

**Derwent Valley Council**

**WILLOW COURT &  
BARRACKS PRECINCT**

**New Norfolk, Tasmania**

**Business Plan &  
Development Plan**



Prepared by

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## **DISCLAIMER**

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## EXECUTIVE SUMMARY

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This report is about the future use of a number of Heritage-listed property assets known as the Willow Court and Barracks Precinct at New Norfolk, in Tasmania's Derwent Valley. It has been commissioned by the Derwent Valley Council (DVC).

The report consists of three (3) parts. The first represents a consolidated summary of the principal findings from a series of plans, reports, studies and documents commissioned by DVC over the last 10 years. The second is a business plan which offers a business strategy for the adapted re-use of the buildings in the Precinct. The final part of the report offers a step-by-step development strategy for a sensitive, staged restoration and adaptive re-use of the site over the next five to seven years.

The study has been carried out within a framework established by DVC. It laid down a series of development principles. These were that:

- The development should have no financial impact on DVC ratepayers;
- Whatever is proposed for the site must be capable of becoming sustainable;
- The conservation principles of the Burra Charter should be observed – “do as much as necessary and as little as possible”;
- The proposed strategy should have links with other visitor attractions in the area; and
- Employment opportunities should be generated.

The study has been undertaken through a combination of examining and evaluating past reports, one-on-one interviews with stakeholders and regular meetings with the Willow Court Precinct Special Committee set up by DVC. The diverse make-up of this Committee has enabled it to represent the views of the community and act as a sounding board for community input and feedback, building on community consultative processes undertaken in previous years.

The principal finding of this study is that the scale and complexity of the Willow Court and Barracks Precinct project does not represent core business for DVC. Transfer of the assets, with Ministerial approval, to a new independent entity under a governance model providing for a skills-based board of management is advocated. Under this governance framework, it is recommended that an expert panel of specialists be established to advise the board in such areas as conservation, building, heritage, interpretation etc.

To kickstart the development plan, it is essential that funding available under a previously committed Tasmanian Government grant (understood to be \$750,000) and the balance proceeds generated from the earlier sale of buildings in the Precinct be committed by DVC to the new entity as seed capital. Such funds should be augmented by the proceeds of sale of assets from the nearby Oval. These sources are expected to yield a total of around \$2 million.

Research into comparable attractions in Tasmania and in other parts of Australia would support the position that, while business activities in the Precinct can become sustainable in four years,

the initial restoration and ongoing conservation of the site will require recurrent funding from other sources. This looms as the biggest challenge facing the project – the capacity to raise the estimated \$9.1 million to conserve the buildings. It has been recommended that the “Willow Court brand” be subject to an extensive makeover, so that all dimensions of the brand are recognised, not just its long history with the treatment of mental illness. This will offer access to a wider range of possible funding options.

The study has identified a range of opportunities for the site, including:

- Focal point for tourism in the Derwent Valley region, as well as utilisation of the buildings as part of a broader tourism experience;
- Relocation of the Visitor Information Centre and the New Norfolk Historical Information Centre to the site;
- Innovative and vibrant art gallery;
- Utilisation of the assets by the community to include artisans at work and buskers and others providing entertainment in a dynamic “market atmosphere” showcasing the diversity and quality of what the Derwent Valley does best;
- Interpretive guided and self-guided tours;
- Quality arts and crafts;
- Interactive museum exhibits;
- Café style food and refreshments, to include catering to the needs of families;
- Concerts and similar events ‘behind the wall’;
- Educational tours;
- Visitor packages, linking Willow Court with other attractions in the Derwent Valley;
- Restoration of Frescati as an exemplar, showcasing the “old and the new” in terms of best practice in energy use and conservation and climate change initiatives;
- Expansion of the existing community/farmers’ market and its relocation to the site; and
- An exciting calendar of events to keep the site fresh and a catalyst for repeat visitation.

The development plan provides for a staged development over the next five to seven years, commensurate with progress under the capital raising program. Given the adverse history of this site and a clear level of frustration and dissatisfaction in the community, it is considered vital that outcomes under the implementation process become visible to stakeholders and the wider community within the first 12 months, even if the initial steps are small. Accordingly, it has been recommended that a robust communication strategy be maintained throughout the life of the project.

Willow Court pre-dates Port Arthur. Its history is no less profound. While it shares convict links, what it has to showcase is unique. It has a different story to tell. Willow Court has the potential to become a world-class attraction. It has been recommended, therefore, that the long term vision be set for the site to become World Heritage listed and linked to World Heritage and Tasmanian Heritage trails.

## RECOMMENDATIONS

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1. An entity to be named Willow Court Management Limited (or similar), separate to the Derwent Valley Council, be established to set the strategic direction for Willow Court and oversee implementation of the business plan and development plan.
2. Professional legal advice be obtained on the exact form that the new entity should take.
3. Willow Court and Barracks Precinct property assets, currently owned by the Derwent Valley Council, be transferred to this new entity (say, a Trust or company limited by guarantee) to put the project at arm's length from Council.
4. Clear terms of reference be established under the Trust Deed (or similar), in support of the transfer of property assets to the new entity.
5. Ministerial approval, as required, be sought for the creation of such an entity to assume ownership of Willow Court and Barracks Precinct property assets.
6. The new entity's board of management be skills-based and include representation from the Derwent Valley Council, Willow Court Precinct Special Committee and the wider Derwent Valley Community.
7. The balance of funds generated from the prior sale of property assets in the Willow Court complex be transferred by the Derwent Valley Council to the new entity as seed capital.
8. Funding under a previously committed grant from the Tasmanian Government be transferred as seed capital to the new entity, with the formal approval of the funding agency.
9. Negotiations be entered into with the Federal Government for a new grant to replace that for \$750,000 which was withdrawn.
10. Proceeds from the sale of property assets in the Oval Precinct be transferred by Derwent Valley Council to the new entity as seed capital.
11. Close and ongoing liaison be maintained between the new entity and Heritage Tasmania throughout the life of the project.
12. The articles of *The Burra Charter: The Australia ICOMOS Charter for Places of Cultural Significance (1999)* apply to works carried out on the site.
13. The overarching aim be to retain the integrity of the site, not just the buildings, but the stories, the landscape and the artefacts.

14. An expert advisory panel (conservation, building, engineering, architecture, archeology, heritage, interpretation etc) be established to provide specialised input to the board of management.
15. Restoration and remedial works under the development plan for the site be undertaken progressively in a series of stages, say, over five to seven years, commensurate with progress under the fundraising program.
16. Costings of all proposed works be subject to detailed professional review by architects and quantity surveyors before each stage of the project development is undertaken.
17. A general clean-up be undertaken to rid the site of its unkempt appearance and improve its overall presentation, including implementation of a weed control program.
18. Power, technology, water, security and asbestos removal works on the site be adopted as priorities under the development plan.
19. Early negotiations be entered into with the Tasmanian Government and Aurora Energy to address power issues to the site and associated funding arrangements.
20. Quality controls be established to ensure that all remediation and restoration works are carried out to a high standard of workmanship, cognisant that weather and water are major causes of damage to buildings.
21. A balance be struck between the use of Willow Court infrastructure and facilities by the community and their utilisation as part of a broader tourism experience.
22. Community use of the infrastructure and facilities of the site be extended to include artisans at work and buskers and others providing entertainment in a vibrant “market atmosphere” showcasing the diversity and quality of what the Derwent Valley does best.
23. Negotiations be entered into with the operators of the existing community/farmers’ market to relocate to the site in an expanded form.
24. A Project Manager be appointed to drive implementation of the business plan and development plan, reporting to the board of management of the new entity.
25. A robust communication strategy be developed, initially to explain fully the creation of a new entity and proposed transfer of assets and, subsequently, to keep stakeholders and the broader community informed of progress.
26. A detailed fundraising plan be established, focusing on grants of all kinds, sponsorship and support from the general public and the Federal and Tasmanian Governments.
27. Commencement of the fundraising program be addressed as a high priority business strategy.
28. An experienced writer of grant applications and funding submissions be engaged to source funding and in-kind support as an integral element of the fundraising plan.

29. Members of the Willow Court Precinct Special Committee be invited to form themselves into an entity named Friends of Willow Court Inc (or similar) to provide the nucleus of future volunteer support for the project.
30. Creation of a quality website be assigned a high priority for purpose of building 'brand' awareness, stimulating inquiries, attracting funding and publicising the progressive transformation of Willow Court.
31. A complete makeover of the "Willow Court brand" be undertaken so that ALL dimensions are featured, including the treatment and history of mental illness, community use, military history, education, Frescati exemplar strategy etc.
32. A signage policy be developed for the whole Precinct.
33. The current inadequacies of signage be addressed by erecting an appropriate welcome sign at the entrance to Willow Court and directional signage off the Lyell Highway and at strategic locations in the central business district of New Norfolk.
34. The Planning Scheme of Derwent Valley Council be reviewed to ensure that it offers sufficient flexibility to address requirements such as off-site parking.
35. An effective traffic management plan be established for all roads on the site, with clear preference for pedestrians and on-site residents.
36. Alternative access routes to The Avenue be examined, as part of the creation of an effective traffic management plan, having regard to the potential for increased traffic volumes and population growth.
37. A vibrant calendar of events be established for the site under which something new is regularly offered.
38. An early program be established for collecting community knowledge by interviewing people and recording their oral histories in respect of their connection with Willow Court, recollections, the cultural life of the community during the period that Willow Court was operating etc.
39. The professional expertise of the Queen Victoria Museum and Art Gallery or similar body be retained to assist with presenting and interpreting the exhibits to the professional standard demanded by today's discerning consumer.
40. Members of the board of management of Willow Court Management Limited be remunerated.
41. Appropriate locations for interpretative signage be investigated and identified.
42. An authenticity label be produced for merchandise made at, or available from, Willow Court.

43. The Derwent Valley Information Centre and the New Norfolk Historical Information Centre be relocated to the site.
44. Entry fees in the first year be set as adult (\$15), child (\$6), family (\$34) and concession (\$13).
45. Although located separately from the Willow Court and Barracks Precinct, make Frescati and its gardens an integral part of the Precinct restoration program, as it complements the rest of the site and has strong historical links to it.
46. The potential to use Frescati for bed and breakfast accommodation be investigated, mindful that the conservation plan for the building does not support the creation of ensuite bathroom facilities, a mandatory requirement for a bed and breakfast business today.
47. To improve site security further, a caretaker be appointed to occupy Frescati, following its restoration.
48. Frescati and its gardens be developed as an exemplar, combining the “old and the new” in terms of best practice in energy use in the dwelling and climate change initiatives (water usage and storage, solar heating, recycling, education/garden tours, development of old plant varieties etc).
49. Source and assess original site materials in the form of artefacts for their heritage significance and relevance to interpretation.
50. A long term vision for the site be adopted, providing for its addition to the World Heritage List and linked to World Heritage and Tasmanian Heritage trails.



## ACKNOWLEDGEMENTS

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An assignment of this nature is limited in its ability to produce worthwhile results, but for the co-operation of a number of people in many organisations.

The consultants wish to acknowledge the assistance given by Stephen Mackey, General Manager of Derwent Valley Council and members of the Willow Court Precinct Special Committee established by Council and chaired by John Boutchard.

The opportunity is also taken to acknowledge and thank the following individuals and organisations for their contributions and assistance:

Boersma, Ian	Heritage Tasmania
Brown, Ian	Child and Family Centre, Clarence Plains
Chalmers, Chris	Shields Heritage
Davis, Mary	Derwent Valley Visitor Information Centre
Dean, Kerry	Richmond Gaol Historic Site
Hetherington, Sandra	Friends of Frescati Community Garden
Jackson, Trevor	Cascades Female Factory
Jarvis, Nick	Disability Child Youth & Family Services
Jones, Nick	Platypus House
Large, Stephen	Port Arthur Historic Site Management Authority
Lewis, Deb	Department of Economic Development and Tourism
Menzie, Kaye	Derwent Valley Visitor Information Centre
Nicholson, Tony	Historian
Pearce, Hadyn	Willow Court Antiques
Poulet, Peter	State Architect
Rice, Lou	Former employee of Royal Derwent Hospital
Rieusset, Brian	Penitentiary Chapel Historic Site
Sapier, Dan	Department of Economic Development and Tourism

Saunders, Damian

Woolmers Estate

Saunderson, David

Department of Economic Development and  
Tourism

Scott, Lesa

Highfield Historic Site

Smith, Pete

Heritage Tasmania

Stacey, Maria

Port Arthur Historic Site Management Authority

Verhulst, Sharon

Beaconsfield Mine & Heritage Centre

Zantuck, Roger

Rivers Run Tourism Association



## SECTION 1. REPORT

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### 1.1 BACKGROUND

- The Willow Court and Barracks Precinct is a Heritage-listed landmark situated at New Norfolk, in Tasmania's Derwent Valley.
- It was the oldest mental hospital in Australia still in use, at the time of its closure in 2000. It dates back to the times of Governor Arthur. In 1827, he ordered a hospital be built at New Norfolk to take all convict invalids from various outstations.
- While subject to several name changes in its history of 173 years (the last being The Royal Derwent Hospital in 1968), its focus continued to be on the care of the mentally ill.
- Willow Court closed on 17 November 2000 and its last residents were transferred to the redeveloped Millbrook Rise site.
- The name "Willow Court" derives from two willows planted in the courtyard by Lady Jane Franklin, said to have come from the grave of Napoleon.
- The buildings forming the "Willow Court and Barracks Precinct" consist of a prominent collection of buildings, comprising:
  - The Barracks;
  - Bronte House; and
  - Carlton House/Ward C.
- **For purpose of this study, it is recommended that Frescati also be included.** Although located separately on the other side of The Avenue, away from the main Precinct, constant reference to Frescati was made by those who contributed to our study. Frescati has strong historical links with the rest of the Precinct, a progression of medical superintendents having resided there until 1972. Moreover, its inclusion is considered valid for purpose of achieving a holistic approach to the restoration task.
- DVC owns the buildings. Over a period of around 10 years, it has commissioned a number of studies, reports, plans and investigations as part of an overarching strategy to identify adaptive re-uses for the buildings in a sensitive manner that respects the history and heritage of the site.
- For a variety of reasons, such plans have not been implemented. Meanwhile, the buildings have fallen further into disrepair and have been subject to graffiti, vandalism, small fire damage, break-ins, thefts and infestation by vermin. The state of the grounds



has deteriorated too and weed growth is rampant. The site generally projects an unkempt image.

- Federal and State Governments, stakeholders and the Derwent Valley community have become increasingly frustrated and dissatisfied over the lack of action to restore the site. It is widely seen as offering a major opportunity to inject a strong sense of pride into the community.

## **1.2 PROJECT AIMS AND OBJECTIVES**

The primary aim of this study has been to prepare a business plan and development strategy for the Willow Court and Barracks Precinct.

Under this framework, the main objectives have been to:

- Consolidate all previous plans, reports and studies on the Willow Court and Barracks Precinct;
- Identify the most appropriate and viable business opportunities, taking into account the sensitivities of the area and the history of Willow Court as the oldest mental hospital in Australia;
- Establish linkages with other tourism ventures within the New Norfolk and greater Derwent Valley area;
- Determine employment requirements;
- Prepare a practical and achievable business plan for the Willow Court and Barracks Precinct;
- Prepare a development plan for the Willow Court and Barracks Precinct with a view to the first stage being open to visitors as soon as possible; and
- Identify potential funding sources.

## **1.3 SCOPE**

Although this study has focused on Willow Court, the project cannot be viewed in isolation. Consequently, it has been necessary to examine various issues in a wider context, including trends in tourism, external influences on industry growth and the market for raising the required level of funding.



## 1.4 METHODOLOGY

The study has been carried out in two (2) main stages:

### ***STAGE 1 – Creation of a business plan***

#### **Task 1: Initial briefing**

- An initial meeting was held with key representatives of DVC to determine goals, key issues, aspirations and constraints.

#### **Task 2: Site visit**

- An inspection was conducted of the site, buildings and infrastructure.
- The tourism venture potential of the buildings and area was evaluated.
- The state of the buildings and grounds was assessed to establish a baseline for the development plan.

#### **Task 3: Detailed desk research**

- Previous Willow Court documents were collated and examined.
- Critical success factors for tourism ventures of a similar nature were identified.
- Ventures for valid comparison were identified and their history/success examined.
- Background information on Willow Court and its environs was examined.
- Possible innovative ventures, programs and activities that lend themselves to the location were identified.
- Criteria/benchmarks for viable ventures have been considered.

#### **Task 4: Consultation phase**

- Meetings and workshops were facilitated with the Willow Court Precinct Special Committee, a Committee of the Derwent Valley Council formed in April 2010.
- Interviews were conducted with key stakeholders to identify issues related to Willow Court and encourage alliances.



### **Task 5: Marketing strategy**

- The “product” to be offered was determined.
- The previously devised marketing plan was evaluated in relation to product development and strategy.
- The relevance of key findings was assessed and augmented with feedback from stakeholders.

### **Task 6: Business plan**

- A business plan has been developed based on results from the five (5) preceding tasks.
- The business plan includes:
  - Vision and mission statements;
  - Management structure;
  - Marketing plan;
  - Financial plan; and
  - Risk management plan.

## ***STAGE 2 – Creation of a development plan***

### **Task 1: Identify development opportunities and constraints**

- Identified issues and opportunities have been prioritised.
- Which tourism market segments are relevant to that particular element have been identified.
- Potential use of resources and any likely constraints have been identified.



### **Task 2: Set goals and objectives**

- Goals and objectives for development which address those issues needing attention in the short, medium and long term have been identified.

### **Task 3: Determine a series of action steps**

- Action steps designed to achieve the stated goals and objectives within a specified timeframe have been described.

### **Task 4: Prepare development plan**

- A development plan for the opening of Bronte, followed by the remainder of the Precinct, has been compiled.

### **Task 5: Identify potential funding sources**

- A range of potential sources of development funding and initial working capital have been identified to enable the project to proceed.

### **Task 6: Prepare report**

- A final report, incorporating business plan and development strategies for those ideas considered to be viable, has been prepared, together with a series of recommendations.
- Recommendations have been formed, having regard to their need to be:
  - Practical, realistic and achievable in terms of the human, financial and other resources available;
  - Acceptable to, and capable of, gaining strong support and commitment from the community, the tourism industry and all levels of government; and
  - Aimed at making best use of existing resources.





## 1.5 KEY FINDINGS FROM PREVIOUS WILLOW COURT REPORTS

Approximately 422 pages of information exist regarding the development of Willow Court in the form of previous studies and other documentation. In documents accessible by the consultants, there has only been very limited commentary on Carlton House/Ward C. The following table lists the studies/documents made available by DVC for purpose of this study:

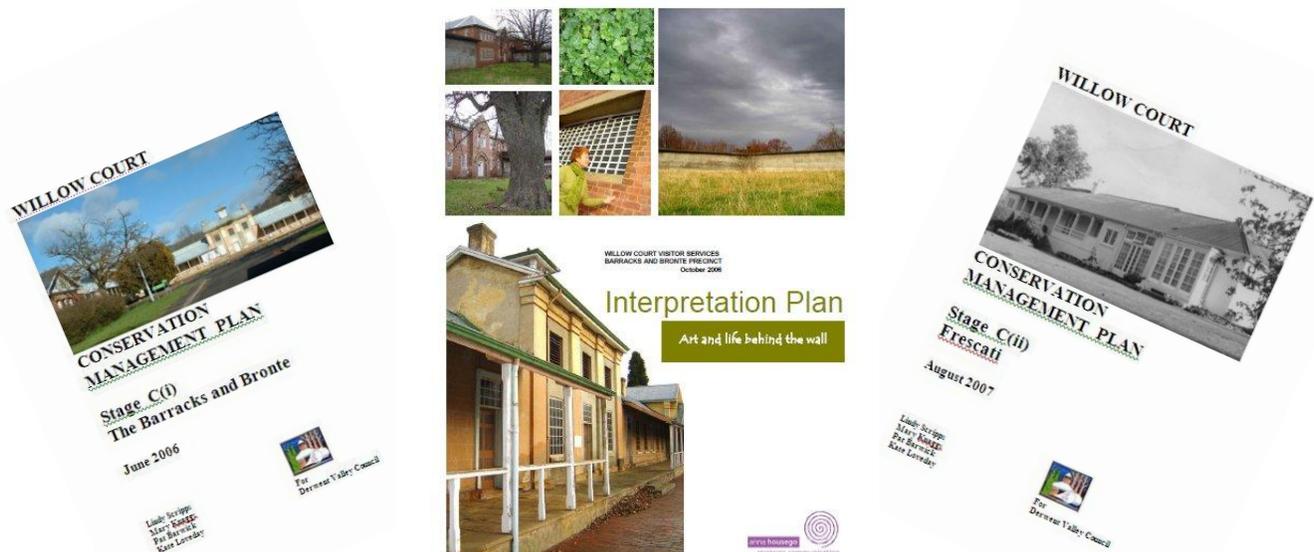
Report/Document	Time period	Purpose	Author
Willow Court Conservation Management Plan Stage C(i) The Barracks & Bronte	June 2006	Preserve and maintain 'The Barracks' building and the potential existing for 'The Barracks' and 'Bronte' to be developed as an historic interpretation centre for the site.	Barwick & Associates, Landscape Planners & Architects
Willow Court Conservation Management Plan Stage C (ii) Frescati	August 2007	Conservation of the building known as 'Frescati' and surrounding landscape.	Barwick & Associates, Landscape Planners & Architects
Electrical Site Services	2006	Underground supply and construction of street lighting for the Avenue, installation of transformer and wiring of buildings.	Aurora Energy & ECOS Pty Ltd, Consulting Engineers & Designers (plans)
Water Services	2006	Replacement and upgrade of existing water service and fire hydrants.	Johnstone McGee & Gandy Pty Ltd, Engineers & Planners (plans)
Willow Court Historical Landscape Audit	June 2004	Provide basis for future planning and development of the landscape of the Precinct.	Royal Tasmanian Botanical Gardens - Dr Alan Macfadyen, Natalie Papworth
Willow Court Historical Landscape Maintenance Plan	June 2004	Outline priority actions and general maintenance requirements for the Precinct.	Royal Tasmanian Botanical Gardens - Anne Griffin, Dr Alan Macfadyen, Natalie Papworth

Table 1



Report/Document	Time period	Purpose	Author
Willow Court Visitor Services Project Report, Barracks & Bronte Precinct	November 2006	To develop and test a concept for a tourism attraction.	SEMF Pty Ltd - Anna Housego, Morrison & Breytenback Architects Pty Ltd, Mary Knaggs, Reed McKibben & Associates, Inspiring Place Pty Ltd
Willow Court Visitor Services Project – Interpretation Plan	October 2006	To develop the Interpretation Plan for the concepts of “Art and Life Behind the Wall”.	Anna Housego
Willow Court Marketing Plan (2007 – 2010)	October 2006	To develop a marketing plan for the visitor experience (Interpretation Plan).	SEMF Pty Ltd - Sarah Lebski, Reed, McKibben & Associates - David Reed
Willow Court Redevelopment Project Budget (2008-9)	2007	Grant application.	Valley Vision and DVC
Willow Court Redevelopment Project Timeline (2009-12)	2008	Grant application.	Valley Vision and DVC

Table 1 continued



The following tables summarise the key findings and recommendations from each document listed above.



