

Submission no. 70

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National Trust of Australia (Victoria)

Submission to the Parliamentary Inquiry into Heritage Tourism and Eco Tourism

August 2013

We welcome the opportunity to make a submission to the Parliamentary Environment and Natural Resources Committee Inquiry into Heritage Tourism and Eco Tourism. In addition to this submission, The National Trust would welcome the opportunity of being heard by the Committee in order to provide greater detail on heritage tourism and answer any questions on the Trust's submission.

For the purposes of this submission, the term 'heritage' for the National Trust, covers all that we, as a society, value today and wish to pass on to future generations. This is a very broad definition of 'heritage', and deliberately so. Its scope is much broader than 'place'. It includes intangible as well as tangible heritage—language and customs, as well as places and moveable collections.

'Heritage Tourism' for the National Trust covers visitation to places that have historic, Indigenous and natural values, their associated collections (including documentary collections), and the settings in which places are located.

Summary;

- The National Trust manages 24 heritage tourism attractions across Victoria
- Over 400,000 Melbourne, interstate and international people visit a National Trust Property in Victoria each year
- Heritage tourism provides employment for 118 people full-time, part-time or casually within the Trust and 1,400 volunteers actively contribute 50,000 hours p.a. to the success of our business
- Heritage and culture are one of the primary motivators that overseas visitors of all ages and nationalities cite as their reason to visit Victoria
- There is no single report that quantifies the economic benefits of heritage-based tourism, although various different studies give an indication of the importance of the sector
- Politicians and policy-makers need to recognise the importance that heritage has, not only for local communities but for the economic health of the industry as well

- The heritage tourism market has a number of unique aspects associated with its public benefit and intangible (cultural and intellectual) capital characteristics, and it provides significant non-market community benefits
- Income from tourist activities is inadequate to fund the basic provision of maintenance, conservation and education services at heritage attractions. As a result, there are obvious market failures that justify public funding to reduce their impact. Investment in heritage is not a cost, it is an opportunity
- A relatively small investment in facilitation of Master Plans will enable the National Trust to seek larger capital works funding to realise the potential of a number of key regional and rural heritage tourism and eco-tourism places.

Introduction

The National Trust of Australia (Victoria) is the largest community based heritage organisation in the state and the leading operator of historic houses and other heritage attractions in Victoria. Established in 1956, the National Trust of Australia (Victoria) has been actively working towards conserving and protecting our heritage for future generations to enjoy.

We are an independent non-profit organisation supported by a large community base and 18,000 members. We are independent of Government although we work collaboratively with State government, local councils, businesses and local communities to strengthen heritage protection, increase community involvement in heritage conservation and provide tourism experiences.

Vision

For the Australian community to understand, value and enjoy the built, natural and cultural heritage that creates our national identity.

Mission

To inspire the community to appreciate, conserve and celebrate its built, natural and cultural heritage.

Structure

The National Trust of Australia (Victoria) is a not-for-profit membership organisation formed in 1956. Since incorporation as a company limited by guarantee, the Trust has been a major influence on conserving Victoria's heritage.

Through its life, the Trust has classified thousands of significant places across the state, accumulating an extensive bank of knowledge in the process. It has acquired a substantial portfolio of heritage buildings and places, providing Victorians and interstate and international visitors with a unique insight into Victoria's history.

The Chief Executive Officer reports to a board, comprising nine elected and three appointed Directors. The Trust has 14 metropolitan, regional and rural branches, which together geographically cover approximately one-quarter of Victoria.

Except for specific grants for conservation projects, the State Government contributes only \$233,000 annually to the Trust for which the Trust manages eight state-owned properties.

Tourism award winner

The Trust has won numerous tourism awards. In 2010, the Old Melbourne Gaol won the prestigious Australia-wide *Best of Excellence Award for Museum Interpretation* (Interpretation Australia's highest accolade). It has been entered into the Victorian Tourism Awards Hall of Fame and won the Victorian and Australian Tourism Awards for Heritage and Cultural Tourism in both 2008 and 2009. In 2012 The Polly Woodside won one of only two awards for a Permanent Exhibition (Level 3) at the Museums & Galleries National Awards (MAGNAs).

Properties

The Trust in Victoria manages 38 properties in the state, of which it owns 30 and has Committee of Management responsibilities for a further eight on Crown land.

There are 24 properties that are regularly open to the public, and 14 that are rented out, managed by other groups or that do not have public access.

