. Sites should be assessed for heritage tourism uses and a more appropriate model for managing them should be investigated.
7. The Government ensure that tourism expertise is included on the Heritage Council, and heritage tourism experience is included on the Tourism Tasmania board.
8. The Government work with relevant bodies to coordinate an annual forum for the heritage tourism industry.

### Presentation and marketing

9. The Government moves to assist tourism organisations and industries to deliver consistent marketing and branding messages.
10. The Government work with Local Government, relevant tourism organisations and managers of heritage sites to review and improve signage.
11. The Government facilitate a Statewide built heritage route and itineraries.
12. The needs of international visitors be taken into account when developing heritage tourism products, for example QR coding.

## **PAHSMA**

13. The Government review the *Port Arthur Historic Site Management Authority Act 1987* with a view to broadening the role of PAHSMA in assuming responsibility and providing expertise for the benefit of other heritage sites, both public and private.
14. If PAHSMA is tasked with responsibility for additional sites, or given a greater role in assisting other organisations, it should receive adequate resources to do so.
15. PAHSMA be given responsibility and funding for managing the Eaglehawk Neck Officers Quarters and Darlington Probation Station.

## **Funding**

16. The Government seek new opportunities to provide funding to support conservation of built heritage and its promotion as a tourism asset.
17. The Government consider the viability of a Tasmanian-based heritage lottery and maintain a watching brief on any developments in the Australian Government's consideration of a national heritage and arts lottery.

## **Adaptive re-use**

18. The Government ensure the guiding principles of the *Burra Charter* be adhered to when repurposing heritage buildings.

## **Heritage Awards**

19. The Government consider establishing heritage and adaptive re-use awards.

## **Training and professional development**

20. The Government strongly promote hospitality training courses and encourage their use by heritage tourism organisations and operators.

## **Volunteers**

21. Recognition of volunteers be strengthened through Government collaborating with heritage tourism organisations and enterprises to encourage volunteer recruitment and training and establish volunteer awards.

## **Conservation skills**

22. The Government promote and support the work of the Centre for Heritage Oatlands and the Longford Academy and encourage heritage tourism organisations to utilise their services.
23. The Government establish roving heritage and heritage tourism advisor positions in Tasmania.

### **Marketing skills**

24. The Government include heritage tourism units in tertiary education, e.g. TasTAFE.

### **Regional areas**

25. The Government encourage regional tourism organisations to take a whole-of-State approach in heritage tourism marketing and strategy through industry-led forums.
26. Establish linkages with all Australian Convict Sites on the World Heritage Register and companion convict sites within Tasmania and recognise that convict stories are more than the story of incarceration.

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## **LIST OF MEETINGS, SUBMISSIONS, WITNESSES, HEARINGS AND SITE VISITS**

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### **MEETINGS CONDUCTED**

25 November 2014  
12 February 2015  
5 March 2015  
17 March 2015  
31 March 2015  
20 April 2015  
27 April 2015  
1 May 2015  
19 May 2015  
20 May 2015  
22 May 2015  
17 June 2015  
18 June 2015  
25 June 2015  
2 July 2015  
31 August – 3 September 2015  
2 October 2015  
27 October 2015  
2 December 2015  
14 December 2015  
12-13 January 2016  
25 January 2016  
1 February 2016  
9 February 2016

### **SUBMISSIONS**

1. Robert Harrison
2. Sherrie-lee Evans
3. Burnie Tourism Association
4. West Coast Heritage Ltd
5. Richard Warner
6. Professional Historians Association (Tasmania)
7. Mary Ramsay
8. Glenorchy City Council
9. Lindsay Dawe
10. Eaglehawk Neck Action Community Taskforce (ENACT)
11. Tasmanian Association of Tourism Railways Inc

12. Northern Midlands Council
13. Kickstart Arts
14. Peter Pearce
15. Shene
16. Edwina Mulholland
17. Margaret Reynolds
18. Derwent Valley Council
19. Woolmers Estate
20. Lindsay Brinsdon
21. Break O'Day Council
22. Local Government Association of Tasmania (LGAT)
23. National Trust Tasmania
24. Ansons Bay Progress Association
25. George Town and District Historical Society
26. Friends of Frascati Community Garden
27. Michael Wadsley
28. Southern Midlands Council
29. Richmond and Coal River Valley Promotions
30. John White
31. Australian Institute of Architects, Tasmanian Chapter
32. Centre for Heritage Oatlands
33. Cultural Heritage Practitioners Tasmania
34. Colin Trevena
35. Jo Lyngcoln
36. Hobart City Council
37. Heritage Protection Society (Tasmania) Inc.
38. Friends of Willow Court
39. Robert Vincent
40. City of Launceston
41. South Hobart Progress Association
42. Elizabeth Springer
43. International Council on Monuments and Sites
44. Sealasash
45. Robert Morris-Nunn
46. Peter Tucker and Graeme Corney
47. James Parker and Gary Hooper
48. Tasmanian Heritage Council
49. Dianne Snowden and Chris Tassell
50. Friends of the Orphans Schools
51. Port Arthur Historic Management Authority
52. Anne McConnell
53. Jenny Bicanic
54. Battery Point and Sullivans Cove Community Association
55. Government of Tasmania
56. Hobart First Settlers Association Inc
57. Margaret Long
58. Peter Paulsen