### 1.5.1 Willow Court Conservation Management Plan

The *Willow Court Conservation Management Plan* provides recommendations for the rejuvenation of the Willow Court Precinct which are in accordance with the Burra Charter. The following stages of development are suggested:

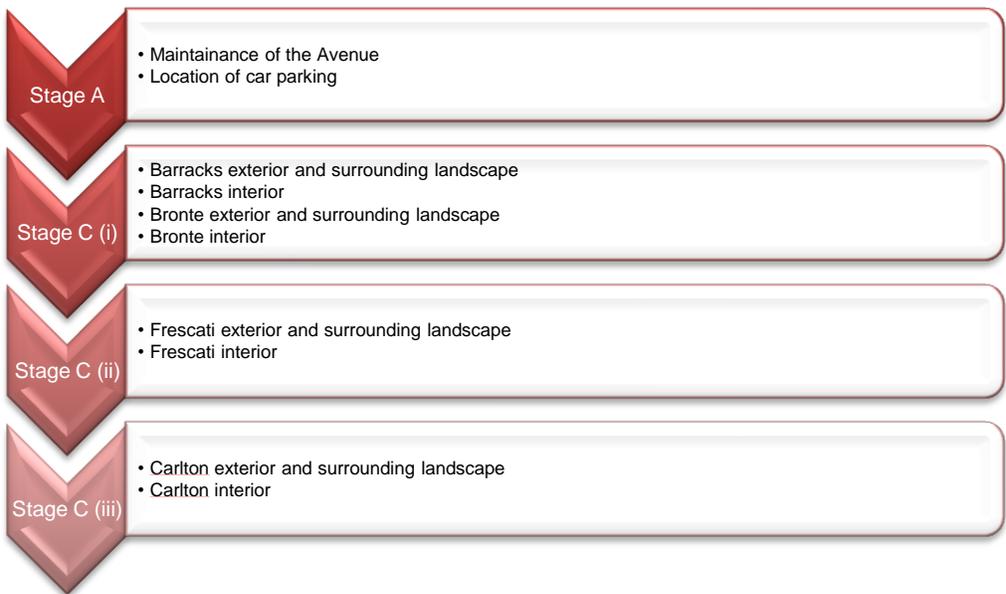


Table 2

(Adapted from: *Barwick & Associates 2006-2007*)





## Willow Court Conservation Management Plan - Milestones

Barracks		Carlton		Bronte		Frescati	
1830	Barracks constructed as a hospital for invalid convicts. Originally had a fenced forecourt (green grass and trees) and separate yard behind.	1908-9	Carlton built as a high security block for men.	1925-6	Bronte constructed as a sick ward.	1833	Frescati built by Colonial Secretary, John Burnett.
		1965-8	Extensively remodelled and extended.			1830s or 1840s	Double hawthorn hedges and grapevine planted.
1839	Two willow trees were taken from a cutting from Napoleon's grave on Isle St. Helena.					1853	Sold to Dr John Meyer, Medical Superintendent of the Insane Asylum.
1900	Fence replaced with white posts.					1859	Purchased by the hospital's Board of Commissioners.
c. 1960	Willows removed.						
1970	Flagpole removed (reportedly stored on site).						
c. 1974	Brick paving (time capsule).						

Table 3

(Adapted from: *Barwick & Associates* 2006-2007)

<b>The Avenue (including parking)</b>
<b>Conservation Policies</b>
Maintain the Avenue as the major orientation cue and entrance to the complex.
Follow a tree management plan.
Remove the self sown species of trees.
Retain the gateway as the major entry point.
Include maintenance of the gateway on the Council's work program.
Locate the majority of car parking inside the edges of the precinct so that the visual impact of parked cars does not destroy the 'campus character', there is no loss of significant green space and the complex is predominantly a pedestrian precinct.

Table 4

(Adapted from: *Barwick & Associates* 2006)



<b>The Barracks</b>	
<b>Conservation Policies</b>	
<b>Generally</b>	
1.	The articles of the <i>Australia ICOMOS Burra Charter (1999)</i> shall apply including the underlying tenet that the best conservation practice for places of outstanding or high cultural significance involves doing “as much as necessary, but as little as possible”.
2.	A thematic interpretation strategy shall be developed prior to undertaking any adaptation or interior conservation works so that these works can be informed by the interpretation strategy.
3.	A full program of conservation management shall be developed, rather than carrying out the work in a piecemeal fashion [1].
4.	Expert guidance shall be given from an appropriate and dedicated project management team including specialist consultants in archaeology, heritage architecture, landscape architecture, and interpretation.
5.	Engage professional archaeological advice prior to any excavations around or under the building. Also prior to disturbance of under-floor or other building cavity deposits. The Tasmanian Heritage Council Practice Note 2 – Archaeological Requirements – shall be followed.
6.	Engage a professional museum consultant to catalogue and manage significant loose artefacts prior to disturbance or removal of any such artefacts from the site [2].
7.	Engage appropriate materials conservator/s prior to cleaning or otherwise conserving significant fabric.
8.	Retain and preserve all existing fabric and finishes of heritage significance including redundant services but excluding the recent temporary vandal proofing, power and lighting. Stabilise in current state unless repair is required to conserve fabric.
9.	A signage policy shall be developed for the whole Barracks/Bronte/Ward C precinct. Signage shall not be attached to significant fabric.
10.	Prepare and implement a detailed cleaning and cyclical maintenance plan for the building paying particular attention to the need to preserve fragile fabric and finishes.

Table 5

(Source: *Barwick & Associates 2006*)

[1] A piecemeal approach to heritage conservation can have a detrimental affect on heritage significance as under these circumstances adequate supervision by heritage professionals (including archaeologists) is often lacking and the broader conservation and interpretation vision for the whole complex may be lost.

[2] The significance of loose furniture and equipment needs to be assessed by the museum consultant and significant items appropriately catalogued and stored nearby for future incorporation into interpretive displays possibly within the Barracks.



<b>The Barracks</b>	
<b>Conservation Policies</b>	
<b>New Insertions</b>	
15.	Vermin proof all roof and underfloor spaces and louvred windows in accordance with Policy 15.
16.	New insertions, such as those to meet disability access or environmental requirements, shall respect heritage significance (e.g. shall respect aesthetic and technical values by being low key) and the integrity of the existing fabric (i.e. shall be reversible at a future date). New insertions shall be readily understood as contemporary design. There shall be minimal visual disruption to the significant finishes and spaces.
17.	The missing section of verandah across central pavilion can be reconstructed if required for functionality
18.	Replace only as much fabric as necessary to ensure water exclusion and structural stability (i.e. patch rather than wholly replace whole boards, scarf on new bases to rotted verandah posts and architraves, lay new joists beside failed old).
<b>Roofs and Drainage</b>	
19.	Regrade surrounding ground surfaces to ensure underfloor ventilation and that ground falls away from walls.
20.	Install a new groundwater drainage system around perimeter of building. Connect all ground and roofwater drainage to new stormwater system. Works to be preceded by advice from a qualified archaeologist.
21.	The existing roof cladding may be retained – it is contributive (reasonably sympathetic in form and colour (unpainted)) rather than significant and is serviceable. The remnant paint on the existing roofing can be left to weather away (other than to the flashings – see below). The roof shall be checked for corrosion and fixings. If a new roof cladding is required in the future investigate opportunities to reconstruct a timber shingle roof. If this is not achievable, a simple unpainted galvanised corrugated steel roof is appropriate with traditional rolled profiles to the ridge.
22.	Any new flashings shall be stepped into the mortar joints of the masonry rather than sawcut.
23.	Repair / replace all roof gutters and downpipes in their current form – connect to stormwater system.
24.	Repair all chimneys reinstating significant details and finishes. Clean all chimney flues apply ventilating galvanised capping to prevent water ingress. Also to be vermin proof – Policy 14.
25.	Conserve eaves and fascia details including all painted board finish to eaves. Refix loose eaves lining boards.

Table 5 continued

(Source: Barwick & Associates 2006)



<b>The Barracks</b>	
<b>Conservation Policies</b>	
<b>External Walls</b>	
26.	Conserve significant external wall finishes (mainly under verandah) with only gentle cleaning by materials conservator, being careful to retain all graffiti. Consider not replacing any missing section of render under verandah (eg plinth stones) as it may be assisting in control of rising damp and new work will jar visually with retained painted finish. Infill repairs to vandalised significant Trompe L'oeil work may be acceptable.
27.	Stabilise render where in danger of losing large areas of significant drummy render. Sections of original render in reasonable condition shall be left untouched other than edges appropriately prepared (eg feathering and hatching) to accept new adjoining finishes.
28.	Remove recent Portland cement render and pointing from all walls (unless it can be demonstrated that the cement render has no adverse impact and/or such removal will cause damage to significant fabric). Repoint in lime mortar. Apply poulticing and/or sacrificial render where necessary to salt laden areas.
29.	External walls not facing into courtyard and to reconstructed pavilions may be limewashed to match original or early yellow ochre finish as determined by materials conservator.
30.	Only replace missing sections of render where required to ensure conservation of significant fabric (eg copings on top of exposed courtyard walls). Otherwise repair mortar only. Missing sections of mortar and render shall be replaced in a traditional lime based mortar and stucco to match adjacent significant fabric. (see also Policy 24 above).
31.	Sections of render beyond repair (eg plinths and verandah bases) shall be completely removed and replaced (with the exception of finishes under verandah – see Policy 25 above).
32.	Conserve evidence of previous structures in wall finishes (eg SE wall at South corner).
33.	Conserve remaining evidence of previous 'barber shop' enclosure on NE corner of SE verandah
34.	Reconstruct missing cast iron wall vents from lower wall areas (see also vermin proofing Policy No 14).
35.	Where new concrete yard wall has been inserted against SE wall, ensure water does not penetrate junction between new and old walls.
36.	Remove recent external mounted services (mainly electrical conduits).

Table 5 continued

(Source: Barwick & Associates 2006)



<b>The Barracks</b>	
<b>Conservation Policies</b>	
<b>Carpentry, Joinery, Doors and Windows</b>	
39.	Carefully remove temporary protective sheets to significant windows and doors.
40.	Retain and repair all original or early joinery (eg verandah posts, fire surrounds) and original and early doors and windows including hardware and high level wall vents. Do not repaint original or early finishes to elements under the shelter of the verandah or in the interior spaces.
41.	Other carpentry and joinery may be repainted where required for protection in traditional oil-based paint systems based on an investigation of on site evidence. Preparation for repainting shall ensure that evidence of earlier finishes is preserved.
42.	Resolve unsightly gap at base of c1980 reconstructed verandah posts – consider insertion of neoprene layer to fill gap.
43.	Security solutions shall be introduced in such a way so that they can be removed or replaced in the future with nil or minimal damage to significant fabric.
44.	Where missing joinery is required to be replaced (eg for security or weatherproofing) – the replacement shall be clearly a reconstruction on close inspection so it is clear which is significant fabric
<b>Interiors</b>	
45.	Where internal linings are of low heritage significance, they may be removed if required (eg late 20 <sup>th</sup> century sheeting containing asbestos). Preserve significant fabric and finishes below.
46.	Otherwise preserve 20 <sup>th</sup> century finishes and fittings where the Interpretation Plan determines that they contribute to the full story of the Barracks.
<b>New Services</b>	
47.	The installation of new services shall be in accordance with Policy 15 [3]. New services shall not be attached to or chased into areas with significant finishes.
48.	Redundant services (other than recent temporary electrical and lighting services) shall be retained and conserved subject to the findings of the Interpretation Plan.
49.	Ambient uplighting and display lighting shall be attached to freestanding systems.

Table 5 continued

(Source: *Barwick & Associates* 2006)

[3] New conduits or cable trays could run under the floors or in ceiling spaces. This will mean that sections of the timber floor be made openable for access. As most of the timber floor linings have been replaced over time, this should not be too great a heritage impact. Where sensitive floor surfaces occur, the ceiling spaces will need to be used.



<b>The Barracks Conservation Policies</b>	
<b>New Uses</b>	
50.	It has also been assumed that the upper floor spaces (1B, 5B, 6B, 10B, 15C) will not be able to be used due to access and fire safety issues. However the fabric in these areas shall still be conserved as indicated. The exception may be room 06B which could be used for an administration or research office with minimal intervention.
51.	Areas which were modified in the c1970s/80s 'restoration' period may be suitable for uses which have more impact such as kitchens and bathrooms (15B, 10A-C). Even in this situation Policy 15 shall be followed.
52.	If clean surfaces are required (eg for a more commercial or functional use) follow protective adaptation techniques (particularly in the spaces with significant interiors) such as 'dry-lining' the walls to preserve the existing finishes for future generations to appreciate.
<b>Access issues</b>	
53.	Consider contemporary yet sympathetic disability access ramp to main central courtyard axis (where height of verandah is least). Such structures to be removable in the future with minimal damage to significant fabric. Existing steps to be conserved in-situ below.
54.	Assess all areas for risk and disability access. If required, install discrete elements to minimise risk (eg increasing height of balustrading). Eg small corner stairs may require discrete barrier/s to prevent use rather than installing intrusive handrails.

Table 5 continued

(Source: Barwick & Associates 2006)





<b>Bronte</b>	
<b>Conservation Policies</b>	
<b>Generally</b>	
1.	A thematic interpretation strategy shall be developed prior to undertaking any adaptation or interior conservation works so that these works can be informed by the interpretation strategy.
2.	The Tasmanian Heritage Council Practice Note 2 – Archaeological Requirements – shall be followed.
3.	Retain the remaining original design that is essential to demonstrate former use as an institution. Some minor modifications may be acceptable if necessary for future viable new uses.
4.	The 1960s ablution block in the SW corner of the verandah (G18-19) may be removed allowing enhancement of spatial qualities of greater significance and interpretation of the more significant 1925 verandah relationship with the courtyard..
5.	The southern 1960s SW entrance porch (G5) may be removed allowing interpretation and enhancement of the more significant 1925 presentation to this facade by reinstatement of the original (or a similar) fenestration pattern. A more sympathetic and functional small contemporary porch may be constructed if required.
6.	New development in or adjacent to this site shall respect the heritage significance of the building and its setting. It shall not obscure the generous separateness of each of the major structures with their associated landscaping within the New Norfolk Hospital grounds.
7.	There shall be no additions between the building and the early retaining wall to the NE or between this building and the Willow Court and Alonnah buildings to the SW (with the exception of possible redesign of the small SW entrance porch).
8.	The original or similar fenestration pattern to the plant room (G21) may be reinstated allowing interpretation and enhancement of the more significant 1925 presentation to the courtyard. If additional space is required, a sympathetic continuation of the NE wing (current plant room G21) can be considered continuing the courtyard aesthetic.
9.	There may be some scope for new small sympathetic additions to the SE elevation of the building.
10.	If elements are to be removed including 1960s elements, first prepare an extant photographic recording of the spaces and the fabric in accordance with THC Practice Note 4.
11.	A signage policy shall be developed for the whole Barracks/Bronte/Ward C precinct. Signage shall not be attached to significant fabric.
12.	Prepare and implement a cyclical maintenance plan for the building.
<b>Cleaning / Conservation of Significant Finishes</b>	
13.	Preserve significant finishes (eg. Significant paint finishes, lath and plaster, solid plaster and pressed metal) with proven conservation techniques.

Table 6

(Source: Barwick &amp; Associates 2006)



<b>Bronte</b>	
<b>Conservation Policies</b>	
<b>New Insertions</b>	
14. New insertions, such as those to meet disability access or environmental requirements, shall respect heritage significance (e.g. shall respect aesthetic and technical values by being low key) and the integrity of the existing fabric (i.e. shall be reversible at a future date). New insertions shall be readily understood as contemporary design. There shall be minimal visual disruption to the significant finishes and spaces.	
<b>Roofs and Drainage</b>	
15. Conserve existing roof cladding – ie wide gauge short-sheeted corrugated iron. If a replacement is required in the future use unpainted galvanised corrugated steel.	
16. Conserve rotating ventilators in ridge.	
17. Traditional rolled profiles to the ridge cappings etc shall be retained.	
18. Any new flashings shall be stepped into the mortar joints of the masonry rather than sawcut.	
19. Repair / replace all roof gutters and downpipes. Reinststate missing downpipe on SE elevation. Connect all downpipes to a stormwater system discharging well away from base of building.	
20. Repair all chimneys. Clean all chimney flues apply ventilating galvanised capping to prevent water ingress. Also to be vermin proof – Policy 14.	
21. Conserve eaves and fascia details including all painted board finish to eaves. Refix loose eaves lining boards.	
<b>Exterior</b>	
22. Unpainted finishes (ie external brickwork) shall not be painted.	
23. Generally retain all 1925 external fabric including walls, roof, chimneys, ventilators, fanlights & windows. Discreet modifications are acceptable to ensure a viable new use.	
24. Verandahs may remain partially enclosed or reopened as required with the exception of the NW verandah return enclosure which appears to be original (flyscreens to be removed).	
25. Remove recent external mounted services (mainly electrical conduits but including heaters mounted on verandah walls).	
26. Carefully inspect brickwork and carry out any repointing required in mortar to match original (colour and mix).	
27. Conserve painted v-jointed boards to verandah ceilings.	

Table 6 continued

(Source: Barwick & Associates 2006)





<b>Bronte</b>	
<b>Conservation Policies</b>	
<b>Carpentry, Joinery, Doors and Windows</b>	
28.	Carefully remove temporary protective sheeting to windows.
29.	Doors are mostly 1960s replacements and can be replaced with sympathetic contemporary solutions if required. Retain doors with observation windows to spaces G7-G10.
30.	Retain and repair all original or significant external and internal joinery (eg verandah posts, fire surrounds) and original and early internal and external windows. Include significant hardware and wall vents.
31.	Repaint where required for protection in traditional oil-based paint systems based on an investigation of on site evidence. Record evidence of layered finishes prior to repainting.
32.	Security solutions shall be introduced in such a way so that they can be removed or replaced in the future with nil or minimal damage to significant fabric.
33.	Where missing joinery is required to be replaced (eg for security or weatherproofing) – the replacement shall be clearly a reconstruction on close inspection
<b>Interiors</b>	
34.	Generally retain all 1925 interior fabric including pressed metal ceilings, ceiling ventilators and smooth plaster walls. Discreet modifications are acceptable to ensure a viable new use.
35.	Retain the remaining 3 single rooms or “cells” with observation doors (G8, G9, G10).
36.	Retain the ‘Doctor’s Room’ (G7).
37.	Generally retain the undivided spaces G1, G2 & G6. If some partitioning is required design so that the original extent of the larger rooms can still be understood.
38.	Areas which were modified in the late 20 <sup>th</sup> century period may be suitable for uses which have more impact such as kitchens and bathrooms eg G3, G21).
39.	If G11 is to be modified conserve the original (pressed metal?) ceiling details where they remain concealed above the existing false ceiling. Consider re-exposure of this more significant ceiling and interpretation of former room layouts.
40.	Rooms G3, G12-G14, G21 may be altered to accommodate new uses in order to ensure the viability of any adaptation.
41.	Where fabric and linings are of low heritage significance they may be removed if required (eg ablutions in corner of verandah, other lightweight verandah partitions and late 20 <sup>th</sup> century ceilings). Conserve significant fabric and finishes below.
42.	Otherwise conserve 20 <sup>th</sup> century finishes and fittings where the Interpretation Plan determines that they contribute to the story of Bronte.
43.	Retain the internal coved upstand of the 1960s concrete floors (clear evidence of former hospital use).
<b>Access Issues</b>	
46.	Provide contemporary yet sympathetic disability access ramp.
47.	Assess all areas for risk and disability access. If required install discrete elements to minimise risk (eg increasing height of balustrading).