Most properties were acquired by the Trust with the intention that they would become some sort of museum, and be open to the public on a regular basis. These intentions were sometimes partly realised but since the 1980s the market for house museums has changed. Visitation at house museums peaked in the early 1980s. With the exception of the Old Melbourne Gaol most properties have had steadily declining attendances as house museums. We now pursue an entirely different model and properties such as Como and Rippon Lea have seen recent attendance increases through special event and exhibition programming.

Melbourne attractions	Regional Attractions	
Old Melbourne Gaol	McCrae Homestead	Gulf Station
Rippon Lea	Mulberry Hill	Mooramong
Como House	The Heights	Motts Cottage
Polly Woodside	Barwon Grange	Portarlington Mill
Labassa	Barwon Park	Lakeview Homestead
LaTrobe's Cottage	Endeavour Fern Gully	Dow's Pharmacy
Portable Iron Houses	Nehill Farm	Penny School
Tasma Terrace	Federal Standard Printing	The Briars
	Works	

Collections

The Trust has 33,000 collection items (mostly catalogued) with a total value of approximately \$10 m. Most Trust exhibitions and programming are based on the collection items and the stories they offer.

Register

In addition to the Property portfolio, The National Trust of Australia (Victoria) has classified approximately 7,000 places of cultural or natural heritage significance that are considered worthy of preservation, including buildings, public art, industrial sites, historic areas and precincts, cemeteries, landscapes, historic gardens, trees and urban parklands. The Trust also holds files on a further 2,000 places of heritage value to Victoria.

Current Product Mix

The current Tourism products on offer across the Trust properties for visitors to obtain a greater understanding of the cultural heritage of the past, present and future include;

- viewing the attractions as part of a guided or self-guided tour
- real-life performances such as the award-winning Crime and Justice Experience
- exhibition programs exploring Victoria's heritage in depth
- innovative programs
- children's 'hands on' events and storytelling
- demonstrations and talks on our history, properties and collections
- events and festivals that use the ambience of our heritage places to add value

Visitation

- Over 400,000 Melbourne, Interstate and international people visit a National Trust Property in Victoria each year.
- An average of 20% of visitation is from international tourists either in an organised travel group or self-guided basis
- Local tourist visitation has increased with an additional 40,000 people attending an event or festival at a National Trust property.

Employment & Volunteers

- Heritage Tourism provides employment for 118 people within the Trust on full time, casual and contract arrangements. Internships, secondments and work experience are offered at the Head Office and at the properties. The Trust employs relatively few staff for the remarkable advocacy, conservation, educational and commercial work that is achieved
- Over 1,400 volunteers actively contribute 50,000 hours to the success of these attractions by conducting guided tours, talks, conservation cleaning gardening, daily operations and daily operations and event logistics and particularly in ensuring that properties can open to the public.
- ANZ and NAB Corporate volunteer programs are a new and active component of the Trust volunteer program.

Reconciliation through Place Program

As the primary operator of cultural heritage sites open to the public in Victoria, the Trust believes that we have a responsibility to not only acknowledge the traditional ownership of the land on which our sites are located but seek appropriate opportunities for interpretation of living culture. The National Trust in Victoria is only the second of the Australian National Trusts to have completed a Reconciliation Action Plan (RAP). With the support of the Commonwealth's Indigenous Heritage Program we have employed an Indigenous Heritage Officer. This officer will also work closely with the Trust's Aboriginal Advisory Committee who act as a reference group to Trust's Board.

We are committed to realising reconciliation by embracing the cross-cultural understanding of identity that encompasses both Indigenous and non-Indigenous peoples. As a major independent operator of historic properties open to the public, it is our responsibility to facilitate the involvement of Indigenous peoples in the custodianship and interpretation of their heritage at National Trust places.

This project aims to bring together the Indigenous communities associated with key National Trust sites in Victoria through consultation events, in order to open a dialogue about their relationships and histories with our sites. From these events, we will build a

record of the Indigenous cultural heritage significance of key sites and work together to decide how best to share this significance with the wider public. Through this project, Indigenous cultural heritage site assessments will also be undertaken for National Trust and community use, and an interpretation strategy will be produced as a result of knowledge gained.