## **HEARINGS AND WITNESSES**

### **Monday 20 April 2015, Parliament House, Hobart**

- Woolmers Estate represented by Mr Peter Rae, Chairman and Mr Damian Saunders, General Manager;
- Government of Tasmania, represented by Mr Peter Smith, Director Heritage Tasmania, Mr John Fitzgerald, Chief Executive Officer Tourism Tasmania and Ms Gillian Parssey, Manager Tourism Product and Planning, Tourism Tasmania.
- Tasmanian Heritage Council represented by Ms Brett Torossi, Chair Heritage Tasmania and Mr Peter Smith, Director Heritage Tasmania.
- Dr Dianne Snowden and Mr Chris Tassell

### **Monday 27 April 2015, Parliament House, Hobart**

- Glenorchy City Council represented by Mr Tony McMullen, Manager City Strategy and Mr David Parham, Heritage Officer;
- Southern Midlands Council represented by Mr Brad Williams, Manager Heritage Protection;
- Professional Historians Association represented by Ms Kathryn Evans, President and Ms Caroline Evans, Vice President;
- Cultural Heritage Practitioners represented by Ms Anne McConnell;
- Centre for Heritage Oatlands represented by Mr Martin Farley, Executive Director;
- Hobart City Council represented by Mr Brendan Lennard, Senior Cultural Heritage Officer, Mr Neil Noye, Director Development and Environmental Services, Mr Tim Short, Group Manager Executive and Economic Development and Alderman Jeff Briscoe, Chairman City Planning Committee;
- Professor Hamish Maxwell-Stewart;
- Professor Robert Morris-Nunn;
- Mr Peter Tucker and Mr Graeme Corney;
- Sealasash represented by Mr John Brennan and Mr Colm O'Shiel;
- Shene represented by Mrs Anne and Mr David Kernke;

### **Tuesday 19 May, Break O'Day Council Chambers, St Helens, Tasmania**

- Break O'Day Council represented by Mr John Brown, Councillor Mick Tucker, Councillor Glenn McGuinness, Councillor Barry Le Fevre and Councillor John Tucker.

### **Wednesday 20 May, Henty House, Launceston**

- National Trust Tasmania represented by Mr Dario Tomat, Chair, Dr Marion Myhill, Deputy Chair, Mr Matt Smithies, Managing Director and Ms Peta Newman, Volunteer;
- City of Launceston represented by Matthew Skirving, Eamonn Seddon and Fiona Ranson.
- Heritage Protection Society Tasmania represented by Mr Lionel Morrell and Mr Ian Routley;
- Northern Midlands Council represented by Cr David Downie, Mayor and Ms Lorraine Green, Economic and Community Development Manager.

## **HEARINGS AND WITNESSES CONT'**

### **Thursday 21 May, Henty House, Launceston**

- George Town and District Historical Society represented by Mr Peter Cox and Ms Lorraine Wootton;
- Mr Ray Foley;
- Mr Errol Stewart;

### **Thursday 21 May, Harris Building, Burnie**

- Burnie Tourism Association represented by Ms Tracy Anderson, President, Ms Lynne Ferencz, Member and Mr Derek Bellamy, Secretary.

### **Friday 22 May, West Coast Heritage Museum, Zeehan**

- West Coast Heritage Inc. represented by Mr Phil Vickers

### **Wednesday 17 June, Parliament House, Hobart**

- International Council on Monuments and Sites (ICOMOS) represented by Mr John Wadsley and Mr Robert Vincent;
- Port Arthur Historic Site Management Authority (PAHSMA) represented by Mr Stephen Large, Chief Executive Officer, Ms Jane Harrington, Director Conservation and Infrastructure, Ms Anne McVilly, Director Tourism Operations and Ms Kate McCarthy, Marketing Manager;
- Eaglehawk Neck Action Community Taskforce (ENACT) represented by Mr Lynton Foster, Mr Greg Jones and Ms Ruth Moon;
- Derwent Valley Council represented by Cr James Graham and Ms Jess Dallas, Regional Development Officer;
- Ms Sarah Lebski;
- Mr Richard Warner;
- Mr Robert Vincent;
- Australian Institute of Architects Tasmania represented by Mr Brad Wheeler, President and Mr Andrew Williamson, past President;
- Mr James Parker;
- Mr Peter Pearce;
- Ms Margaret Long.

### **Thursday 18 June 2015, Parliament House, Hobart**

- Government of Tasmania represented by Mr Pete Smith and Ms Gill Parssey

### **Thursday 2 July 2015, Parliament House, Hobart**

- Destination Southern Tasmania represented by Ms Melinda Anderson, Chief Executive Officer;
- East Coast Regional Tourism Organisation represented by Mr David Reed, Chairman;
- Tourism Northern Tasmania represented by Mr Chris Griffin, Chief Executive Officer.

### **Friday 2 October 2015**

- Mr Simon Currant, AO;
- Tourism Industry Council Tasmania (TICT) represented by Mr Luke Martin, CEO

## **SITE VISITS**

- Hobart;
- St Helens – town tour, History Room;
- Derby – Tin Dragon Centre;
- Launceston;
- Longford – Brickendon and Woolmers;
- Burnie – Burnie Regional Museum;
- Zeehan – West Coast Heritage Museum and Gaeity Theatre;
- Queenstown – town tour, mine sites, Mt Lyell Administration Offices;
- New Norfolk/Derwent Valley – Willow Court, Redlands;
- Pontville – Shene;
- Tasman Peninsula – Port Arthur Historic Site, Coal Mines, Officer's Quarters at Eaglehawk Neck;
- Ballarat city tour;
- Melbourne city tour
- Adelaide and North Adelaide tour;
- Burra town tour, Paxton Square, Burra Burra and Bon Accord Mines, Redruth Gaol and Martindale Hall.