Table 6 continued

(Source: Barwick & Associates 2006)



<b>Frescati</b>	
<b>Conservation Policies</b>	
<b>Generally</b>	
1.	The articles of the <i>Australia ICOMOS Burra Charter</i> (1999) shall apply to any works at Frescati.
2.	Expert guidance shall be given to any building projects from an appropriate and dedicated project management team including specialist consultants in archaeology, heritage architecture, landscape architecture, and interpretation.
3.	Attempts to implement the conservation work in a piecemeal fashion could have a detrimental affect on heritage significance as under these circumstances adequate supervision by heritage professionals is often lacking and the broader vision for the whole complex may be lost.
4.	Obtain all necessary statutory heritage approvals or formal exemptions from approval before embarking on any works including repainting, re-roofing, landscaping and new services.
5.	Prepare an extant record prior to carrying out any work, and during work as fabric evidence is uncovered – all in accordance with current guidelines from the Tasmanian Heritage Office.
6.	Install a fire detection and security system for Frescati as a matter of urgency.
7.	Implement as a matter of urgency a cyclical maintenance plan to ensure all vandal proofing is secure and the roofing and roof drainage system is operational. Update and continue such cyclical maintenance during works and after conservation.
8.	Conserve all finishes and forms in significant spaces using traditional materials and methods.
<b>Curtilage and Setting</b>	
9.	A curtilage should be established for Frescati to make its management parameters clear. A minimal curtilage based on heritage values is recommended in this CMP (above).
10.	The open space setting of Frescati to the south and east should be retained (no major built features).
<b>Use</b>	
11.	The most sympathetic uses for Frescati would be those with a strong residential component. This would allow sympathetic presentation of the principal interior rooms.
12.	A use with a higher economic return to enable conservation and ongoing maintenance can be considered provided the significant interiors and garden elements are not impacted on.
13.	If part of the new use involves extensive new services (eg a commercial kitchen and public toilets) then such areas should be located in rooms of lesser significance or in a modest new sympathetic addition or outbuilding.
14.	The insertion of ensuite bathrooms partially within existing significant room spaces is not supported.

Table 7

(Source: *Barwick & Associates* 2006)



<b>Frescati</b>	
<b>Conservation Policies</b>	
<b>Adaptation</b>	
15. New insertions, such as those to meet disability access or environmental requirements, should respect heritage significance (ie be low key) and fabric (ie be reversible at a future date) and should be readily understood as sympathetic contemporary design.	
<b>Demolition (eg New Openings in Significant Fabric)</b>	
16. Generally new openings will not be allowed in significant interiors or fabric. The window openings to less significant spaces may be altered in a manner sympathetic to the overall heritage values of Frescati (Spaces 11, 13 - 16, 20-22 and 25). Where required for functionality to suit a sustainable new use, alterations to internal walls to create new openings can ONLY be considered in spaces 13 to 16 and to the walls separating spaces 20 – 22 and spaces 24 – 26 (ie doors through to spaces 19 and 23 cannot be altered).	
17. The removal of the c.1960s partitioning in the Sitting Room (spaces 7, 8, 9) to recreate one large space is recommended.	
18. The external west facing window in space 18 (bedroom) may be reconstructed as a pair of French doors with fanlight over as shown in the photographic evidence. Do not destroy fabric evidence in the process.	
19. If a new opening is unavoidable to facilitate a viable new use then it should minimise removal of significant fabric and impact on significant spatial qualities.	
<b>Reconstruction (eg of missing walls, roofs, wing areas &amp; outbuildings)</b>	
20. Further research is required (including archaeological and structural fabric investigation) prior to consideration of reconstructing assumed missing elements. Such research should be carried out by qualified archaeologists with approval from the Tasmanian Heritage Council.	
21. Consider reconstructing removed walls which separated Room 10 from spaces 10A and 10B.	
22. Consider reconstructing the 'bell cast' roof to the 'ballroom' porch (space 6A).	
<i>See the joinery policies below for further reconstruction policies.</i>	

Table 7 continued

(Source: Barwick &amp; Associates 2006)



<b>Frescati</b>	
<b>Conservation Policies</b>	
<b>Other Extensions/New Structures</b>	
23.	Extensions to facilitate a viable new use should be largely restricted to the west elevation.
24.	Extensions which 'reconstruct' to some extent the missing extended NW and SW wings are generally supported – thus recreating the previous west facing courtyard. However the format for such an extension should be developed in conjunction with advice from an archaeologist (see Archaeology policies below).
25.	Archaeological advice is also required before considering a modest extension to the west of the ballroom. The current external wall formation suggests that the 'ballroom' once extended further to the west.
26.	New extensions should generally be articulated from the existing building and should have independent sympathetic roof forms.
27.	New extensions or new structures should not imitate the detailing of Frescati but should involve sympathetic modest forms and details.
28.	Any new structure added to the rear of Frescati as part of an adaptive reuse to make the property viable should adopt a different but sympathetic external finish.
<b>Archaeology</b>	
29.	Engage professional archaeological advice prior to any excavations around or under the building. Also prior to disturbance of under-floor or other building cavity deposits.
30.	The position of former outbuildings to the west of Frescati should probably be avoided as the sites of new structures due to their likely high archaeological value.
31.	If it is decided to extend or reconstruct Frescati to the west (eg the previous outline of the NW and SW wings), then a qualified archaeologist should be consulted at an early stage. It may be more appropriate to use a footprint and construction method that avoids damage to the archaeology of the previous wing structures.
32.	A professional archaeologist should be involved in any landscape activities that are likely to uncover previous significant landscape elements such as stone flagging, paths, retaining walls, fences, other garden structures or refuse / WC sites.
<b>Finishes, Fittings and Paint Colours</b>	
33.	Prior to any work have a professional report prepared on proposed finishes and colours for each significant or new element. Report to include analysis of any evidence (fabric or archival) of early finishes, fittings (eg hardware, shelving) and colours.
34.	Conserve existing pressed metal ceilings
35.	Where majority of early lath and plaster ceiling has been lost from a significant space (ie Room 19), fibrous sheet plaster may be used. Set corners with walls (ie no cornices).
36.	In particular conserve evidence of previous finishes and fittings either side of the fireplace in Sitting Room (space 9).
37.	Use oil based paint finishes to significant joinery items with paint finishes to preserve life of the items (including weatherboards, fascias, eaves linings). Remove carpets and dirt from significant timber floor areas and apply tung oil finish. Hand sanding is recommended. Do not apply modern coatings to old floors.
38.	Provide sympathetic floor rugs in high traffic areas to protect significant floors.

Table 7 continued

(Source: Barwick & Associates 2006)



<b>Frescati</b>	
<b>Conservation Policies</b>	
<b>Addressing Damp</b>	
39.	Regrade surrounding ground surfaces to ensure underfloor ventilation and that ground falls away from walls.
40.	Provide new agricultural drains around perimeter of building. Top with new swale drain in compacted gravel. Pay particular attention to the prevention of flooding in the cellar, however do not attempt to make the cellar a 'dry' space.
41.	Provide additional downpipes and rainwater heads if required to prevent roof drainage system overflowing.
42.	Connect all ground and roofwater drainage to new stormwater system.
43.	Underpin SE corner following advice from a structural engineer experienced in work on heritage buildings.
44.	Retain existing roof cladding – although not significant it is serviceable and sympathetic in form and colour (unpainted).
45.	Check the roof for corrosion and fixings. Repair / replace roof fixings, gutters and downpipes as required – connect to stormwater system.
46.	Repair only as much as necessary of early weatherboard linings where rotted (ie do not replace whole areas or lengths of boarding)
47.	Repair all chimneys so that they can be operable at a future date. Clean all chimney flues apply temporary ventilating galvanised capping to prevent water ingress and to be vermin proof.
48.	Large sections of early lime based internal and external render in reasonable condition should be left untouched other than edges appropriately prepared (eg feathering and hatching) to accept new adjoining finishes.
49.	Remove cement render and pointing from all walls. Repoint in lime mortar. Apply poulticing to salt laden areas. Apply traditional lime render or plaster elsewhere matching any remaining adjacent significant render or plaster finishes.
50.	Install flashing under lower weatherboards and over foundation wall.

Table 7 continued

(Source: Barwick & Associates 2006)





<b>Frescati</b>	
<b>Conservation Policies</b>	
<b>Repair/Reconstruction Generally Including Finishes and Joinery Elements</b>	
51.	Replace only as much fabric as necessary to ensure water exclusion and structural stability (ie patch rather than wholly replace whole glazing bars, frames and architraves)
52.	Stabilise significant finishes (eg paint finishes, lath and plaster, solid plaster and pressed metal) with proven conservation techniques.
53.	Carefully remove all vermin droppings and skeletons and redundant loose furniture and equipment (significance of loose items needs to be assessed by museum consultant).
54.	Conserve all early weatherboards and painted board eaves linings.
55.	Vermin proof all roof and underfloor spaces.
56.	Retain and repair any early door and window hardware.
57.	Conserve the one early remaining fire surround in Room 17. Provide sympathetic mantle shelf.
58.	Reinstate a sympathetic timber fire surrounds to other fireplaces after carefully removing modern surrounds and investigating evidence of original.
59.	Reinstate appropriate traditional hearthstones based on fabric evidence.
60.	Reinstate traditional joinery doors to all door openings in significant spaces. Use the only remaining panel door (the front door D1 to space 3) as inspiration. Check there is no useful oral or photographic evidence of interiors from previous residents.
61.	In areas 13 – 16 and between rooms 20 – 22 use simple contemporary door leaves in keeping with the existing c1960s joinery.
62.	Remove pelmets from above significant window openings.
63.	Remove textured wallpaper space 10.
64.	Consider removal of timber picture rails in significant interiors.
65.	Provide more sympathetic window hardware to significant windows (currently c1960s chrome fittings).
66.	Conserve / reconstruct three traditional roof lights to hallway (space 12)
<b>Joinery Finishes</b>	
67.	The first preference for joinery conservation and reconstruction is to carry out the reconstruction work (keeping as much original fabric – mostly Australian Cedar - as possible) in a similar timber as the original. The interior joinery finishes in the principal spaces can then be French polished as original.
68.	If paint removal would damage significant existing joinery or if there are insufficient funds at this time to achieve French polished joinery in the significant spaces –a sympathetic painted interior joinery finish is acceptable. In this situation, the timber used is less important and less costly timbers can be used. However the work should be carried out in such a way that does not preclude future reinstatement in a similar timber and a French polish finish being applied to the new and old joinery.
69.	Removal of paint from significant joinery and reinstatement of French polished finish should only be carried out by experienced fabric conservators.
70.	An intermediate option is to reconstruct the joinery in at least one or two of the principal rooms for a French polished Australian cedar finish.

Table 7 continued

(Source: Barwick &amp; Associates 2006)



<b>Frescati</b>	
<b>Conservation Policies</b>	
<b>Services</b>	
71.	To prevent chasing of walls and to ensure minimal visual disruption to the spaces with their existing redundant fittings it is proposed that new plumbing, ducts, conduits or cable trays run under the floors or in roof spaces.
72.	Provide ceiling mounted 'pull' light switches rather than damage significant wall finishes, fabric or joinery.
73.	Where GPOs cannot be located on reconstructed joinery then make sections of the timber floor be made openable for access to general power outlets (rather than cutting these into significant joinery).
<b>Other Issues</b>	
74.	Conserve evidence of the former roof framing format and previous timber shingle roofing including roofing battens. Only remove sections where there is no prudent or feasible alternative.
75.	In any future repair of the roof or re-roofing exercise retain the "short sheets" of galvanised corrugated iron which give the roof character and detail.
76.	Conserve early eaves lining and fascias in-situ where possible. As long as there is no water or bird/vermin ingress the split eaves do not need an 'as new' repair. Consider a small expressed stabilising batten across major splits.
77.	Replace bottom section of rotted corner stop mouldings to match existing.
78.	Reinstate scotia mouldings under gutters where missing.
79.	Conserve chimneys in current form retaining early render.
80.	Use stepped flashings adjacent to masonry elements such as chimneys rather than saw cutting in new flashings

Table 7 continued

(Source: Barwick & Associates 2006)





## 1.5.2 Willow Court Electrical Site Services

### Electrical Site Services

#### Works include:

New site HV power supply with Avenue Street lighting, connect LV supply and rewire Barracks, Bronte, Carlton, Therapy, Allonah, Community House, Frescati buildings.

Aborist will need to trim trees where contractors require access.

Table 8

(Adapted from: *ECOS Pty Ltd 2006*)

## 1.5.3 Willow Court Water Services

### Water Services

#### Works include:

New water connections from the Avenue, Humphrey and George Sts to lot boundaries, supply and install nine new fire hydrants, make all existing pipe work to internal fire hydrants redundant, remove all existing fire hydrants.

Table 9

(Adapted from: *Johnstone McGee & Gandy Pty Ltd 2006*)

## 1.5.4 Willow Court Site Security

### Site Security

#### Works include:

Supply, install and commissioning of a security and CCTV System. The system will provide smoke and intruder detection, and CCTV coverage for the council owned buildings at Willow Court.

Table 10



### 1.5.5 Willow Court Historical Landscape Audit and Maintenance Plan

<b>Willow Court Landscape Audit and Maintenance Plan</b>		
<b>Frescati</b>		
<b>Plant</b>	<b>Priority</b>	<b>Maintenance</b>
Tree assessment by arboriculturist	1	Lombardy Poplar (tree 181) has large hole at the base.
Hawthorn hedge	1	Remove weeds (Ivy, Elm, Plum, Robinia and Periwinkle) by cutting and pasting. Initial major prune to reinstate batter in winter, annual spring trimming. Propagate from existing hedge and reinstate boundary hedge planting.
Hedge batter	1	Shaping the hedge such that the base is wider than the top allowing uniform light.
Tree of heaven suckers	1	Cut and paste suckers (with repeat application) and remove stump and saplings.
Tree work	1	Lombardy Poplar (tree 181) has a bees nest. Common Maple (tree 171) is in poor condition and should be repropagated (if required) and removed. Two Flowering Cherries (trees 175 & 176) are almost dead and should be repropagated (if required) and removed.
Terraced garden	3	The only trees of significance are a Common Maple, Hornbeam, two Horse Chestnuts and three Lombardy Poplars. Removal of all other trees and weeds from bank, including stumps. Terraces and paved steps should be preserved and restored.
Grape vine	1	The shed over which the vine now grows may not be the optimal long-term support. Prune back to manageable size in summer.
Frescati House	1	Suckers including Poplar and Tree of Heaven need removal.
<b>The Barracks</b>		
<b>Plant</b>	<b>Priority</b>	<b>Maintenance</b>
Yew, Red Cedar, Silver Birch	1	Remove adjacent pavers around the roots (at least as far as the extent of the canopy).

Table 11

(Adapted from: Macfadyen et al 2006)



# Willow Court Landscape Audit and Maintenance Plan

## Carlton

Plant	Priority	Maintenance
Robinia	1	In poor condition (tree 88) and requires corrective treatment.
Privet Hedge	2	Suckering weeds need to be removed.
Holly	2	Needs to be pruned and reshaped.

Table 11 continued

(Adapted from: *Macfadyen et al 2006*)





### 1.5.6 Willow Court Visitor Services Project Report

<b>Willow Court Visitor Services Project</b>	
<b>Identified Markets</b>	
Primary	Tourism
Secondary	Education & Learning
<b>Market Testing Concepts</b>	
"Art Behind the Wall"	Leading with art produced by those with mental illness, displayed in the setting of the former Willow Court psychiatric hospital and supported by engagement with the stories of those who lived and worked in the institution, potentially through to contemporary experiences of mental illness.
"Life Behind the Wall"	Supporting with stories of patients, staff and the relationship between the institution and the town of New Norfolk; the way that society's treatment of mental illness has changed; and the connections to the evolution of styles for buildings and architecture.
<b>The Visitor Promise and Experience</b>	
Brand and delivery	Attraction (personalised with stories) focused on delivering a visitor experience for a tourism audience, rather than one that is more traditionally a museum and/or art gallery visit.

Table 12

(Adapted from: SEMF et al 2006)

#### *Four design themes of the project*

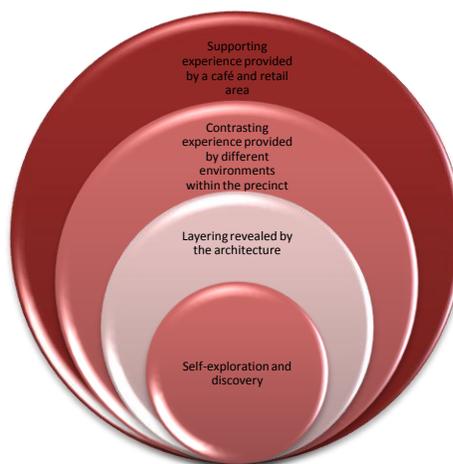
Bronte appropriately redeveloped to house ticketing, café, retail, meeting and display spaces.

Barracks conserved with adaptive reuse of interior spaces for the visitor experience.

Development of buildings over time and the marks that the inhabitants have left on the building fabric.

Table 13

(Adapted from: SEMF et al 2006)





<b>Willow Court Visitor Services Project</b>	
<b>Market Planning</b>	
External Success Factors	Development of a critical mass of attractions in New Norfolk.
	The strength of regional visitation.
	The capacity for a Willow Court-based tourism attraction to take a lead role in developing strategic and cohesive partnerships with appropriate businesses throughout the Derwent Valley.
Market Success	Less about market growth and more about market share.
	Requires significant investment in start-up marketing to position in marketplace.

Table 14

(Adapted from: SEMF et al 2006)

***Proposed product brand for “Art Behind the Wall”***

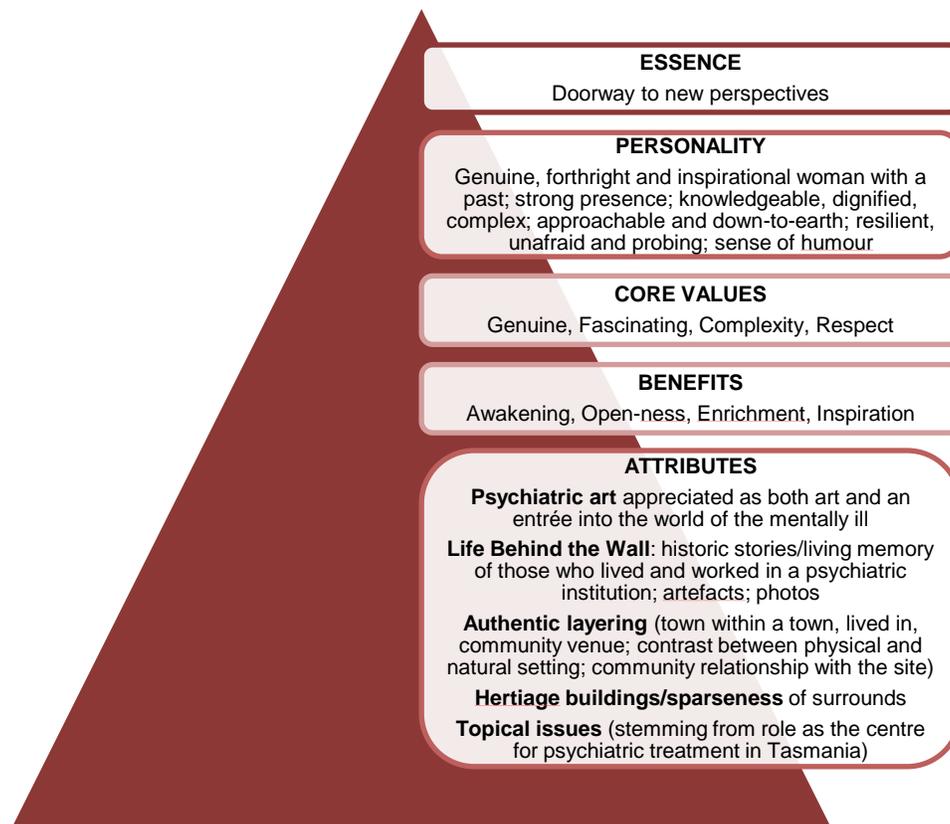


Table 15

(Adapted from: SEMF et al 2006)



<b>Willow Court Visitor Services Project</b>	
<b>Experience Model</b>	
<b>Experience Layer</b>	<b>Key Elements</b>
Interpretation (tone/style)	<p>Art as the key interpretive medium. Engaging, personal, immersive, immediate. Story-driven. Enjoyment derived from:</p> <ul style="list-style-type: none"> <li>• Opportunity for discovery in a distinctly different environment; and</li> <li>• The chance to share through socialising/other expression.</li> </ul> <p>Themed to provide access to insight and connections. Animation of site consistent with interpretive intent. Opportunities to 'digest'. Layered so that visitors can self-select depth at which they explore. Opportunities to talk to locals. Explicit interpretation delivery vs implicit.</p>
Service	<p>High proportion of local employees. Friendly, down-to-earth, efficient service to site customers, including:</p> <ul style="list-style-type: none"> <li>• Understanding of visitors' needs and interests;</li> <li>• Local knowledge; and</li> <li>• Visitor information/referrals to other places to visit.</li> </ul> <p>Ticketing. Well-designed retail area:</p> <ul style="list-style-type: none"> <li>• Quality goods at range of price points; merchandise includes selections that support interpretive intent;</li> <li>• Linkages to interpretation in relation to displays; and</li> <li>• Positioned to optimise buying impulse linked to experience of interpretation (visitor flow important for revenue outcomes).</li> </ul> <p>Café (low-key food and beverages; gathering space, chance to share and talk, comfort, added reason to visit/stay longer).</p>
Place/raw Asset (physical)	<p>Atmospheric. Location. Spaces/opportunities for socialising and sharing the experience. Use of spaces/buildings linked to interpretation.</p>

Table 16

(Adapted from: SEMF et al 2006)



<b>Willow Court Visitor Services Project</b>	
<b>Experience Model</b>	
Experience Layer	Key Elements
Infrastructure	<p>Interpretive infrastructure as determined by themes/interpretive planning.</p> <p>Arrival experience is crucial (conditioning to what lies ahead, signalling the start of the visitor journey etc).</p> <p>Uncluttered spaces and minimal visual distraction from buildings, spaces and site layout.</p> <p>Seating.</p> <p>Level of comfort &amp; cocooning (heating/cooling, toilets, shelter).</p> <p>Opportunity for activities (theatre, needs of groups, etc).</p>

Table 16 continued

(Adapted from: SEMF et al 2006)

<b>Product Description</b>	
	<p>The attraction will incorporate:</p> <ul style="list-style-type: none"> <li>• A core product of a self-guided tour of the art gallery/site;</li> <li>• A café with Tasmanian food and wine (coffee, snacks/light meals prepared off-site then delivered via a streamlined kitchen) and an indoor area that flows into an outdoor, north-facing deck, and</li> <li>• A retail area.</li> </ul>
Average length of stay on site	Approximately 1 1/2 hours
Anticipated opening hours	7 days a week, 10am to 5pm
Attraction entry point	The original gateway on an axis that provides an immediate orientation to the Barracks.
Bronte	First entry at ticketing where they are given a self-guided tour brochure, expression book for visitor comments, contact point for customer service.
Barracks	Major art presentation and an orientation interpretive film on the Willow Court story.
Exercise yards	Open for public exploration.
Carlton	Open for public exploration and includes rooms set up to reflect their original use and inhabitants and static and interactive interpretation will engage visitors with persona and site stories. A soundscape will create an evocative sense of the activities once occurring there.
Garden area opposite Carlton	Remembrance wall (a structure/sculpture) such as stainless steel wires where visitors can tie coloured ribbon.
Barracks courtyard and Carlton yard	Site has strengths for night tours or theatre events, the focus of attraction should be on providing a strong core product that can be positioned in the marketplace.