The potential for development and delivery of programs embracing Aboriginal living culture is being developed at:

- Mooramong. This stony rises site is of significance to the Wadawurrung group, and is registered on the Victorian Aboriginal Heritage Register as having Aboriginal Places on the site, and as having cultural heritage sensitivity. More sites have been recently identified and will also be registered .
- McCrae Homestead. Built in 1844 on the Mornington Peninsula and one of Victoria's oldest homesteads. It is included on the Victorian Heritage Register. It will shortly be registered on the Victorian Aboriginal Heritage Register as having Aboriginal cultural heritage sensitivity. The McCrae family had positive interaction with the local Bunerong community and there is written evidence that shows how much of an influence this experience had on the family.
- Endeavour Fern Gully. 27 ha in size, the persistence of this remnant of the original vegetation aids our understanding of the plant resources available to the Bunerong people, the original owners and managers of the land.

Open House Melbourne

The Trust properties Tasma Terrace in East Melbourne, the Portable Iron Houses in South Melbourne and LaTrobe's Cottage in the Domain Gardens opened their doors for free as part of Open House Melbourne in July 2013. This annual event provides the public with a free and rare opportunity to discover a hidden wealth of historic buildings around the city. In 2013 the program extended into the City of Port Phillip with 100 places open and 135,000 visitors. 2,500 people visited Tasma Terrace over the weekend.

Technology and tourism

Lost! Melbourne's Lost 100, the Trust's third iPhone app was launched during Open House Melbourne 2012. More than 4,200 people have downloaded, including from China and US.

Lost! Melbourne's Lost 100 is a dynamic app that uses augmented reality to allow the user a 3D understanding of the now lost city of Melbourne. Markets, mansions, hotels, hospitals, pubs, warehouses and shops are all ready to be explored and help us understand how the city has developed.

Users can view 80 'unlocked' buildings from home but not until you are within metres of another 20 will you be able to access their 'locked' files! A history, photos and stories of these often long demolished buildings will be available, as well as information on buildings currently at risk in the city.

Augmenting their phone's camera function, the app superimposes images of buildings that were there over what is now. The user can then save these pictures to their phone, email them or upload them to social media. The app has links to both facebook and twitter so users can upload their images, stories or comments about the sites, through the app as they're using it.

This project was supported by the Lord Mayor's Charitable Foundation, City of Melbourne, Helen McPherson Smith Trust, Public Record Office of Victoria, State Library of Victoria.

The Commonwealth Government supported the Trust's fourth iPhone app *Our City*, released in August 2013. The App is a social history walking tour of the Melbourne CBD incorporating filmed interviews, photos and textual information on sites of interest.

The App features with Ron Barassi, Mirka Mora , Tim Costello, Shannon Bennett, Tony Wheeler, Nadia Tass, Lillian Frank, Dr Kia Pajouhesh, Rod Quantock, Anson Cameron, Barry Jones and Robyn Archer. It walks the user to 50 sites in the CBD, each with a very special and personal story. User stories of experiences in the city can be uploaded to appear as a permanent part of the app and as a recorded social history of all Melburnians's experiences.

National Trust tourism case studies

In the majority of cases, heritage tourism places open to the public do not receive sufficient income from users to cover costs, and this results in an under provision of the service relative to market expectations. There are very few examples of public, private and not-for-profit (NFP) heritage places open to the public where the use value (demonstrated by commercial returns on the property after ongoing maintenance and operating costs) is positive. Where returns are positive, it is still not enough to reinvest in the capital infrastructure and ongoing conservation required for future operation and an expansion of services. Commercial activity from functions and events are required to subsidise the tourism operations, which can reduce the facilities available for tourism activities.

We refer to six properties and our Heritage Festival as case studies;

1. Old Melbourne Gaol, Melbourne CBD. The National Trust's most successful Heritage tourism attraction with a positive return. It has been able to adapt with the evolving tourism market and visitor expectations through innovative programming and interpretation.
2. Como House & Garden, South Yarra. Unable to operate as a sustainable tourism attraction due to restrictive out-dated Planning Permit and lack of investment.
3. Nehill Brothers Farm, Purrumbete South. Well-positioned to provide additional product to the Great Ocean Road market.
4. Mooramong, 50km west of Ballarat. Farming property with significant potential for eco-tourism centred around a covenanted nature reserve.
5. Barwon Park, Winchelsea. Well-positioned with potential to access Great Ocean Road market.
6. Gulf Station, Yarra Glen.
7. Endeavour Fern Gully, Red Hill. Significant potential for eco-tourism and living Aboriginal culture interpretation on the Mornington Peninsula.
8. National Trust Annual Heritage Festival. Our annual celebration, revived in 2011, with National Trust as facilitator and capacity builder for community heritage tourism programs with potential for integration into major events calendar.