Table 17

(Adapted from: SEMF et al 2006)



## 1.5.7 Willow Court Visitor Services Project Interpretation Plan

<b>Willow Court Interpretation Plan</b>	
<b>Objective</b>	To develop a sustainable and vibrant tourism experience in the Barracks and Bronte precinct at the Willow Court site.
<b>Mission</b>	Through respectful adaptive re-use and unique partnerships, recycle all buildings, structures and open spaces by 2008.
<b>Relevant findings of market research:</b>	
Strongest preferences for "Art Behind the Wall", even though some examples were found confronting.	
Overall, a positive response to a visitor attraction based on mental illness (curiosity and interest).	
Greatest support for self-guided tours.	
Strong interest in stories about the patients and staff through the years, providing a "living picture" about daily life at Willow Court.	
The need to delineate clearly the Barracks, Bronte and Carlton as a site distinct from other areas of Willow Court that are not part of the visitor experience.	
Perception that it would take about 90 minutes to see an experience involving art and interpretation of life behind the wall.	
<b>Willow Court visitor experience will need to:</b>	
Be engaging and personal.	
Stimulate curiosity.	
Offer discovery and enrichment through a place, people and circumstances that are different to daily life.	
At the same time, provide a level of enjoyment and not be overwhelmingly confronting.	
Offer opportunities for social interaction that touring couples, in particular, seek.	
<b>Experience Definition</b>	
<b>The Brand</b>	It is a powerful brand that centres on new ways of understanding ourselves - through exploring perspectives on the human mind, the way we define and respond to difference and to what is considered 'not normal'.

Table 18

(Adapted from: Housego, A 2006)



<b>Willow Court Interpretation Plan</b>	
<b>Visitor Experience Statement</b>	
<p>The Willow Court visitor experience is an imaginative and personal exploration of life behind the wall of a psychiatric institution – and the wall we build between what is normal and what is not.</p> <p>At one level, the experience satisfies a sense of curiosity about an aspect of society that is often hidden from view. On another level, it represents a range of contradictions relating to the human condition: from beauty to ugliness, fear to familiarity, dreams to despair.</p> <p>The visitor experience includes art as a doorway into what it is like to be different; peaceful grounds and gardens; opportunities for reflection and for expressing a response to the site and its interpretation; and the chance to socialise and relax in an on-site café and retail area.</p> <p>It is at times uplifting and, at others, provocative; with visitors choosing for themselves the means and the level at which they engage with it. While the range of layers includes the site's place in history as one of the first mental asylums in Australia and the way it represents changing views and treatment of mental illness, this experience is essentially an intimate experience of people – those who lived at Willow Court as patients, the staff who worked there, families and community, and the views, response and stories of those who visit, some of whom will have personal connections to the site.</p>	
<b>Artefacts</b>	
<p>A great deal of material has been removed from the site. An immediate sub-project is required to source and assess original site material for its heritage significance and its relevance to interpretation, as part of the visitor experience.</p>	

Table 19

(Adapted from: *Housego, A 2006*)

<b>Results of Interpretation Workshop</b>	
People	Stories of patients and those who worked on-site; daily life; attitudes; continuing connections.
History	The buildings, the development of psychiatric care; convict origins; living history.
Place	Relationship with community; town within a town; location; features of the site.
Social context	Defining normal and not-normal; emerging understanding about mental illness; barometer of health of society and its values; a reflection of Australian culture.
Mind/spirit	Role in contemporary exploration; self-exploration; sense of presence of the building; emotions; repercussions of closure.

Table 20

(Adapted from: *Housego, A 2006*)



<b>Willow Court Interpretation Plan</b>	
<b>Key Market Segments</b>	
Two interstate touring segments - big tour (affluent older and lower older) and short tour (mostly older or younger couples);	
Day visitors out of Hobart, including the short break segment (affluent families, lower older and some younger demographics in the mix) and cruise ship passengers (50+, highly educated, majority of international origin, seeking distinctive experiences); and	
Visiting friends and relatives	
<b>Interpretative Audiences</b>	
Visitors (domestic and international)	
Intrastate visitors and locals	
Education/learning	

Table 21

(Adapted from: Housego, A 2006)

<b>Themes</b>	
Primary	At Willow Court you can go behind the wall of an institution and, through art and story, meet the human face of the development of psychiatric care in Australia.
	Willow Court challenges our understanding of what is normal and is a powerful reminder of the way that, regardless of where we live, we continue to grapple with the way we treat difference in society.
	This is not distant history but a reality that is immediate and lives on for former patients, staff, their families, and the local community.
Secondary	Many patients from many walks of life were treated at Willow Court, showing that mental illness knows no boundaries.

Table 22

(Adapted from: Housego, A 2006)





<b>Willow Court Interpretation Plan</b>	
<b>Interpretation Principles</b>	
<b>Principle</b>	<b>Description</b>
Sparseness	The sparseness and simplicity of the buildings and open areas should be preserved.
Atmospheric site	Remnant graffiti and chewed timber frames should be preserved as it gives an atmospheric presence.
Implicit interpretation delivery	Explicit delivery occurs through tours, film, computer touch screens, etc. Implicit delivery is through the built environment, use of internal lighting, opportunities for silence, and techniques to highlight elements of the building fabric or features.
Heritage versus contemporary features	Enable visitors to distinguish between original and introduced materials by identifying contemporary elements.
Signage	Minimise the intrusion of interpretive signage by integrating text into fittings, flooring materials, etc.
Use of artefacts	Placement of artefacts to suggest ideas, meanings and emotions rather than attempting to historically re-create situations.
Original voice	Use quotes from patients, staff and others to illuminate themes.
<b>Interpretation Issues</b>	
<b>Issue</b>	<b>Description</b>
Partnerships	Development of a range of partnerships with various groups – New Norfolk Historical Information Centre, UTAS, Education Department and schools, Tasmanian Museum and Art Gallery, Arts Tasmania and the Cunningham Dax Collection in Melbourne.
Proposed resource centre	Managed by the New Norfolk Historical Information Centre Committee as a resource centre for researchers and schools.
Artist in residence program	Output displayed in Bronte, with artists placed outside the tourism precinct.
Research project and curatorial support	Essential to gather interpretive materials, gaining permission for use of materials, determine their significance and relevance, conservation requirements, ongoing maintenance, etc.

Table 23

(Adapted from: *Housego, A 2006*)



<b>Willow Court Interpretation Plan</b>		
<b>Interpretation Delivery</b>		
<b>Stage</b>	<b>Aim</b>	<b>Description</b>
Pre-visit	Set accurate expectations and provide preliminary 'conditioning' to or preparation for the experience.	Focus on marketing collateral and promotional programs.
Arrival sequence	To provide initial physical orientation to the site as well as ensuring that visitors feel welcome, reassured and find a sense of consistency with pre-visit expectations.	Focus on the wall, the physical context of the site and orientation to the entry.
Entry/visitor services	Designed to heighten the sense of expectation on approach to the entry; and provide the first introduction to people on the site, as well as initial orientation to what they will find.	Focus on stepping inside the wall, a glimpse of the Barracks across a low, landscaped barrier on the approach and visitor services in the Bronte building.
Inside the site	Deliver the power of the interpretive experience in a captivating and engaging manner.	Barracks focuses on establishing the themes and the wider context. Carlton is intended to be an encounter with the personal - patients, personal possessions, feelings; and staff and their stories. The Therapy Building is the strongest site for delivering the theme in relation to what is normal behaviour and what is not, through a focus on entertainment, socialising and self-care.
Transition to departure	Provide the opportunity to express a personal response to the experience; to socialise with others and discuss the experience; and to take time before shifting attention to logistics, 'where to next' and other departure issues.	Bronte building where interpretation will also provide the connection to the present day and contemporary mental health views, through art therapy examples and exhibitions.

Table 24

(Adapted from: *Housego, A 2006*)



<b>Willow Court Interpretation Plan</b>	
<b>Interpretative Products</b>	
<b>Media</b>	<b>Requirements</b>
<b>Gallery fit-out/presentation of artworks</b>	Gallery fit-out as required (climate control?); presentation of artwork, accompanying interpretation.
<b>Signage</b>	Approx. 2 orientation panels + 8 interpretative panels/features; concept development, prepare artwork, engineers drawings, construction, installation, etc.
<b>Brochure production</b>	Self-guided DL X 40,000 copies.
<b>Introductory/overview film</b>	Equipment e.g. heavy duty projector/screen.
	Production of film: concept development, filming, editing, etc.
<b>Interactive elements</b>	Touch screens & stands etc X 2 with content.
<b>Soundscape</b>	Carlton soundtrack.
	Associated hardware.
<b>Memory 'wall'</b>	Concept development, manufacturing and installation.
<b>Guide preparation/training</b>	Familiarisation/development fo guide presentations/thematic interpretation training/opportunities for soft start-up (X 2 weeks total).

Table 25

(Adapted from: *Housego, A 2006*)



### 1.5.8 Willow Court Marketing Plan (2007-2010)

<b>Implementation Strategy</b>		
<b>Goal:</b> Establish price points that generate sales and profit	<b>Strategy 1 - Develop a pricing strategy that is attractive to identified target markets</b>	
	<b>Actions</b>	<b>Timing</b>
	Build some flexible pricing options to complement the base entry fee; group concessions, family deals, loyalty rewards for locals.	Year 1
	Consider limited pricing offers including seasonal rates, or some that are time-specific.	Year 1
	Increase perceived value through joint ticketing or promotional passes with the Salmon Ponds and Mt. Field National Park.	Year 1
Add value; work with selected accommodation providers to package the Willow Court experience - for example, the Henry Jones Art Hotel and Moorilla Estate both have good synergy with Willow Court and a range of quality properties in the Derwent Valley will be particularly important.	Year 1	
<b>Goal:</b> Maximise product purchasing opportunities	<b>Strategy 2 - Promote Willow Court through convenient, accessible and effective distribution channels</b>	
	<b>Actions</b>	<b>Timing</b>
Ensure a consistent supply of brochures to:		Year 1/ongoing
<ul style="list-style-type: none"> <li>All members of the Tasmanian Visitor Information Network, particularly those located in key areas; due to its extremely high visitation and proximity to New Norfolk, the Hobart Centre requires priority attention;</li> <li>All 'white i' visitor information sites;</li> <li>Accommodation providers, particularly those in Hobart and the Derwent Valley region and other attractions;</li> <li>The Spirit of Tasmania through the Tourism Brochure Exchange; and</li> <li>Better known/high visibility Tasmanian Art Galleries.</li> </ul>		

Table 26

(Adapted from: SEMF Pty Ltd 2006)





<b>Strategy 3 – Make Willow Court accessible in terms of both place and information</b>		
	<b>Actions</b>	<b>Timing</b>
<b>Goal:</b> Effectively introduce the Willow Court experience to the marketplace	Conduct a high profile product launch; employ a professional media agency to manage all aspects of the launch including appropriate and timely media releases, guests who will attract good coverage and a smooth operation on the day.	Immediate
	Ensure well-placed signage to Willow Court; directional signage will be required off the Lyell Highway and at the site entrance: <ul style="list-style-type: none"> <li>• Liaise with DIER to ensure compliance with the Tasmanian Visitor Information System (TVIS).</li> <li>• Seek Tourism Council Tasmania accreditation to enable eligibility for yellow on blue tourism signage.</li> </ul>	Immediate
<b>Strategy 4 – Promote Willow Court through community-based public relations activities</b>		
	<b>Actions</b>	<b>Timing</b>
<b>Goal:</b> Build local support and awareness with New Norfolk residents, businesses and other stakeholders	Ensure that key members of the community are invited to the product launch.	Immediate
	Use the Derwent Valley Gazette to communicate Willow Court news.	Immediate/ongoing
	Conduct an annual, no fee 'Open Day' to showcase site developments.	Year 1/ongoing
	Include publicity in Derwent Valley Council mail-outs to ratepayers.	Year 1/ongoing
	Promote the art gallery as a community space; encourage art appreciation classes, special introductory tours for local businesses and community partners, events.	Year 1/ongoing
	Encourage the 'Visiting Friends and Relatives' market by introducing free/discounted entry for accompanying local hosts.	Year 1/ongoing

Table 26 continued

(Adapted from: SEMF Pty Ltd 2006)





<p><b>Goal:</b> Position Willow Court as an engaging experience for the broader Tasmanian community and the VFR market</p>	<p><b>Strategy 5 – Use the local media to stimulate interest in and around Hobart as the major ‘feeder’ population for Willow Court</b></p>	
	<p><b>Actions</b></p>	<p><b>Timing</b></p>
	<p>Insert a lift-out feature in ‘The Mercury’ to coincide with the product launch; acquire ‘run-ons’ for additional promotion. Include a prize coupon/draw and develop a database from the entrants.</p>	<p>Immediate</p>
	<p>Build an ongoing relationship with ABC Radio; provide initial information regarding the adaptive re-use of Willow Court, and follow-up stories.</p>	<p>Year 1/ongoing</p>
<p><b>Goal:</b> Position Willow Court as an engaging experience for the broader Tasmanian community and the VFR market</p>	<p><b>Strategy 6 – Build relationships with key tourism providers in the Derwent Valley, Hobart and surrounding areas to on-sell Willow Court to their customers</b></p>	
	<p><b>Actions</b></p>	<p><b>Timing</b></p>
	<p>Ensure a consistent flow of information regarding Willow Court including brochures to the Hobart Travel Centre, major accommodation providers and attractions (Port Arthur Historic Site is particularly important given its shared history with Willow Court), point of sale material as required and update regarding special deals.</p>	<p>Year 1/ongoing</p>
	<p>Initially, make personal sales calls to significant tourism partners around Hobart.</p>	<p>Immediate/ongoing</p>
	<p>Offer familiarisations or complementary tickets to their staff.</p>	<p>Immediate/ongoing</p>
<p>Organise a display at the annual ITOT/TCT Tasmanian Tourism Conference.</p>	<p>Year 1/ongoing</p>	

Table 26 continued

(Adapted from: SEMF Pty Ltd 2006)





<b>Strategy 7 – Build relationships with key tourism providers throughout the State (see also Strategy 2)</b>		
	<b>Actions</b>	<b>Timing</b>
<b>Goal:</b> Position Willow Court as an engaging experience for the broader Tasmanian community and the VFR market	Promote Willow Court throughout the Tasmanian Visitor Information Network as well as smaller, 'white i' visitor information sites.	Year 1/ongoing
	Actively work key distribution channels; invite staff from the TVIN's, Tourism Brochure Exchange and other visitor information outlets to experience Willow Court free-of-charge; nurture their interest through a great experience so that they sell Willow Court with genuine enthusiasm.	Year 1/ongoing
	Liaise regularly with Regional Tourism Associations outside Hobart; Cradle Coast Authority and Northern Tasmania Development both have Industry Development Consultants who can build awareness through their broad range of industry contacts.	Year 1/ongoing
	Ensure that higher profile accommodation providers and attractions in the North, North West and the West also have brochures.	
<b>Strategy 8 – Develop 'cultural' partnerships for mutual benefit</b>		
	<b>Actions</b>	<b>Timing</b>
<b>Goal:</b> Position Willow Court as an engaging experience for the broader Tasmanian community and the VFR market	Market Willow Court through Hobart's arts network; its galleries – the Tasmanian Museum and Art Gallery, The Salamanca Collection and Handmark, for example (see Hobart's 'Gallery Guide' for a more comprehensive list), museums and the Tasmanian School of Art.	Year 1/ongoing
	Promote the Willow Court gallery to the Tasmanian School of Art as a centre for art-based activities.	
	Liaise with the Tasmanian School of Art regarding its 'student in residence' programme with a view to linking the students' work with Willow Court's primary themes. The results may form the basis of an exhibition on site.	Year 1/ongoing
	Build broader interest and support by expanding cultural partnerships State-wide to include the National Trust and the Queen Victoria Museum and Art Gallery and the Tasmanian School of Visual and Performing Arts at Launceston.	Year 1/ongoing
	Approach the Tasmanian Symphony Orchestra regarding performances at Willow Court.	Year 1
	The larger institutions have mailing lists and/or newsletters; seek an arrangement whereby Willow Court may be showcased through a joint promotion to patrons of the arts.	Year 1/ongoing

Table 26 continued

(Adapted from: SEMF Pty Ltd 2006)



<p><b>Goal:</b> Position Willow Court as a unique and memorable experience for Tasmania's most profitable interstate and international markets</p>	<p><b>Strategy 9 – Work with Tourism Tasmania to acquire leverage into the ‘Affluent Older’, ‘Young Couples/Solos’ and ‘Lower Older’ segments, as well as key international markets</b></p>	
	<p><b>Actions</b></p>	<p><b>Timing</b></p>
	<p>Invite Tourism Tasmania’s Director of Marketing to an on-site meeting at Willow Court to become conversant with the product. Seek advice regarding the various ways in which the Marketing Unit can assist in the interstate promotion of Willow Court. Similarly, Manager International Marketing, Tourism Tasmania can facilitate excellent opportunities that do not always require a direct financial contribution.</p>	<p>Immediate</p>
	<p>Conduct familiarisation for other key Tourism Tasmania staff.</p>	<p>Immediate/ongoing</p>
	<p>Ensure that Willow Court has a presence on the Tourism Tasmania’s consumer web site, <a href="http://www.discovertasmania.com">www.discovertasmania.com</a>.</p>	<p>Immediate/ongoing</p>
	<p>Build a strong relationship with the Visiting Journalists Program; provide a professionally produced CD-ROM for use with the travel trade and the media. Visiting journalists will be attracted to the uniqueness of Willow Court and will provide publicity that is invaluable, both interstate and overseas.</p>	<p>Immediate/ongoing</p>
	<p>Use Tourism Tasmania’s corporate web site as an important research tool regarding market trends and other key tourism insights.</p>	<p>Ongoing</p>
<p>Forward targeted information for inclusion in ‘Natural State News’ Tourism Tasmania’s Media Newsbrief’. It is free and has distribution to the media and the travel trade.</p>	<p>Immediate/ongoing</p>	

Table 26 continued

(Adapted from: SEMF Pty Ltd 2006)





<p><b>Goal:</b> Position Willow Court as a unique and memorable experience for Tasmania's most profitable interstate and international markets</p>	<p><b>Strategy 10 – Influence pre-travel decisions to include Willow Court through advertising and promotion that is brand-aligned, timely and cost-effective</b></p>	
	<p><b>Actions</b></p>	<p><b>Timing</b></p>
	<p>Package Willow Court with selected industry partners and place advertisements in the following travel publications:</p> <ul style="list-style-type: none"> <li>• Travelways;</li> <li>• Entrée magazine; and</li> <li>• Treasure Island.</li> </ul> <p><i>Request advertorial for best value</i></p>	<p>Immediate/ongoing</p>
	<p>Contact the Hobart office of 'The Australian' and request an article in the Weekend Magazine.</p>	<p>Year 1</p>
	<p>Develop a high quality web site; seek links with other key sites including 'The Rivers Run', Tourism Tasmania's www.discovertasmania.com, the Cunningham Dax Collection, the Tasmanian Museum and Art Gallery and other selected industry partners.</p>	<p>Immediate</p>
	<p>Target mainland art lovers through selected art magazines; 'Australian Art Collector', 'Craft Arts International' and 'Art Gallery Guide Australia' provide editorial, gallery listings and previews of upcoming exhibitions. Seek free or low cost space.</p>	<p>Year 1/ongoing</p>
<p><b>Goal:</b> Position Willow Court as a unique and memorable experience for Tasmania's most profitable interstate and international markets</p>	<p><b>Strategy 11 – Influence 'during travel' decisions to include Willow Court through timely and cost-effective advertising and promotion</b></p>	
	<p><b>Actions</b></p>	<p><b>Timing</b></p>
	<p>Capitalise on the 237,000 annual visitors currently passing through the door of Hobart Travel Centre; organise a joint promotion showcasing Willow Court and the Derwent Valley region.</p>	<p>Year 1</p>
	<p>Place brand-aligned advertisements, combined with advertorial in the following publications:</p> <ul style="list-style-type: none"> <li>• Hobart and Southern Touring Routes Touring Guide; and</li> <li>• This Week in Tasmania.</li> </ul>	<p>Year 1</p>

Table 26 continued

(Adapted from: SEMF Pty Ltd 2006)



<b>Strategy 12 – Develop a strong skills base matched with effective product delivery</b>		
	<b>Actions</b>	<b>Timing</b>
<p><b>Goal:</b> Underpin the Willow Court experience with an internal culture and values system that reflects the brand</p>	Ensure that all those who present the ‘public face’ of Willow Court have a high level of interpersonal skills.	Immediate/ongoing
	Provide specific training in people skills – ie. customer relationship marketing, meshed with work skills.	Immediate/ongoing
	Consider tasks that enable local residents to animate the site; gardening is a good example. They will become ambassadors, promoting the experience in a friendly, unstructured way.	Year 1
	Develop a culture of open and positive communication between management and staff and volunteers.	Immediate/ongoing
	Conduct a skills assessment for the effective delivery of the Willow Court experience.	Immediate/ongoing
	Engage a Registered Training Organisation (RTO) to deliver a training and development package tailored to identified requirements.	Immediate/ongoing
	Seek funding and further assistance through the Workforce Skills Development Fund, available through the Department of Economic Development.	Immediate/Year 1
	Ensure that all staff and volunteers have a clear understanding of their specific tasks and responsibilities.	Immediate/ongoing
	Employ specific motivators; personal encouragement, job enrichment and recognition; while this approach should apply to all concerned, particular acknowledgement should be given to those who are not paid for their services.	Immediate/ongoing
	<b>Strategy 13 – Ensure that the site management is visitor-focused</b>	
	<b>Actions</b>	<b>Timing</b>
<p><b>Goal:</b> Establish efficient and user-friendly processes and procedures</p>	Actively assess all processes and procedures in terms of ease, convenience, efficiency and seamlessness; these will include marketing messages, site orientation, visitor information, ticketing, retail, tours, traffic flow, access, the full range of services and facilities.	Immediate/ongoing
	Consider building on the benchmarking process to evaluate critically internal procedures; approach initial participants with a view to sharing information and experiences to ascertain ‘best practice’.	Year 1/ongoing

Table 26 continued

(Adapted from: SEMF Pty Ltd 2006)



<b>Goal:</b> Ensure that all 'external' components support a quality Willow Court experience	<b>Strategy 14 – Integrate the physical and natural settings with the product, to present a consistent brand image</b>	
	<b>Actions</b>	<b>Timing</b>
	Ensure that: <ul style="list-style-type: none"><li>• Staff are well presented and easily identified;</li><li>• All facilities are clean and clearly signed;</li><li>• Displays are professionally mounted, with an engaging presentation;</li><li>• The grounds are tidy and litter-free;</li><li>• Arrival spaces are well designed and welcoming;</li><li>• Signage is conveniently placed and user friendly; and</li><li>• Merchandise is appropriate to the product.</li></ul>	Immediate/ongoing

Table 26 continued

(Adapted from: SEMF Pty Ltd 2006)





**1.5.9 Willow Court Redevelopment Project Budget (2008-9)**

<b>Willow Court Redevelopment Project Budget (2008-2009)</b>			
<b>Project</b>	<b>Description</b>	<b>Budgetary Allocation in 2008-09 \$</b>	<b>Potential Job Creation</b>
Electrical site services	New site power supply, Avenue street lighting as per ECOS plan. Connect and rewire Barracks, Bronte, Carlton, Therapy, Allonah, Community House and Frescati buildings.	1,127,280	21
Site water and fire plan	New water connections from the Avenue, Humphrey and George Sts to lot boundaries, supply and install nine new fire hydrants, make all existing pipe work to internal fire hydrants redundant, remove all existing fire hydrants.	242,000	5
Site security	Supply, install and commission a security and CCTV System. The system will provide smoke and intruder detection and CCTV coverage for the council owned buildings at Willow Court.	187,000	5
Landscape	Remove and replace all trees identified for removal, plant additional trees in the Avenue and attend to maintenance of remainder in accordance with Royal Botanical Gardens site plan.	125,000	5
Barracks stabilisation	New hydraulic services, internal and external fabric repair, provide "Art Behind the Wall" gallery space in south wing including air control and security system, provide "Life Behind the Wall" interpretation and interpretation space in west wing, replace broken windows, new floors in west wing, repair ceilings in south and west wings, repair verandah roof and stone floor, repair all doors, repair bell tower and landscaping as per approved Conservation Management Plan and principles. Provide Living Memory project outputs.	1,800,000	45

Table 27



Project	Description	Budgetary Allocation in 2008-09 \$	Potential Job Creation
Bronte stabilisation	New hydraulic services, roof repairs, replace window frames and glazing, visitor centre including toilets and ticketing, restaurant and kitchen, gallery space, seminar space and fit out, demolish west porch and toilet block, refurbish plant room, internal and external painting and landscaping as per approved Conservation Management Plan and principles. Provide Living Memory Project outputs.	1,582,000	39
Therapy building	New hydraulic services, repair ceilings, replace all three external doors, replace all light fittings, replace all floor coverings, paint interior, replace all electrical fittings, digital record, asbestos register.	350,000	15
Allonah building	New hydraulic services, repair ceilings, replace all external doors and repair/replace internal doors, replace all floor coverings, repair windows and replace glazing, paint interior, digital record, asbestos register.	300,000	12
School building	Supply and install new LV supply cable from site boundary, new switchboard, replace internal wiring and fittings as necessary. (Need to remove roof to access roof space), digital record, asbestos register update.	48,000	4
Frescati	Stabilise building and implement landscaping principles and plan as per approved Conservation Management Plan. Digital record, asbestos register.	500,000	10
Derwent, Esperence, Franklin and Glenora	Remove damaged partition walls, reseal and secure all ground floor windows and doors. Reseal first floor doorways on Derwent and Esperence. Install perimeter fence.	30,000	20
Site entrance, The Avenue	Refurbish existing entrance by replacing broken or missing balustrade, undertake digital image record of paint surfaces, prepare surface and repaint in two-tone cream.	6,000	3
<b>Total</b>		<b>\$6,297,280</b>	

Table 27 continued



### 1.5.10 Willow Court Redevelopment Project Timeline (2009-12)

The view has been adopted that it would be superfluous to summarise details of this report as the information it contains is now wholly redundant due to the passage of time.

## 1.6 COMMUNITY CONSULTATION

- Consultation with the community has occurred in various forms over a period of years as a succession of studies has been carried out about the restoration and future of Willow Court.
- Such consultations have taken the following forms:
  - Consultation forums promoted and co-ordinated by the former project manager of Willow Court, Valley Vision.
  - Community workshop to assist in scoping the range of potential topics and to draw on local knowledge in developing themes for the site. The workshop was attended by members of the local community, secondary school students, Derwent Valley councillors, Valley Vision, representatives of the tourism industry, site stakeholders and consultants.
  - On-site walk, open to the wider community and providing an opportunity to contribute suggestions and express views.
  - Review of community feedback from the on-site walk and consultation, as well as completed feedback forms distributed at workshops and consultations conducted by the former Valley Vision.
  - Market testing of two tourism product concepts – “Life Behind the Wall” and “Art Behind the Wall” – drawing participants from segments of the Tasmanian population and interstate visitors considered likely to visit regional attractions.
  - Open community consultation forum to discuss and review conservation management plans.
  - Feedback from public open days and one-off events held at the site.



- Specific to this study, the consultants have met regularly with the Willow Court Precinct Special Committee, established by DVC. The make-up of this Committee has acted as a “proxy” for community input and views, being made up of community representatives, educators, members of the historical society, tourism operators, representatives of DVC, local residents, businesses and others with a passionate interest in Willow Court.
- Workshops have been conducted with this group to address such issues as vision, mission, future adaptive re-use of the buildings, management models, prioritised works under the development plan and related issues.
- One-on-one interviews with key stakeholders have been conducted to supplement information obtained from these sources.





## SECTION 2. BUSINESS PLAN

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### 2.1 INTRODUCTION

- This business plan consists of ten (10) sections:
  - Discussion of factors pivotal to the success of cultural heritage tourism attractions, that is, those things that must be in place and done well to develop and sustain such operations;
  - An examination of the history and success of comparable ventures in Tasmania and interstate with a view to highlighting how such factors have been managed successfully;
  - Application of the “key success factor template” to Willow Court, so that the dimensions of the challenge ahead are clearly understood;
  - An evaluation of what Willow Court offers in terms of its strengths, weaknesses, opportunities and threats;
  - Vision and mission statements to shape Willow Court’s future and inspire those charged with such a task;
  - Discussion on the preferred management model and governance framework for the project;
  - Human resource issues, including the appointment of a Project Manager, employment opportunities and training needs;
  - Marketing plan, based on research previously carried out and product offerings recommended in an earlier report;
  - Financial plan, covering the investment required to restore the buildings and infrastructure and create viable enterprises; an examination of business viability over the first five years; and identification of potential funding sources to get the project off the ground; and
  - Risk management plan which identifies key risks and mitigation strategies for a project of this size and complexity.



- The approach to preparation of this business plan has been not to reinvent the wheel. Rather, the aim has been to bring together the major findings and recommendations from previous reports into an integrated document that demonstrates a practical way forward to a new chapter in the history of Willow Court – one which instills community pride and generates prosperity for the Derwent Valley.
- The business plan should be read in conjunction with the development plan outlined in Section 3.

## 2.2 KEY SUCCESS FACTORS: WHAT MUST BE IN PLACE AND DONE WELL?

A recent study (*Carlsen et al* 2008, pp. v-vi) investigated the success factors of twelve (12) cultural heritage tourism operations around Australia, including Port Arthur.

It found the following to be common requirements to successful start-up and management:

- **Agreed objectives and clear concepts**

There is a need for clear objectives for the heritage place, agreed upon and supported by key stakeholders, and development of co-ordinated tourism product concepts that balance both conservation and business needs.

- **Financial planning for budgeting, capital raising and price setting**

The viability of the heritage place as a tourism product and focus for conservation requires adequate capital, access to grants and other sources of funding and needs careful budgeting and financial planning to ensure continued success.

- **Effective marketing strategies based on sound market research**

An effective marketing strategy is necessary for tourism success and is highly dependent on market research and other key success factors. Market research is the key to identifying effective strategies.



- **Destination and proximity to major markets and visitor flows**

Important aspects include suitable relationship to destination image and branding; adequate accessibility, visitor flows, market proximity and transport access; and proximity of other nearby businesses (clustering).

- **Human resource management, including paid staff and volunteers**

Heritage attractions typically rely heavily on volunteers and part-time staff. A range of skills, from conservation to business skills, is considered ideal for success.

- **Planning for product differentiation, life cycles and value adding**

Addressing aspects of uniqueness and differentiation and adding value through new experiences are important for heritage tourism products.

- **Quality and authenticity of products and experiences**

Quality of experience relates to the appeal, intellectual challenge and raised level of visitor interest. Experienced quality is relative to price, the expectations of visitors and comparisons with similar ventures. Authenticity is a core value in heritage conservation and the tourist experience.

- **Engage cultural heritage and tourism expertise in conservation and promotion**

Successful cultural tourism depends on achieving a balance between commercial imperatives and the conservation of a suite of heritage values, including historic significance, archaeological value, architectural and aesthetic importance and the significance of the sites to their communities.

- **Interpretation as an integral part of the heritage tourism experience**

Interpretation provides meaning and understanding for the visitor and is **the** major part of the experience for visitors to heritage attractions.



A separate study (*Blackman et al* 2004, p. 59) describes three additional factors considered specially relevant in the context of Willow Court:

- **The presence of a project champion or leader**

A project manager/leader can keep the project on track and motivate others to maintain development goals.

- **Effective private-public sector partnerships**

The goals and objectives of Council, local business and the community must be aligned and there must be support from both to achieve goals.

- **Community involvement**

It is important that the community gives support and time to the project. Community volunteers can help to reduce costs and keep the project moving forward through fundraising efforts, maintenance of the site and its operation. Additionally, they can help to promote and encourage visitors to the site.





## 2.3 LEARNING FROM THE SUCCESS OF COMPARABLE VENTURES

### 2.3.1 Port Arthur Historic Site, Tasman Peninsula, Tasmania

The Port Arthur Historic Site consists of more than 30 nineteenth century buildings and ruins dating from the convict prison period, spread over a 40 hectare area (*Carlsen et al* 2008, p. 23).

Success Factors	Achievements	Problems/Issues
<b>Agreed objectives and clear concepts</b>	High powered (political) Board with expertise and connections in heritage conservation.	Extremely wide range of stakeholder interests.
	Developed tourism strategy to balance dual goals of conservation and tourism.	Clear divide between conservation and tourism (lack of synchronised concepts).
<b>Financial planning for budgeting, capital raising and price setting</b>	Source of capital: generous State grants with no conditions.	Responsibilities of government and conservation are costly, and include running of the Board and employment of staff.
	Strong government support acts to ensure access to funding.	Generates negligible profit but important for Tasmanian economy.
	Expenditure is monitored and budgets set and managed, including visitor number forecasts.	
	Product launches associated with site can generate significant one-off cash injections but have to be in keeping with heritage tourism use and interpretation.	
	Free entry for locals with guests encourages repeat visitation. Discounted passes for Tasmanians.	
	Highly desirable events location.	
<b>Effective marketing strategies based on sound market research</b>	Easy coach access.	Traditionally relied on its iconic status but there is a trend away from a heritage focus in the Tasmanian destination image.
	Strong convict heritage destination image.	
	Employed marketing manager to address issues.	

Table 28

(Adapted from: *Carlsen et al* 2008, p. 24-25)



Success Factors	Achievements	Problems/Issues
<b>Monitoring of proximity to major markets and visitor flows</b>	Clustering of Port Arthur and Cascades.	Close proximity to Hobart works against overnight visitors.
	Use of night tours to keep visitors in the region/attraction.	
	Proximity to other facilities (accommodation and entertainment).	
	Include ranges of additional tours and products to encourage longer stays.	
	Redevelopment of on-site motel to encourage longer stays.	
<b>Human resource management, including paid staff and volunteers</b>	High level of funding enables employment of skilled staff.	Strong conservation focus requires employment of highly skilled heritage and tourism staff.
	Does not rely on volunteers to foster greater skills and commitment.	Remoteness of location can make it difficult to attract staff to the site.
	Prestige of the site overcomes the location for some employees.	Employment tends to be part-time and during peak seasons.
	Retains staff through provision of on-the-job training.	Staff accommodation shortages during peak season.
<b>Planning for product differentiation, life cycles and value adding</b>	Iconic so has little difficulty with differentiation.	Declining interest in ghost tours due to becoming common at other Tasmanian locations.
	Emphasis on evaluation and updates to keep pace with market demand.	
	Developed night time ghost tour, cruise to the Isle of the Dead, and additional services and facilities including new visitor centre.	
	New products include audio-tours, performances and Tasmanian Symphony Orchestra concerts.	
<b>Focus on quality and authenticity of products and experiences</b>	Authenticity is central aspect of how the site is managed and interpreted.	
	Unlike Sovereign Hill, feels no need to dress up or re-enact the past.	
	Strong connections with real stories and people associated with the property.	
<b>Engage cultural heritage and tourism expertise in conservation and promotion</b>	Attracts a high level of expertise in both conservation and promotion.	
	Ensures staff are qualified and trained appropriately.	

Table 28 continued

(Adapted from: *Carlsen et al* 2008, p. 24-25)



Success Factors	Achievements	Problems/Issues
<b>Design interpretation as an integral part of the heritage tourism experience</b>	Employs two full time interpretation staff and a number of guides and a guide trainer.	
	Interpretation guided by plan that is consistent with the goals of the organisation.	
	Forms include visitor centre, on-site museums, panels and pamphlets.	
	There are also guided tours of the site and a harbor cruise as part of the admission fee, and optional forms including ghost, audio and Isle of the Dead tours.	
	Takes advantage of local community skills, knowledge, links, and stories.	

Table 28 continued

(Adapted from: Carlsen et al 2008, p. 24-25)





### 2.3.2 Woolmers Estate, Longford, Tasmania

The Woolmers Estate is historically and architecturally important in Tasmania (*Carlsen et al* 2008, p. 27).

Success Factors	Achievements	Problems/Issues
<b>Agreed objectives and clear concepts</b>	Managed by public trust and Board of Directors that provide strategic direction for management and conservation of the Estate.	
	Conservation Plan, Tourism Strategy.	
	Conservation goals inform the day-to-day management by the Manager, staff and volunteers.	
	Recognises Board, staff and volunteers as key stakeholders and encourage strong sense of ownership.	
<b>Financial planning for budgeting, capital raising and price setting</b>	Appointment of a manager with a strong tourism business and marketing background.	Rich in assets but limited by will or ability for sale/security of assets for capital raising.
	Significant improvements in financial planning and management.	
	Turning a slight profit which allows the site to continue to operate and minimises the sale of significant assets.	Grants may be obtained for specific projects, but no ongoing government funding for operations.
	Strategic promotion events such as car launch in return for financial contribution.	
	Free entry for locals with guests encourages repeat visitation.	Selling assets to pay for conservation is not always an option.
	Income streams: Accommodation (most profitable), restaurant and entry fees.	
	Uses volunteers for maintenance tasks.	Conservation of the site is costly and fundraising is necessary.
Packages including accommodation, meals and access.		

Table 29

(Adapted from: *Carlsen et al* 2008, p. 27-29)



Success Factors	Achievements	Problems/Issues
<p><b>Effective marketing strategies based on sound market research</b></p>	Access to staff with marketing expertise provides a significant advantage.	<p>Commercial partners high commission erodes the profits from accommodation bookings.</p>
	Differentiating the market by encouraging male tourists to visit historic houses and including women and children in interpretation.	
	Commercial partners advertising such as Tourism Tasmania, saving time and advertising costs.	
	Northeast map with regional partners.	
	Direct marketing.	
	Use of high quality brochures available at gateways.	
	Accessing new markets such as wedding, workshops, retreats and school camps.	
	Decline in coach market replaced with self-drive.	
	Mercedes car launch attracted 35 journalists.	
	Clustering of Woolmers and Brickendon.	
	Location is in growing tourism region.	
	Proximity to other facilities (accommodation and entertainment).	
	Seeking to diversify markets but recognises that interstate day visitor and senior market are its core business.	
Limited marketing budget means strategic quality promotion.		
<p><b>Monitoring of proximity to major markets and visitor flows</b></p>	Primary heritage attraction in the northeast region.	Not as iconic as Port Arthur.
	Partnership with the National Rose Garden brings in additional visitors.	<p>Suffers from close proximity to Launceston which offers greater number of restaurants and overnight facilities.</p>
	Works closely with other operators to strengthen the regional profile.	
<p><b>Human resource management, including paid staff and volunteers</b></p>	Recent restructure – staff are employed on a part-time basis with responsibility for expenditure and profit.	<p>Manager’s relationship with people in the town and region affected by staff restructure.</p>
	Greater staff ownership results in greater commitment.	
	Strategic use of volunteers has reduced maintenance costs.	
	Incentives and subsidies are provided to support volunteers including petrol assistance and lunches.	
	Rewards offered as motivation to volunteers and staff.	

Table 29 continued

(Adapted from: *Carlsen et al* 2008, p. 27-29)



Success Factors	Achievements	Problems/Issues
<p><b>Planning for product differentiation, life cycles and value adding</b></p>	Tours of the main homestead represent a point of differentiation from neighbouring properties.	
	New initiatives and value adding include establishment of kitchen garden with heritage vegetables and herbs consistent with the earliest period of occupation (plan to use produce in restaurant and propagate seeds and plants for sale).	
	Partnership with Events Tasmania to package it for weddings.	
	Shop sells locally made products.	
<p><b>Focus on quality and authenticity of products and experiences</b></p>	Authenticity is integral and forms the basis of the tourism product.	Challenge to balance authenticity with tourist needs (accommodation is unique and of high quality but does not meet contemporary hotel standards).
	Authenticity is realised through the association of the Archer family, stories by local guides and the experience.	Limit on modernisation and modification of site (new facilities, access ramps, etc) due to the need to conserve and present as an 1820s estate.
<p><b>Engage cultural heritage and tourism expertise in conservation and promotion</b></p>	Board comprised of individuals with heritage conservation and business management skills including experts.	Want to include expert on interpretation.
	Seeks assistance from museum and agency staff wherever possible.	Managers lack of heritage knowledge makes it necessary to pay heritage expertise.
	Volunteers have a range of relevant skills.	
<p><b>Design interpretation as an integral part of the heritage tourism experience</b></p>	Guides are core to delivering the interpretation.	
	Entry fees include a self-guided tour booklet.	
	Additional signage assists visitors develop an understanding of the property.	
	Recently created Interpretation Plan.	

Table 29 continued

(Adapted from: Carlsen et al 2008, p. 27-29)



### 2.3.3 Whale World, Albany, Western Australia

Whale World is a whale and whaling museum located on the site of a whaling station that operated from 1952 until 1978 (*Carlsen et al 2008, p. 32*).

Success Factors	Achievements	Problems/Issues
<b>Agreed objectives and clear concepts</b>	Foundation developed a vision statement and strategies for achieving the vision that provide clearly defined focus of operation. Has comprehensive business plan, conservation strategy and strategic commercialisation plans that provide a clear framework for operation and development.	
<b>Financial planning for budgeting, capital raising and price setting</b>	‘Business driven approach’ with a focus on yield rather than visitor numbers e.g. increased entry fees resulted in decrease in numbers but increased revenues. Careful budgeting and management of cash flows. Primarily uses government grants for restoration and capital works for improvement and conservation of the site. Documented detailed development plans and strategies were key to successful grant applications.	
<b>Effective marketing strategies based on sound market research</b>	Access to staff with marketing expertise. Full time marketing manager who runs an ‘aggressive marketing campaign’. Marketing campaign and business plans are based on detailed market analysis and knowledge of visitors to region. Use of high quality brochures at gateways. Good quality website provides effective marketing channel. Carefully monitors marketing trends. Develops strategies to counter any expected downturns. Has major sponsor (rural arm of WIN).	
<b>Monitoring of proximity to major markets and visitor flows</b>	Close to popular natural attractions and caravan park. Visitor flows to the region are carefully monitored in terms of visitor origin, types and numbers. Information is used to develop marketing strategies and business plans.	Some distance from Albany.

Table 30

(Adapted from: *Carlsen et al 2008, p. 23-34*)



Success Factors	Achievements	Problems/Issues
<p><b>Human resource management, including paid staff and volunteers</b></p>	Mainly paid staff manage and run the operation.	
	Each component has a paid manager including marketing, retail, finance and administration and maintenance.	
	Operational staff are employed on a full or part-time basis.	
	Few volunteers are used to prevent theft and vandalism and answer questions.	
	Paid staff members are considered vital.	
<p><b>Planning for product differentiation, life cycles and value adding</b></p>	Plans for ongoing improvement and revitalisation (including value adding) over coming years.	
	Reinvention/innovation in the form of 3D movies, etc.	
	Plans to build a gift/souvenir shop with local and imported products.	
<p><b>Focus on quality and authenticity of products and experiences</b></p>	All modifications are reversible.	
	All building exteriors are maintained in their original authentic state.	
	The displays focus on real stories/people/connections with the property (has a part time archivist for this purpose).	
	Restoration work is conducted by skilled tradespersons.	
<p><b>Engage cultural heritage and tourism expertise in conservation and promotion</b></p>	Part time archivist and skilled tradespeople.	
	Linked to networks that share information and resources.	
	Builds working relationships with other organisations.	
	Uses pool of skills from the local community (builders, architects and planners).	
<p><b>Design interpretation as an integral part of the heritage tourism experience</b></p>	Outsources interpretation planning, design and installation to ensure expertise and quality.	
	Use of multi-sensory and high tech communication methods (3D movies, audio broadcasts and guides) adds appeal to the experience and increases impact on visitors.	

Table 30 continued

(Adapted from: *Carlsen et al* 2008, p. 23-34)



### 2.3.4 Sovereign Hill, Ballarat, Victoria

Sovereign Hill is a replica 1850s gold mining town located in the City of Ballarat (*Carlsen et al* 2008, p. 22).

Success Factors	Achievements	Problems/Issues
<b>Agreed objectives and clear concepts</b>	Strongly cohesive Board with its internally consistent core values and clear objectives.	
	Strong support for development and change.	
<b>Effective marketing strategies based on sound market research</b>	Closely monitors its visitor profile, outsourcing market research.	Plateau of visitor numbers due to generational pattern (direct international marketing plans).
	Generational pattern of visitation.	Too close to Melbourne for overnight visitors.
	Cooperative marketing between Sovereign Hill and Tourism Victoria.	
<b>Human resource management, including paid staff and volunteers</b>	Dedicated human resource manager.	Difficulty sourcing adequately trained staff from the local regional area.
	Recognises that staff are key, so utilises more paid staff than volunteers.	
	Professional consultants train staff.	
	Local networks more effective way of sourcing staff than advertising.	
<b>Planning for product differentiation, life cycles and value adding</b>	Redevelops over lifecycle to remain relevant and provide fresh experiences.	
	Built accommodation and include entry fee in price.	
	Interactive, multi-sensory sound and light show (planning for regular revamps of displays and experiences).	
<b>Focus on quality and authenticity of products and experiences</b>	Provides visitors with experience that closely resembles the 'true' through character actors, costumes and the general layout and structure of the town.	Recreation so is not authentic in the strict heritage sense of the concept.
	Considered an authority on gold rush history so draws school groups.	

Table 31

(Adapted from: *Carlsen et al* 2008, p. 22-23)



Success Factors	Achievements	Problems/Issues
<b>Design interpretation as an integral part of the heritage tourism experience</b>	Concept of learning from interactive experiences and enjoyment.	High tech sound and light show appeals to broad audience rather than traditional older heritage enthusiast.
	Delivered with humour or other engaging styles.	
	Utilises 'strangeness reduction' through multi-language signs and interpretation forms that link the past with present understanding.	
	Use of multi-sensory and high tech communication methods increase impact and appeal.	
	High tech sound and light show appeals to broad audience.	

Table 31 continued

(Adapted from: Carlsen et al 2008, p. 22-23)





### 2.3.5 Old Castlemaine Gaol, Castlemaine, Victoria

Old Castlemaine Gaol was constructed between 1857 and 1861 and is a significant intact example of a colonial 'Model Prison' such as was first constructed in Pentonville, London, in 1842 (*Carlsen et al* 2008, p. 21).

Success Factors	Achievements	Problems/Issues
Agreed objectives and clear concepts	Clear conservation strategy.	Political agenda – restricted use owing to layout and laws against modifying heritage buildings to suit alternative uses.
	Business planning with a comprehensive business plan.	
Financial planning for budgeting, capital raising and price setting	Source of capital: application for government grants for restoration.	
	Free or nominal entry fees to encourage increased visitation.	
Effective marketing strategies based on sound market research		Increased competition with Pentridge Museum and Beechworth's Gaol.
Monitoring of proximity to major markets and visitor flows		Located separately from the centre of town.
Design interpretation as an integral part of the heritage tourism experience		Effective interpretation to compete with 'edutainment' approach at Pentridge Gaol Museum.

Table 32

(Adapted from: *Carlsen et al* 2008, p. 22-23)





## 2.4 WILLOW COURT SUCCESS FACTORS

Success Factors	Requirements for Success
<p><b>Agreed objectives and clear concepts</b></p>	Comprehensive Business Plan and clear Conservation Plan that provide framework for operation and development.
	Strong, cohesive management structure that provides strategic direction, connections and expertise.
	Consistent values and clear objectives that are supported by stakeholders (effective private-public sector partnerships).
	Strong support for development and changes.
	Strategies for achieving vision statement that define focus of operation.
	Tourism strategy that balances conservation and tourism goals.
	Recognises key stakeholders and encourages sense of ownership.
	<p><b>Financial planning for budgeting, capital raising and price setting</b></p>
Grants and funding are critical to success of the venture.	
Monitor expenditure, set and manage budgets and cash flows.	
Keeps events/fundraising in keeping with heritage tourism use and interpretation.	
Market as events location (strategic promotion events generate financial returns).	
Discount for Tasmanians and free entry for locals with guests to encourage repeat visitation.	
Consider price (revenues) v. visitor numbers.	
Appoint manager with strong tourism/marketing background.	
Requires careful financial planning and management.	
Carefully set prices considering non-financial factors such as market and what patrons are willing to pay.	
Use volunteers for maintenance tasks to reduce costs.	
Consider packaged deals.	
Detailed development plans which can be used for grant applications (Use these for restoration where possible).	

Table 33



Success Factors	Requirements for Success
<p><b>Effective marketing strategies based on sound market research</b></p>	Be aware of Tasmanian destination image and align where possible (there is less of the heritage focus currently).
	Employ marketing manager/expertise where possible.
	Marketing and business plan are based on detailed market analysis and knowledge of visitors in the region.
	Differentiating the market.
	Commercial and regional partnerships to reduce costs (weigh advantages against commissions).
	Product launches in keeping with image.
	Strategic quality promotion.
	Direct marketing.
	High quality brochures at gateways.
	Good quality website provides effective marketing channel.
	Continually monitor marketing trends.
	Consider outsourcing market research.
	Develop strategies to counter any expected downturns.
	Access new markets (e.g. school groups, self-drive, etc).
	Diversify markets without damaging core markets.
<p><b>Monitoring of proximity to major markets and visitor flows</b></p>	Proximity to other facilities (other attractions and accommodation) and major tour routes.
	Location.
	Clustering (work closely with other operators to strengthen regional profile.
	Become primary heritage attraction in the area.
	Use additional products to keep visitors in the region/attraction.
Continually monitor visitor flows to the region (origin, types and numbers) and use this information to update marketing strategies and business plan.	

Table 33 continued



Success Factors	Requirements for Success
<p><b>Human resource management, including paid staff and volunteers</b></p>	Consider using a dedicated human resource manager at a later stage.
	Strong focus on human resources and encourage commitment and sense of ownership.
	Use paid staff in management (marketing, retail, finance, admin and maintenance, etc) and positions requiring expertise.
	Consider strategic use of volunteers for maintenance, security and information guides, etc.
	Use professionals to train staff.
	Build local networks to source staff.
	Consider the use of incentives, rewards and subsidies for paid and volunteer staff.
	On-the-job training increases retention.
	Address issues such as staff accommodation in the area, employment during seasonal fluctuations, willingness to leave, or work from, Hobart, training, etc.
<p><b>Planning for product differentiation, life cycles and value adding</b></p>	Build attraction into an iconic status.
	Continually evaluate and update product offering to remain relevant and fresh.
	Differentiate with new ideas, products, experiences and facilities (e.g. ghost tours are becoming commonplace).
	Offer something different than competitors.
	Value add.
	Consider partnerships to offer package deals (e.g. Events Tasmania for weddings and accommodation providers).
	Source locally made products for gift/souvenir shop.
<p><b>Focus on quality and authenticity of products and experiences</b></p>	Recreate authentic experience (buildings, experiences, etc).
	Become 'authority' on the issues presented at the site (draws school groups, etc).
	Maintain building exteriors as original and authentic as possible.
	Balance tourist needs with authenticity and consider modifications that are reversible.
	Displays use real stories/people/connections (consider use of archivist/historian for this purpose).
	Restoration work to be done by skilled trades people.

Table 33 continued



Success Factors	Requirements for Success
<p><b>Engage cultural heritage and tourism expertise in conservation and promotion</b></p>	Attract high level of expertise in conservation, interpretation and promotion.
	Ensure staff are trained and qualified appropriately.
	Management structure comprised of individuals with heritage, conservation and business management skills/experts.
	Gain assistance of museum staff where possible.
	Use volunteers where they have relevant skills.
	Use pool of skills from the local community.
	Build working relationships with other organisations.
	Link into networks that share information and resources.
<p><b>Design interpretation as an integral part of the heritage tourism experience</b></p>	Interpretation needs to be designed with competitors in mind.
	High tech and multi-sensory experiences have great appeal and impact.
	Learning from interactive experiences, humour and engaging styles.
	Use 'strangeness reduction' with interpretation that links past with present understanding.
	Consider outsourcing interpretation planning, design and installation to ensure expertise and quality.
	Guides are core to delivering interpretation (consider employment, volunteers and training).
	Include self-guided tour booklets.
	Have an interpretation plan where possible.
	Strategic use of signage.
	Interpretation to include visitor centre, on-site museum, panels and pamphlets.
	Consider tours inclusive with the entry fee and optional extras.
Take advantage of local community skills, knowledge, links and stories.	
<p><b>The presence of a project champion or leader</b></p>	Maintains development schedule.
	Takes responsibility for project.
	Maintains control over financial budgets, fundraising ,etc.
<p><b>Community involvement</b></p>	Undertakes fundraising activity.
	Volunteers reduce costs of the project.
	Encourage project manager and management to maintain goals.
	Effective source of advertising.

Table 33 continued



## 2.5 SWOT ANALYSIS

### 2.5.1 Strengths

- Buildings and site infrastructure represent a unique chapter in Tasmanian and the nation's history.
- Existing heritage buildings and other attractions in the area.
- Historic value of the buildings.
- Existing product infrastructure on which to build tourism visitation.
- Mental illness, convict and European histories.
- Relatively short distance to Hobart.
- Natural amphitheatre area attached to C Ward.
- Relatively easy access
- Support and anticipation from the community for the site to be restored and used for worthwhile purposes.
- Potential existing start-up capital.
- Staged development allows for the attraction to come online over time.

### 2.5.2 Weaknesses

- Willow Court as a prospective tourism attraction is relatively unknown.
- Significant works required to make product market-ready (e.g. landscape, structures, security, electrical and water).
- Major outlays to restore and maintain building structures.
- History with Tasmanian and Federal Governments may have damaged relationship in relation to future grants for Willow Court.
- Lack of critical mass of attractions close to Willow Court.
- Poor directional and reinforcement signage within New Norfolk.
- Seasonal fluctuations in the tourism industry.
- Potential for continued vandalism and theft at Willow Court until security arrangements are fully addressed.
- Some divisiveness about Willow Court's future within the community of the Derwent Valley.
- Potential for 'political' decisions to be made about the use of funds generated from the prior sale of assets in the Precinct.



### 2.5.3 Opportunities

- Staged development of tourism facilities and activities over a number of years.
- Attraction offers scope for New Norfolk to become a prime tourist destination.
- Strengthening acceptance of, and interest in, mental illness.
- Special interest tours.
- Packaging with rail and ferry operators.
- Linking with other local tourism operators.
- Convict and heritage learning experiences.
- Arts and crafts centre and displays.
- Upgrading the Barracks as the focal point of interest.
- Upgrading C Ward as museum area.
- Upgrading Frescati as possible bed and breakfast accommodation and/or an exemplar of best practice in energy use and conservation and climate change initiatives.
- Relocating the Information Centre and New Norfolk Historical Information Centre to the site to draw more visitors.
- Increased local visitation by Tasmanians.
- Potential events location.

### 2.5.4 Threats

- Global economic uncertainty.
- Rising fuel prices.
- Higher Australian dollar meaning fewer tourists from overseas and interstate.
- Cynicism in some sectors that a tourism project at Willow Court will not be implemented.
- Potential changes in Federal Government policies and funding programs.
- Potential changes in State Government policies.
- Competitive discretionary income spending options.
- Significant market share held by Port Arthur.





## 2.6 VISION AND MISSION

### 2.6.1 Vision statement

*A thriving Derwent Valley,  
supporting Willow Court  
as a unique  
heritage tourism experience*

### 2.6.2 Mission statement

*To guide and direct  
the restoration and conservation of the  
Willow Court and Barracks Precinct  
for future generations to learn  
about and experience  
an infamous period  
in Australia's history*



## 2.7 GOVERNANCE FRAMEWORK

### 2.7.1 Options

- Determination of the most effective governance framework for the future of Willow Court requires consideration of two separate issues – ownership of the assets on the one hand and their future management on the other.
- When these two elements are brought together, four (4) main options for the future governance of the Willow Court and Barracks Precinct emerge:
  - The status quo – continued ownership and management by DVC;
  - Creation of a new entity to manage the site, with ownership continuing to vest with DVC;
  - Transfer of the assets to the Tasmanian Government which would then become responsible for their future restoration, maintenance and management; or
  - Creation of a new community-based entity to accept transfer of ownership of the assets from DVC and manage the site.

### 2.7.2 Discussion of options

- **Status quo**
  - This option is not recommended.
  - A project of the size and complexity of the Willow Court and Barracks Precinct redevelopment is not core business for a municipal council.
  - The project continues to consume vast amounts of time, both by Council officers and councillors.
  - Although grants were successfully sourced from the Federal Government and Tasmanian Government for part of the project, the lack of site works occurring proved to be fertile ground for frustration and disillusionment among the Federal Government, State Government and the Derwent Valley community. It culminated in the withdrawal of funds by the Federal Government.



- Details contained in numerous reports that have been produced to date would appear to have clouded the vision.
- Earlier this year, DVC passed a motion which provided for negotiations to be entered into with the Tasmanian Government for the “transfer of the whole of the Willow Court site to the State Government on such terms and conditions that are satisfactory and in the best interest of the community....”.
- **Creation of a new entity to manage the site, with ownership continuing to vest with DVC**
  - This option is not recommended.
  - The outcome from adoption of this model would be the establishment of new project managers, separate to DVC. In that sense, it is considered superior to the first option.
  - DVC will always have strong links with Willow Court in terms of planning approval processes.
  - However, this option only partly addresses the time management and expertise issue for DVC. Indeed, the commitment of time could well increase under a new reporting regime established with the incoming project managers.
  - Moreover, this model fails to address community feedback expressed through the Willow Court Precinct Special Committee calling for a complete change and fresh start for the Willow Court redevelopment, without “baggage” from the past.
- **Transfer of the assets to the Tasmanian Government which would then become responsible for their future restoration, maintenance and management**
  - As mentioned above, a motion has been passed by DVC, essentially to this effect.
  - While it is understood that DVC has held discussions with Government on this issue and communications about the restoration of the site are continuing to take place, the consultants are not aware of Government having adopted a position to accept transfer of Willow Court assets from DVC.
  - This option does not represent the preferred model in the opinion of the consultants.



- While the upside of this model would allow DVC largely to “wash its hands” of Willow Court, it creates considerable uncertainties for the Derwent Valley community, both real and perceived.
  - Willow Court assets would cease to be recognised as “community assets”. There would be risk of further deterioration until timelines, entirely of the Government’s choosing, were established for a restoration program.
  - What happens to Willow Court would effectively be taken out of the people’s hands. The motivation of volunteers and others with a passion for the site and its future could be expected to wane considerably.
  - On the other hand, it could be argued that such a transfer could be set up under a special Act of Parliament, similar to what was done for the Port Arthur Historic Site. The challenge then becomes managing expectations of being able to run a business effectively under a “government model”.
  - This is entirely a matter for Government. Port Arthur was a special case 23 years ago. Would a similar treatment for Willow Court create an undesirable precedent? Moreover, in prevailing conditions of fiscal stringency, would Government be prepared to pledge certainty of funding over, say, intervals of five (5) years?
- **Creation of a new community-based entity to accept transfer of ownership from DVC and to manage the site**
    - This is the model recommended by the consultants.
    - It is discussed in Section 2.7.3.

### **2.7.3 Recommended model: creation of a separate entity and board**

- To put the project at arm’s length, **it is recommended that a new independent entity to be named Willow Court Management Limited (or similar), separate to DVC, be established to set the strategic direction for Willow Court and oversee implementation of the business plan and development plan.**
- **It is further recommended that this entity have a skills-based board of management of seven (7) members, with at least one member representing DVC and another drawn from the Willow Court Precinct Special Committee. The rest of the board should be recruited by calling for expressions of interest and reflect the**



**Derwent Valley community, tourism, business, governance, project management, heritage, marketing and financial management skills.**

- **It is further recommended that board members be remunerated.**

#### **2.7.4 Need for legal advice**

- **It is recommended that professional legal advice be obtained on the exact form (public trust, company limited by guarantee etc) that the new entity should take.**
- **It is further recommended that clear terms of reference be established under the Trust Deed (or similar), in support of the transfer of property assets to the new entity.**
- **It is recommended further that Ministerial approval, as required, be sought for the creation of such an entity to assume ownership of Willow Court and Barracks Precinct property assets.**

#### **2.7.5 Establishment of expert advisory panel**

- **It is recommended that an expert advisory panel be established to provide specialised input to the board of management.**
- **It is further recommended that such a panel reflect conservation, building, engineering, architecture, archeology, heritage and interpretation expertise.**



## 2.8 HUMAN RESOURCES

### 2.8.1 Appointment of Project Manager

- **Appointment of a Project Manager is recommended on a full-time basis.**
- The appointee to such a role should be able to demonstrate the following skills and personal attributes:
  - Strong business acumen;
  - Successful track record in project management;
  - Success as a “trouble shooter”;
  - Sound operational and planning skills;
  - High level oral and written communication skills, including preparation of reports and funding submissions;
  - Thorough understanding and knowledge of tourism markets;
  - Previous experience in working across professional disciplines, including heritage sites;
  - Tact and diplomacy;
  - Interpersonal skills to establish and nurture alliances, partnerships and networks;
  - Commitment to quality in all tasks; and
  - Results-focused approach.
- The Project Manager would report to the board of management of Willow Court Management Limited, the recommended new entity.



## 2.8.2 Future of Willow Court Precinct Special Committee

- Voluntarism is a strong feature of many tourist attractions. Volunteers carry out a broad range of duties, ranging from guiding, ticketing, retailing, maintenance work, assistance with marketing and administration, running special events and curatorial assistance.
- Running a successful volunteer program requires considerable effort by paid staff who must possess highly developed interpersonal skills. An environment must be created where volunteers are rewarded with a strong sense of the value and importance of their efforts.
- Key activities undertaken by volunteers can include facilitating guided tours of the site, servicing retail outlet patrons and assisting with the organisation of special events.
- In the case of Willow Court, the Willow Court Precinct Special Committee is composed of a number of passionate volunteers who have provided valuable input to this consultancy. They also carry out a range of tasks aimed at publicising the site, conducting open days, weed control and general clean-up and disseminating information about Willow Court.
- Under the recommended governance framework, the question as to the future of this group arises. **It is recommended that members of the Willow Court Precinct Special Committee be invited to form themselves into an entity named Friends of Willow Court Inc (or similar) to provide the nucleus of future volunteer support for the project.**

## 2.8.3 Job creation

- From the outset, it is important to say that this project cannot operate successfully and sustainably just with a team of volunteers. Paid labour will be required.
- In addition to the recommended role of Project Manager, previously conducted assessments in documentation made available to the consultants have estimated the creation of five (5) direct long term jobs in such areas as tour guiding, customer service, gallery curator and maintenance. As visitor numbers increase, the employment level would be adjusted.
- Such previous assessments also forecast the creation of 89 jobs during the construction phase.



- Up to 30 indirect jobs have been forecast to be created when the project is online.

## **2.8.4 Training requirements**

- To ensure tourism facilities and activities established at Willow Court meet visitor expectations and accepted standards within the tourism industry, training will be essential for those who will be involved in the project.
- Training will be required in such areas as:
  - Understanding the tourism industry;
  - Ticketing systems and procedures;
  - Telephone techniques;
  - Customer service;
  - Tour guiding and interpretation;
  - Basic food services;
  - Health and safety; and
  - First aid.
- In the initial stages of the project, the consultants are of the opinion that basic, short practical courses would be the most appropriate training method.



## 2.9 MARKETING PLAN

### 2.9.1 Preliminary

- Three (3) previous documents – Willow Court Visitor Service Project Report, Willow Court Visitor Services Project Interpretation Plan and Willow Court Marketing Plan (2007-2010) – summarised in Sections 1.5.6, 1.5.7 and 1.5.8 of this report deal with the marketing of the Willow Court and Barracks Precinct.
- It is considered unnecessary to restate marketing strategies described in those reports again here.
- However, for ease of reference, this section of the business plan will:
  - Provide an update on visitor statistics and tourism trends;
  - Briefly recap the product offering;
  - Describe proposed community use of the facilities;
  - Outline a future for Frescati;
  - Review pricing structure; and
  - Offer a snapshot of major recommendations.

### 2.9.2 Update of visitor statistics and tourism trends

- **The Tasmanian tourism climate**
  - There were 910,200 visitors in the year ended June 2010, remaining relatively steady on the previous year.
  - 393,400 were holiday visitors, down 11% on the year ended June 2009.
  - Domestic arrivals are still dominated by Victoria, New South Wales and Queensland.
  - There were 134,500 international arrivals reflecting reductions across the three largest markets of UK, USA and New Zealand.



- 717,300 visited Hobart and surrounds, down 1% on the previous year.
  
- Other important factors
  - Average holiday length of stay is up from 8.7 nights to 9.3 nights.
  - Average holiday visitor spend per trip is up 8% to \$2,254.
  - Holiday touring market (4 plus nights) is down 7.8%, but remains the dominant market with 245,000 visitors.
  - Holiday short break market (1-3 nights) is down 16.9% to 69,400 visitors.
  
- Market overview changes
  - Both nationally and locally, the visiting friends and family market is defying other, broader trends, with Tasmania experiencing an increase of 11% to 260,400.
  - Repeat visitation is steadily increasing with 613,200 of the total visitors being repeat visitors, spending at least \$177 per person, per night, down 4%.

### **'The Rivers Run' visitor profile**

- The Derwent Valley region holiday visitation is down from 202,500 to 194,000.
- Mt Field National Park attracted 84,700 visitors in the year ended June 2010.
- In the year ended June 2010:
  - 44% of all holiday visitors to Tasmania visited 'The Rivers Run';
  - 54% of all holiday visitors to 'The Rivers Run' were first time visitors to Tasmania;
  - 45% of all holiday visitors to 'The Rivers Run' were repeat holiday visitors to Tasmania; and
  - 47% of holiday visitors who travelled 'The Rivers Run' were aged between 45 and 65 years.



## Gateways

- Hobart airport is the major departure point for all holiday visitors to the region, accounting for 45%.
- 28% depart via the TT line at Devonport.

## New Norfolk visitor profile

- The Tasmanian Visitor Survey shows that for the year ended June 2010:
  - 94,300 people passed through New Norfolk.
  - 47,400 stopped at New Norfolk.
  - 20,800 people stayed the night at New Norfolk.
  - This is a total of 162,500 visitors to New Norfolk.

## Current visitor activities

- 236,200 visit historic houses.
- 401,700 visit historic sites/attractions.
- 227,900 visit antique shops.
- 199,200 visit museums.
- 225,400 visit galleries.
- 339,100 visit craft shops.

(Source: *Tourism Tasmania 2010*)

## 2.9.3 Product offering

- “Art Behind the Wall” – display of art produced by those with mental illness.



- “Life Behind the Wall” – stories of patients, staff and the relationships between Willow Court and the town of New Norfolk.
- Bronte used for ticketing, café, retail, meetings and displays.
- Barracks conserved for adaptive re-use for the visitor experience (interpretive film on the Willow Court story; interactive exhibits).
- Carlton – rooms set up to reflect their original use.
- Barracks courtyard and Carlton yard – night tours, theatre events.
- Frescati for possible bed and breakfast accommodation.
- Self-guided tours of the site.
- Educational tours.
- Relocation of Visitor Information Centre and New Norfolk Historical Information Centre.
- Open seven (7) days per week.
- Hub of tourism in the Derwent Valley.

#### 2.9.4 Community use

- It is considered important to emphasise that the restored Willow Court buildings and infrastructure should not simply offer an experience for tourists and visitors. Strong community ownership and usage by Derwent Valley residents is also advocated.
- The challenge is how to make the site attractive, accessible and viable for both visitors and local residents.
- **The consultants recommend that a vibrant “market atmosphere” be created, consisting of a balance of interesting outlets and activities.** If it is to be kept fresh, “alive” and stimulating, changes will be needed from time to time to generate repeat visitation. In this regard, **it is recommended that an exciting calendar of events be established for the site.**



- The Barracks, for instance, lends itself to the sensitive development of a series of “pavilions” featuring a range of artisans at work, showcasing a range of quality products from the Derwent Valley being made and offered for sale.
- There is scope for produce from the community garden and other niche food producers to be offered for sale.
- Food outlets need to ensure that they cater for the needs of families, amongst others.
- Buskers and others could provide varied forms of entertainment to add extra dimensions of colour, energy and movement.
- Negotiations could be entered into for inclusion and expansion of the existing community/farmers’ market to the site.
- Most importantly, ALL dimensions of the site’s history – military as well as mental health – need to be featured.
- Facilities could be used for a variety of training and education purposes.
- A stage area developed in the amphitheatre behind the wall could be used for larger scale concerts and other forms of entertainment.

### 2.9.5 Creating a future for Frescati

- It has already been recommended that the dwelling known as “Frescati” and its gardens be included as part of this study and the program of restoration.
- Previous studies have suggested the possibility of utilising this building for bed and breakfast accommodation.
- Section 14 of the conservation plan for Frescati mentions a possible restriction to use of the dwelling in this manner when it says, “the insertion of ensuite bathrooms partially within existing significant room spaces is not supported”.
- **It is recommended nonetheless that this option not be discarded altogether, but be the subject of further exploration.**
- It is the view of the consultants that the restored grounds and gardens of Frescati hold the key to its future.



- It is our recommendation that Frescati be developed as an exemplar combining the “old and the new” in terms of state-of-the-art energy use and conservation practices and climate change initiatives such as water usage and storage, solar heating, recycling, education and garden tours, development of old plant varieties etc.

Importantly, this approach would attract another visitor segment and open up the range of potential funding sources available.

- For purpose of improving site security, it is further recommended that a caretaker be appointed to occupy Frescati, following its restoration.

## 2.9.6 Pricing structure

- Admission charges at a number of Tasmanian and interstate attractions have been reviewed to establish a baseline for setting a pricing structure for Willow Court.
- Research results are summarised in the following table:

Venue	Comparative Prices			
	Adult \$	Child \$	Family \$	Concession \$
Woolmers	14.00	5.00	32.00	12.00
Brickendon	12.00	4.50	35.00	11.00
Port Arthur (Half day pass)	30.00	15	75.00	25.00
Whale World	25.00	Free-10.00	55.00	15.00-20.00
Sovereign Hill	41.00	18.70	103.50	32.80
Cascades Female Factory	15.00	5.00	30.00	10.00
Maritime Museum of Tasmania	7.00	Free	16.00	4.00-5.00
Clarendon House	10.00	Free		8.00
Runnymede	10.00	Free		8.00
Beaconsfield Mine & Heritage Centre	11.00	4.00	28.00	9.00

Table 34



- On the basis of these prices, an assessment of the perceived “value” of Willow Court and market trends, the pricing structure recommended for Willow Court is as follows:
  - Adult \$15.00
  - Child \$6.00
  - Family (two adults, one child) \$34.00
  - Concession \$13.00
- It is recommended that residents of the Derwent Valley Municipality be exempt from payment of entrance fees, other than for special events.

### **2.9.7 Snapshot of major recommendations on marketing**

- Develop a critical mass of attractions at New Norfolk.
- Develop strategic and cohesive partnerships with appropriate businesses in the Derwent Valley.
- Create a quality website.
- Source and access artefacts for their heritage significance and relevance to interpretation.
- Introduce joint ticketing with other attractions e.g. Mt Field National Park and Salmon Ponds.
- Develop special package tours e.g. links with rail and ferry.
- Conduct a high profile product launch.
- Ensure well placed signage to Willow Court and directional signage off the Lyell Highway and at the site entrance.
- Maintain a robust communication strategy with stakeholders and the community.
- Produce an authenticity label for merchandise.



## 2.10 FINANCIAL PLAN

### 2.10.1 Indicative capital requirements for works program

Nature of works	Description	Budgetary allocation \$
Electrical site services	New site power supply, Avenue street lighting as per ECOS plan. Connect and rewire Barracks, Bronte, Carlton, Therapy, Allonah, Community House and Frescati buildings.	1,500,000
Site water and fire plan	New water connections from the Avenue, Humphrey and George Sts to lot boundaries, supply and install nine new fire hydrants, make all existing pipe work to internal fire hydrants redundant, remove all existing fire hydrants.	326,000
Site security	Supply, install and commission a security and CCTV System. The system will provide smoke and intruder detection and CCTV coverage for the council owned buildings at Willow Court.	250,000
Landscape	Remove and replace all trees identified for removal, plant additional trees in the Avenue and attend to maintenance of remainder in accordance with Royal Botanical Gardens site plan.	168,000

Table 35



Nature of works	Description	Budgetary allocation \$
Bronte stabilisation	New hydraulic services, roof repairs, replace window frames and glazing, visitor centre including toilets and ticketing, restaurant and kitchen, gallery space, seminar space and fit out, demolish west porch and toilet block, refurbish plant room, internal and external painting and landscaping as per approved Conservation Management Plan and principles. Provide Living Memory Project outputs.	2,135,000
Barracks stabilisation	New hydraulic services, internal and external fabric repair, provide "Art Behind the Wall" gallery space in south wing including air control and security system, provide "Life Behind the Wall" interpretation and interpretation space in west wing, replace broken windows, new floors in west wing, repair ceilings in south and west wings, repair verandah roof and stone floor, repair all doors, repair bell tower and landscaping as per approved Conservation Management Plan and principles. Provide Living Memory project outputs.	2,430,000

Table 35 continued



Nature of works	Description	Budgetary allocation \$
C Ward	In documentation supplied by DVC, a costing has not been provided for restoration of this building. Mindful that it has been recommended that costings will need to be confirmed nearer the time when restoration is planned, a notional figure has been adopted for purpose of this report. It is based on a site inspection and a broad assessment of its state of repair relative to other buildings on the site for which costings have been supplied.	750,000
Frescati	Stabilise building and implement landscaping principles and plan as per approved Conservation Management Plan. Digital record, asbestos register.	675,000
Therapy building	New hydraulic services, repair ceilings, replace all three external doors, replace all light fittings, replace all floor coverings, paint interior, replace all electrical fittings, digital record, asbestos register.	472,000
Allonah building	New hydraulic services, repair ceilings, replace all external doors and repair/replace internal doors, replace all floor coverings, repair windows and replace glazing, paint interior, digital record, asbestos register.	405,000
Site entrance, The Avenue	Refurbish existing entrance by replacing broken or missing balustrade, undertake digital image record of paint surfaces, prepare surface and repaint in two-tone cream.	8,000
	<b>Total</b>	<b>\$9,119,000</b>

Table 35 continued



## 2.10.2 Commitment of grant funding and moneys from prior property sales

- **It is recommended that the balance of funds generated from the earlier sale of property assets in the Willow Court complex be transferred by DVC to the recommended new entity as seed capital.** These funds are understood to be of the order of \$200,000.
- **It is further recommended that proceeds from the sale of property assets in the Oval Precinct also be transferred by DVC to the recommended new entity as seed capital.** These funds are understood to be of the order of \$1 million.
- **It is further recommended that negotiations be entered into with the Tasmanian Government to obtain approval to transfer a previously committed grant from DVC to the recommended new entity.** These funds are understood to be of the order of \$750,000.
- This will provide the new entity with start-up capital of the order of \$2 million to start restoration works.



### 2.10.3 Income and expenditure budgets for first five (5) years

	Year 1	Year 2	Year 3	Year 4	Year 5
<b>Income</b>	\$	\$	\$	\$	\$
Entrance fees	213,550	285,300	514,400	685,700	857,300
Retail sales		50,000	75,000	100,000	175,000
Rentals		5,000	8,000	10,000	20,000
<b>Total Income</b>	213,550	340,300	597,400	795,700	1,052,300
<b>Expenditure</b>					
Accounting and audit	2,000	2,500	3,000	3,500	3,500
Advertising and promotion	10,000	25,000	15,000	10,000	5,000
Bank fees and charges	400	1,000	1,500	1,800	2,000
Cleaning and gardening services	5,200	7,800	10,400	10,400	11,440
Commission payable to booking agencies	10,250	13,694	24,691	32,914	41,150
Computer hardware and software	10,000			15,000	
Cost of retail sales		30,000	45,000	60,000	105,000
Depreciation	15,000	15,000	15,000	15,000	15,000
Electricity	5,000	7,000	10,000	11,000	12,000
Exhibits		20,000	25,000	15,000	18,000
Insurance	16,000	18,000	24,000	25,000	26,000
Legal costs	5,000				
Motor vehicle expenses	5,000	8,000	10,000	9,000	10,000
Postage	300	1,000	3,000	2,500	3,000
Printing and stationery	2,000	3,500	4,500	4,000	4,000
Repairs and maintenance		2,000	4,000	3,000	3,000
Sundry expenses	1,000	1,500	2,000	1,500	1,500
Telephone and email	600	3,000	5,000	5,500	5,000
Wages and salaries (including on-costs)	279,000	403,000	499,000	484,000	494,000
Website hosting and maintenance		500	500	600	600
<b>Total Expenditure</b>	366,750	562,494	701,591	709,714	760,190
<b>Net Profit (Loss)</b>	<b>-153,200</b>	<b>-222,194</b>	<b>-104,191</b>	85,986	292,110



## 2.10.4 Notes to income and expenditure budgetary projections

- **Income**

- Entrance fees are based on admission charges of adults (\$15), children (\$6), family (\$34) and concession (\$13) in the first two years, rising in year 3 onwards to \$18, \$8, \$40 and \$15 respectively.
- Visitor numbers have been estimated as follows:

	Year 1	Year 2	Year 3	Year 4	Year 5
<b>Adults</b>	7,700	10,200	15,300	20,500	25,800
<b>Children</b>	3,600	4,700	7,000	9,400	11,800
<b>Family</b>	1,350	1,800	2,700	3,600	4,500
<b>Concession</b>	2,350	3,300	5,000	6,500	7,900
	15,000	20,000	30,000	40,000	50,000

- These projected numbers have been benchmarked against a range of Tasmanian attractions as follows:

Beaconsfield Mine & Heritage Centre	40,000
Cascades Female Factory, Hobart	8,000
Highfield Historic Site, Stanley (Note: The Nut, just two kilometres away, attracts 35,000 visitors)	10,000
Penitentiary Chapel Historic Site, Hobart	5,000
Platypus House, Beauty Point	32,000
Port Arthur Historic Site	308,000
Richmond Gaol	40,000
Woolmers Estate, Longford	20,000

- Retail sales refer to revenue generated from sale of food, beverage and merchandise.



- Rentals refer to hire of meeting rooms and work space for artisans in the Barracks building.

- **Expenditure**

- Accounting and audit – professional assistance in setting up the management information and ticketing system, preparing annual returns and audit.
- Advertising and promotion relates to the creation of a website, design and distribution of brochures, signage on buildings, directional signage and marketing in tourism newspapers and magazines.
- Commission payable to booking agencies is based on a rate of 12 per cent applicable to 40 per cent of entrance fees.
- Cost of retail sales – estimated at 60 per cent of sales.
- Depreciation – rough estimate based on such items as security system, lighting, fittings, furniture, computer equipment etc.
- Exhibits includes allowance for changing exhibits, input of professional services, special events, visiting exhibitions etc.
- Insurance relates to workers' compensation, public and product liability, buildings, contents, stock etc.
- Wages and salaries (including on-costs) – refers to Project Manager \$120,000, reception and café staff, guides (volunteers will assist as well) and professional fees payable to board members, some expert advisers and person engaged to source grants etc.

- **Bottom line**

- On the basis of these financial projections, operating losses will be sustained in each of the first three years, but a profit will be generated in both the fourth and fifth years of operation.



## 2.10.5 Year-by-year funding requirement

- The following schedule has been compiled to serve as an indicator of what the fundraising effort needs to be over the five (5) year life of the development plan.
- It is based upon a pool of funds amounting to \$2 million, as described earlier, being made available to kickstart the project.
- The funding requirement has been determined after taking into account the indicative capital cost for the staged works described in the development plan and the financing of operating losses in each of the first three (3) years.
- If the funding requirement cannot be met in any year, it will mean that the development plan will be slowed and its implementation will need to be spread over a longer time period of, say, ten (10) years.
- In these circumstances, it is considered vital that the recommended robust communication strategy be maintained with the community and stakeholders.

<b>Year 1</b>	
Availability of funds	\$2,000,000
<i>Application of funds</i>	
Motor vehicle	\$40,000
Electrical site services	1,500,000
Site water and fire plan	326,000
Site security	250,000
Landscaping	35,000
Operating loss	153,000
	<u>2,304,000</u>
<b>Fundraising requirement</b>	<u><u>\$304,000</u></u>
<b>Year 2</b>	
Availability of funds	\$0
<i>Application of funds</i>	
Restoration of Bronte	\$2,135,000
Landscaping	35,000
Operating loss	222,000
	<u>2,392,000</u>
<b>Fundraising requirement</b>	<u><u>\$2,392,000</u></u>



<b>Year 3</b>	
Availability of funds	\$0
<i>Application of funds</i>	
Restoration of Barracks	\$2,430,000
Landscaping	35,000
Operating loss	104,000
	<u>2,569,000</u>
<b>Fundraising requirement</b>	<u><u>\$2,569,000</u></u>
<b>Year 4</b>	
Availability of funds	\$0
<i>Application of funds</i>	
Restoration of C Ward	\$750,000
Landscaping	<u>35,000</u>
	785,000
Less contribution from operating profit	86,000
	<u>699,000</u>
<b>Fundraising requirement</b>	<u><u>\$699,000</u></u>
<b>Year 5</b>	
Availability of funds	\$0
<i>Application of funds</i>	
Restoration of Frescati	\$675,000
Landscaping	<u>35,000</u>
	710,000
Less contribution from operating profit	292,000
	<u>418,000</u>
<b>Fundraising requirement</b>	<u><u>\$418,000</u></u>



## 2.11 RISK MANAGEMENT PLAN

Risk (There is a risk that...)	Likelihood	Impact	Risk level	Mitigation Strategies
	Almost certain Likely Moderate Unlikely Rare	Extreme Major Moderate Minor Insignificant	Critical High Medium Low	
<b>Financial</b>				
Capital cannot be sourced	Moderate	Extreme	Critical	<p>This business plan has identified three pools of funds which it has recommended be applied to the Willow Court redevelopment program from outset.</p> <p>Establish detailed fundraising plan as a high priority business strategy.</p> <p>Engage an experienced professional in identifying grant sources and writing grant applications.</p>
Revenues are lower than expected	Moderate	Moderate	Medium	<p>As with any new enterprise, regular monitoring of cash flow will be necessary.</p> <p>Marketing initiatives and maintenance of quality service standards will be vital to generate revenues in line with budget.</p>
Unforeseen costs arise	Likely	Moderate	Medium	<p>Regular monitoring of actual against budget and observation of best practice project management principles will be required.</p>
Cash flow problems may arise	Likely	Moderate	Medium	<p>Review and refinement of budgetary projections will be necessary prior to start-up and as various activities are brought on line.</p>

Table 36



Risk (There is a risk that....)	Likelihood	Impact	Risk level	Mitigation Strategies
	Almost certain Likely Moderate Unlikely Rare	Extreme Major Moderate Minor Insignificant	Critical High Medium Low	
<p><b>Project management and restoration works</b></p> <p>Project Manager with required skills set is difficult to recruit</p>	Unlikely	Moderate	Low	<p>Approach recruitment task in professional manner.</p> <p>Establish “essential” and “desirable” selection criteria and seek best fit.</p> <p>Be aware where gaps may exist initially.</p> <p>Highlight unique opportunity when advertising the position.</p>
The workplan under the project falls behind schedule	Likely	Moderate	Medium	<p>Employ contemporary project management principles and tools.</p> <p>Recognise that communication is key.</p> <p>Always develop a “Plan B”.</p>
Specialised trades for certain restoration works are not available or not available when needed	Likely	Moderate	Medium	<p>Maintain contact with other heritage sites.</p> <p>Develop a database of contractors and their skills.</p> <p>Review work schedule regularly.</p> <p>Maintain measure of flexibility in planning processes.</p>

Table 36 continued



Risk (There is a risk that....)	Likelihood	Impact	Risk level	Mitigation Strategies
	Almost certain Likely Moderate Unlikely Rare	Extreme Major Moderate Minor Insignificant	Critical High Medium Low	
<b>Project management and restoration works</b>				<p>Maintain robust communication strategy with all stakeholders, including the community.</p> <p>Regularly monitor standard of workmanship being achieved.</p> <p>Be aware that “Murphy’s Law” is alive and well.</p> <p>Ensure Project Manager is an accomplished “trouble shooter” and an effective problem solver.</p>
Restoration work takes too long to complete	Likely	Moderate	Medium	
<b>Marketing</b>				<p>Seek feedback constantly from patrons.</p> <p>Constantly research innovative ways to add value.</p> <p>Monitor pricing structure of other heritage sites.</p>
Prices are perceived as not representing value-for-money	Unlikely	Major	Medium	
Visitor numbers falling and/or the site fails to attract forecast number	Likely	Moderate	High	<p>Establish internal systems to track visitor numbers, demographic, origin etc.</p> <p>Conduct post-visit surveys and review feedback.</p> <p>Measure outcomes from marketing strategies.</p>

Table 36 continued



Risk (There is a risk that....)	Likelihood	Impact	Risk level	Mitigation Strategies
	Almost certain Likely Moderate Unlikely Rare	Extreme Major Moderate Minor Insignificant	Critical High Medium Low	
<b>Marketing</b>	Unlikely	Major	High	Focus from outset on what makes Willow Court unique. Accentuate differences. Develop and package new experiences which engage the visitor.
Product and visitor experiences are not sufficiently differentiated				
Marketing costs are high and exceed budget	Moderate	Moderate	Medium	Expect to make significant investment in development of “Willow Court brand” initially. Monitor marketing costs as with any other form of expenditure. Identify reasons for cost blowout and take remedial action.
Public reviews of the visitor experience at Willow Court are adverse	Moderate	Major	High	The constant pursuit of quality in everything that happens at Willow Court is central to success. Use any negative feedback as a learning experience to improve.

Table 36 continued



Risk (There is a risk that....)	Likelihood	Impact	Risk level	Mitigation Strategies
	Almost certain Likely Moderate Unlikely Rare	Extreme Major Moderate Minor Insignificant	Critical High Medium Low	
<b>Governance framework</b>	Moderate	Moderate	Low	Build and maintain networks of skilled people as potential source to fill any vacancy that may arise.
Key members of the board of management leave				
Skills required on the board of management are lacking	Likely	Moderate	Medium	Determine skill requirements in advance. Adopt formal recruitment process. Screen applicants carefully. Look for complementary skills and mix of balanced experience around board table. Be prepared to engage specialists to fill voids on one-off basis.
Cohesion and direction are lacking at board level	Unlikely	Minor	Low	Seek people to fill board roles who have necessary skills set, as well as “people skills” and passion for heritage. Business plan and development plan give direction.

Table 36 continued



Risk (There is a risk that...)	Likelihood	Impact	Risk level	Mitigation Strategies
	Almost certain Likely Moderate Unlikely Rare	Extreme Major Moderate Minor Insignificant	Critical High Medium Low	
<p><b>Employment, volunteers and the community</b></p> <p>Community support will be low</p>	Moderate	Moderate	Medium	<p>Offer free entry to local residents to encourage visitation.</p> <p>Encourage local community ownership through local events held on site.</p> <p>Promote community use of buildings wherever practicable.</p> <p>Utilise local community products and services.</p> <p>Maintain robust communication strategy with community.</p>
Key staff may be lost	Moderate	Moderate	Medium	<p>Build strong relationships between board of management and key staff.</p> <p>Encouragement of feedback, suggestions for improvements in policies and practices and a performance appraisal system will aid in early detection of teething problems.</p>
Volunteers become difficult to recruit, burn out or leave	Moderate	Moderate	Medium	<p>Encourage positive and supportive culture for volunteers.</p> <p>Monitor volunteer contributions and be alert to signs of burn out.</p> <p>Recognise the work of volunteers publicly.</p>

Table 36 continued



Risk (There is a risk that....)	Likelihood	Impact	Risk level	Mitigation Strategies
	Almost certain Likely Moderate Unlikely Rare	Extreme Major Moderate Minor Insignificant	Critical High Medium Low	
<b>External</b>				
A fire could destroy buildings, infrastructure and the amenity of Willow Court	Moderate	Extreme	Critical	Establish a fire evacuation procedure. Practise and promote safe environmental practices and maintain appropriate insurances.
A visitor suffers a slip or fall	Moderate	Moderate	Medium	Identify any hazards through a site audit. Provide appropriate infrastructure and signage where necessary. Maintain adequate insurances.

Table 36 continued



## SECTION 3. DEVELOPMENT PLAN

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### 3.1 PRINCIPAL OBJECTIVES

- To undertake the redevelopment of the Willow Court and Barracks Precinct as a staged development.
- To apply the articles of *The Burra Charter: The Australia ICOMOS Charter for Places of Cultural Significance (1999)* to works carried out on the site.
- To retain the integrity of the site, not just the buildings, but the stories, the landscape and the artefacts.
- To establish quality controls to ensure that all remediation and restoration works are carried out to a high standard of workmanship.

### 3.2 VISION

- Vision is the future “destination” that drives the whole project and is aimed at motivating and inspiring all who are connected with it.
- The vision has been set initially as:  
  
“A thriving Derwent Valley, supporting Willow Court as a unique heritage tourism experience”.
- Another longer term vision for the site is also recommended for adoption. It provides for the eventual addition of Willow Court to the World Heritage List and linked to World Heritage and Tasmanian Heritage trails.



### 3.3 DEVELOPMENT PLAN FOUNDATION

- This development plan is based on recognition of:
  - A set of operating principles established by DVC;
  - The stated need to “get some action happening on the site”, but nonetheless in an orderly manner;
  - The sensitive presentation of a range of unique experiences for the visitor;
  - The need for a quality restoration that can instill a sense of pride in the Derwent Valley community;
  - The need to foster high standards of service and professionalism; and
  - The need to achieve a balance between commercial imperatives and conservation.

### 3.4 GUIDELINES FOR IMPLEMENTATION

- A suggested timing of five to seven years is suggested for implementation of the various actions. However, this timing is flexible and, if necessary, may be extended.
- An essential part of the implementation process will involve monitoring progress at least on a quarterly basis to ensure the overall development plan is on track to achieving the objectives.
- It is recognised that there may be human resource and financial constraints on the implementation of the recommendations in accordance with the suggested timing. However, the key issue will be to implement the recommendations in an orderly manner as resources permit.



### 3.5 MAJOR GOALS AT A GLANCE

- Adopt business plan and development plan.
- Settle on choice of governance framework for the project.
- Set up board of management and recruit members.
- Renegotiate terms of grant with Tasmanian Government.
- Engage a Project Manager.
- Engage an experienced person to identify grant sources and write applications.
- Create and implement a fundraising plan.
- Marshall funds from the prior sale of assets in the Willow Court complex and sale of property assets in the Oval Precinct as seed capital for the project.
- Establish expert advisory panel to the board of management.
- Establish ongoing working relationship with Heritage Tasmania.
- Put communication strategy in place.
- Undertake general clean-up of the site.
- Address site requirements in respect of power, technology, water, fire detection, security, telecommunications and asbestos removal.
- Invite members of the Willow Court Precinct Special Committee to form themselves into a new body named Friends of Willow Court Inc or similar.
- Create a quality website.
- Establish an effective traffic management plan for the site, including off-site parking and alternative access routes to The Avenue.
- Renovate Barracks building.
- Renovate Bronte building.



- Renovate Frescati building.
- Renovate Carlton building.
- Relocate the Derwent Valley Information Centre.
- Relocate the New Norfolk Historical Information Centre.
- Investigate the use of Frescati for bed and breakfast accommodation (Note: conservation plan does not support establishment of ensuite bathrooms in the dwelling).
- Develop Frescati as an exemplar of best practice in energy use and conservation and climate change initiatives.
- Engage staff.
- Implement the marketing plan.
- Commence collection of oral histories.



## **3.6 IMPLEMENTATION TIMETABLE**

### **YEAR 2011**

#### **Strategic objectives:**

- **To settle on governance model.**
- **To put board of management in place.**
- **To secure site and connect utilities.**
- **To put seed capital in place.**
- **To commence collection of artefacts for the site.**
- **To embark on collection of oral histories.**
- **To commence holding limited events on-site.**

#### **Tasks**

- Adopt business plan and development plan.
- Settle on choice of governance model.
- Set up board of management.
- Establish expert advisory panel.
- Put in place communication strategy.
- Renegotiate terms of grant with Tasmanian Government.
- Marshall funds from prior sale of Willow Court and Oval Precinct property assets.
- Establish ongoing working relationship with Heritage Tasmania.
- Establish a fundraising plan.
- Engage a Project Manager.



- Engage an experienced person to source grants.
- Form Friends of Willow Court Inc.
- Undertake a general clean-up of the site.
- Commence clean-up and landscaping of Barracks Court and C Ward yard so they can be used as event locations. (Use for fundraising and to encourage “market atmosphere”)
- Undertake works associated with power, telecommunications, water, fire detection, security and asbestos removal at the site.
- Address directional signage to the site and at the entrance.
- Commence publicity for the site.
- Commence sourcing and collecting artefacts for museum.
- Commence collection of oral histories.
- Review progress achieved and adjust implementation, as required.

## **YEAR 2012**

### **Strategic objectives:**

- **To undertake restoration of Bronte.**
- **To relocate the Visitor Information Centre.**
- **To relocate the New Norfolk Historical Information Centre.**
- **To commence implementation of marketing plan.**
- **To establish an effective traffic management plan for the site.**

### **Tasks**

- Set new goals under fundraising plan.



- Undertake restoration of Bronte.
- Establish café and retail outlet.
- Relocate Visitor Information Centre.
- Relocate New Norfolk Historical Information Centre.
- Maintain communication strategy.
- Continue with implementation of landscaping plan.
- Create a quality website.
- Establish an effective traffic management plan for the site.
- Continue implementation of marketing plan.
- Engage staff, as required.
- Continue to source and collect artefacts for museum.
- Continue to collect oral histories.
- Review progress achieved and adjust implementation, as required.

## **YEAR 2013**

### **Strategic objectives:**

- **To undertake restoration of the Barracks.**
- **To investigate the optimum future use of Frescati.**

### **Tasks**

- Set new goals under fundraising plan.
- Undertake restoration of the Barracks.



- Investigate potential use of Frescati as a bed and breakfast.
- Continue to implement landscaping plan.
- Maintain communication strategy.
- Design and determine placement of interpretation panels.
- Continue with implementation of marketing plan.
- Continue to source and collect artefacts for museum.
- Review progress achieved and adjust implementation, as required.

## **YEAR 2014**

### **Strategic objectives:**

- **To undertake restoration of C Ward.**
- **To design renovation program for Frescati having determined optimum use.**

### **Tasks**

- Set new goals under fundraising plan.
- Continue with implementation of marketing plan.
- Undertake restoration of C Ward.
- Design Frescati development program.
- Maintain communication strategy.
- Continue with implementation of landscaping plan.
- Review progress achieved and adjust implementation as required.



## **YEAR 2015**

### **Strategic objectives:**

- **To undertake restoration of Frescati.**
- **To complete implementation of landscaping plan.**
- **To undertake planning for future renovations (Therapy etc)**

### **Tasks**

- Set new goals under fundraising plan.
- Undertake restoration works on Frescati.
- Install caretaker in Frescati for site security.
- Plan renovations for future years (Therapy etc).
- Complete implementation of landscaping plan.
- Continue to implement marketing plan.
- Maintain communication strategy.
- Review progress achieved and adjust implementation as required.



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## SECTION 4. POTENTIAL FUNDING SOURCES

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### 4.1 ATTRACTIVENESS OF PROJECT TO POTENTIAL FUNDING SOURCES

As stated earlier, the biggest challenge facing this project will be raising the capital required to fund the restoration and future maintenance of the buildings.

A review of documentation made available by DVC indicates that in the past, the focus on the adaptive re-use of the buildings has been almost entirely on the site's historical connection with mental illness. This continues to be a highly sensitive issue for many in the Derwent Valley. While some would argue that is part of the Valley's history that they would prefer to forget, it needs to be showcased in innovative and sensitive ways. As a society, even today, we continue to grapple with issues around mental illness and its discussion openly in the public domain.

**It is our recommendation that the “Willow Court brand” needs a complete makeover.** It needs to be reinvented so that ALL dimensions are featured – the treatment and history of mental illness, future community use of the facilities, military history, education, Frescati exemplar on energy use and conservation and climate change initiatives and so on.

This multi-faceted holistic approach will assist to open up a wider range of funding options and increase its attractiveness to funding agencies.

### 4.2 GRANTS

Grants, funding and government support will be critical to the success of this project. As is the case with any business start-up, Willow Court will require funds for working capital, to cover operating losses in the early years of operation and for infrastructure needs. Progress under the development plan will largely depend upon success with funding submissions.

Sourcing funding is a highly competitive process. Funding programs come and go and are often subject to change. They usually offer only limited lead time for applicants to compile quality submissions. On the other hand, some funding programs tend to be fairly well established in the marketplace, consistently offering one or two funding rounds per year. Preparation is paramount. Criteria can and do change, but there is a lot of information sought which remains relatively constant. It is this sort of information that can be drafted in advance.

There are three (3) keys to successful grant sourcing:

- Adopting a pro-active stance and regularly monitoring the availability of grant programs;



- Registering with relevant grant providers, usually online, for notification by way of regular email updates on the availability of grants; and
- Applying high level knowledge, skills and experience of grant jargon, persuasive writing and timeliness to the compiling of quality grant applications.

At the end of the day, sourcing grants is a numbers game. The individual components of funding requirements for Willow Court need to be identified and a pro-active stance adopted in the marketplace to finding a matching potential grant source(s). Having “several irons in the fire” will ultimately produce the best results.

The recommended recruitment of a Project Manager offers an opportunity to appoint an individual who possesses a well-developed skills set in this specialised area. If this is not possible, **it is recommended that an experienced writer of grant applications and funding submissions be engaged to source funding and in-kind support as an integral part of the fundraising plan.**

The following schedule, while not exhaustive, offers a guide to potential grant sources of relevance to business and infrastructure development at Willow Court:

Grant Program	Comments
Tasmanian Community Fund	Promotion and conservation of Tasmania’s cultural heritage – funds for building restoration, landscaping etc can be applied for under this grant. There are generally two grant rounds offered yearly. <a href="http://www.tascomfund.org/">http://www.tascomfund.org/</a>
Community Heritage Grants	Provides cash grants of up to \$15,000 to assist non-profit organisations to document, preserve, digitise and curate their history (oral and written). <a href="http://www.nla.gov.au/chg/">http://www.nla.gov.au/chg/</a>
Festivals Australia	Funds Australian regional and community festivals to present quality cultural projects. Funding is available to add a new or special sort of cultural activity. There are generally two funding rounds per year. <a href="http://www.arts.gov.au/arts/festivals_australia">http://www.arts.gov.au/arts/festivals_australia</a>
Art Grants	Grants available for artists <a href="http://www.australiacouncil.gov.au/grants">http://www.australiacouncil.gov.au/grants</a>
Arts Tasmania	Infrastructure, small museums and collections and various art funding programs. <a href="http://www.arts.tas.gov.au/flash.aspx?id=27">http://www.arts.tas.gov.au/flash.aspx?id=27</a>
Regional Arts Fund (RAF)	Supports sustainable cultural development across regional, remote and rural areas. <a href="http://www.arts.gov.au/arts/regional_arts_fund">http://www.arts.gov.au/arts/regional_arts_fund</a>
Local Government Infrastructure Assistance Program	Only available for municipal councils for infrastructure projects which will generate employment. <a href="http://www.development.tas.gov.au/business/local_government_infrastructure_assistance_program">http://www.development.tas.gov.au/business/local_government_infrastructure_assistance_program</a>

Table 37



<b>Grant Program</b>	<b>Comments</b>
Events Tasmania Grant Programs	Grant funding is available for events held in Tasmania which return significant economic, social and cultural benefits to the state. <a href="http://www.eventstasmania.com/grants_programs">http://www.eventstasmania.com/grants_programs</a> Special event grant <a href="http://www.eventstasmania.com/grants_programs/special_event_grant">http://www.eventstasmania.com/grants_programs/special_event_grant</a>
Tourism Grants	List of available tourism grants <a href="http://www.tourismtasmania.com.au/industry/grants">http://www.tourismtasmania.com.au/industry/grants</a>
Heritage Tasmania Conservation Funding Program	Grants for places requiring urgent or essential works and that are listed on the Tasmanian Heritage Register. It is not certain that this funding program will be continued. <a href="http://www.heritage.tas.gov.au/funding_program.html">http://www.heritage.tas.gov.au/funding_program.html</a>
Community Capacity Building Grants Program	Available for initiatives that build the capacity of the community in various areas. <a href="http://www.dpac.tas.gov.au/divisions/cdd/grants">http://www.dpac.tas.gov.au/divisions/cdd/grants</a>
National Water Security Plan for Cities and Towns	Grants available to local government (and various organisations) to carry out practical projects to improve water supplies. <a href="http://www.environment.gov.au/water/programs/urban/nwspct.html">http://www.environment.gov.au/water/programs/urban/nwspct.html</a>
Caring for our Country	Funding to assist with conservation and protection of the natural environment. <a href="http://www.nrm.gov.au/">http://www.nrm.gov.au/</a>
Regional Assistance Program – Tasmania	Projects that support sustainable employment opportunities in the region. <a href="http://www.development.tas.gov.au/business/regional_assistance_program">http://www.development.tas.gov.au/business/regional_assistance_program</a>

Table 37 continued

### 4.3 SPONSORSHIP

Sponsorship can be used for the development of the Precinct, during the start-up, the running of tourism initiatives or the staging of special events. The key is to look at any project or event through the sponsor's eyes and to develop an innovative benefits package.



## 4.4 FUNDRAISING

Fundraising performed by the community is an important way of raising funds and enlisting community support. **It is recommended that a detailed fundraising plan be established, focusing on grants of all kinds, sponsorship and support from the general public and the Federal and Tasmanian Governments. It is further recommended that commencement of the fundraising program be addressed as a high priority business strategy.**

Additionally, once the project is up and running, communities are more likely to continue to uphold it if they have been engaged with, and financially supported it, from inception. For example, in Maryborough, Queensland, the local Council built an \$11 million theatre through local community, State and Federal Government support (The Brolga Riverside Theatre & Convention Centre, 2006). The community undertook a huge fundraising effort because it supported a theatre for the local area. Its goals were ultimately achieved and the Brolga Theatre, Maryborough now hosts a range of national and international performers.

It would be necessary to give the community set goals to work towards. This could include a dollar target and a building or project area that this money would support. It would be necessary to enlist the support of a community group, perhaps the earlier recommended Friends of Willow Court Inc., to oversee fundraising events and to boost community morale over the period of the early development of Willow Court. One of the earlier identified key success factors is that events and fundraising must be in keeping with heritage tourism use and interpretation. Therefore, events could include themed fetes, flea markets, musical and drama displays etc, on or off site (with Council permission). This would also help the site to be perceived as an events location. This would help to generate financial returns early in the life of the project, another key success factor.



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