Examining the potential for the development of ecotourism & heritage tourism in Victoria

The 2011 VCEC enquiry, 'Unlocking Victorian Tourism' recognised that both government and industry value ecotourism as a growth sector for the industry. According to 'Victoria's Nature-Based Tourism Strategy 2008–2012', the projected growth in the ten-year period from 2006 to 2016 was a 45% increase in visitation, with China being the largest source market (Tourism Victoria 2008).

Some key obstacles identified in the by the 2008-2012 Strategy (Tourism Victoria 2008) of key concern to the National Trust of Australia (Victoria)'s nature-based destinations include the lack of an integrated policy and planning framework to enable private investment, and limited coordination and focus on sustainable destination planning. The National Trust concurs with VCEC (2011) in their assessment that facilitation is a priority for progressing nature-based and regional tourism, particularly with regard to funding assistance programs to leverage new major tourism investment to Victoria.

The existence of heritage, its protection and its connection with the community does not guarantee that it will attract tourists. A sanitised heritage presenting a safe interpretation of history and culture holds little appeal and will not generate interest amongst tourists. To have successful heritage tourism, it is necessary to rethink heritage and constantly adapt to the changing needs of the current and emerging tourism market.

VCEC reported in 2011 that in 2010, international visitors spent an estimated \$3584 million in Melbourne, compared with \$285 million in regional Victoria. VCEC observed key trends affecting tourism markets include:

- changing consumer preferences, including increased demand for spas and wellbeing, walking and bike trails, food and wine, the arts, culture and heritage, and organised sports
- growing interest in nature-based tourism, which relies on experiences directly related to natural attractions such as eco-tourism, adventure tourism, extractive tourism and nature retreats.

The National Trust has the potential to deliver into these sectors with better development of its regional heritage tourism products. However the provision of adequate funding to organisations to maintain heritage properties is a major issue, both in terms of defining what should be preserved and invested in, and who should fund it. The Trust has five major regional heritage projects on hold – Gulf Station (Yarra Glen); Barwon Park (Winchelsea); Endeavour Fern Gully (Red Hill) ; Mulberry Hill (Langwarrin) and Nehill Borthers Farm (Purrumbete South).

The major limitation for realising the tourism potential to sustain these regional properties is scoping funding of around \$25-30,000 per site to prepare Master Plans to facilitate larger funding bids. We have had some success obtaining Commonwealth TQUAL grants (for example for the Old Melbourne Gaol) but there is no comparable fund at state level.

We note the recent legislative changes to the National Parks Act and the potential development that will follow in the Great Otway National Park and Port Campbell National Park. Development in national parks remains a contentious matter, but outside of the national parks there are few non-natural attractions to increase visitor stays. Our Barwon Park property at Winchelsea and Nehill Borthers Farm property are both geographically well placed to serve the 7 million tourists who experience the Great Ocean Road and regional national parks. Unlocking the potential of these sites as complementary destinations and experiences is crucial for their long-term sustainability.

The heritage tourism market has a number of unique aspects associated with its public benefits and intangible (cultural and intellectual) capital characteristics, and provides significant non-market community benefits. As a result, there are obvious market failures that justify public funding to reduce their impact.

While there are a few properties open to the public that receive sufficient income from visitation and sales alone to cover most ongoing operating and maintenance costs, the overwhelming majority of community-operated heritage places that are open to the public do not receive sufficient income to cover basic operating and maintenance costs, let alone invest in new interpretation or comprehensive conservation of these places.

The VCEC report (2011) acknowledges this concern in the context of development in national parks, stating 'opposition to allowing private development in national parks generally stems from a concern that the environmental and other impacts of tourist developments cannot be effectively managed'. This sentiment is certainly reflected in the current media, where communities are voicing their concerns regarding the Guidelines for Tourism Investment Opportunities of Significance in National Parks (DSE 2013) published in April 2013.

Lastly, we remind the Enquiry of the benefit to tourism in the UK of the Heritage Lottery Fund:

- HLF has invested £4.4billion in the UK's heritage since 1994 in around 34,000 projects
- HLF has funded 8 of England's top 10 most popular attractions, 21 of the UK's 25 World heritage Sites and 14 National Parks
- Visit numbers typically increase by more than 50% following an HLF-funded project
- An estimated 32,000 jobs have been sustained in the tourism sector as a direct result of HLF funding
- Every £1million of HLF funding leads to an increase in tourism revenues for regional economies of £4.2million over 10 years.

(Investing in success - Heritage and the UK tourism economy HLF 2010)

Issues hampering heritage tourism development and growth

ISSUE	THE PROBLEM	POSSIBLE SOLUTION
Lack of funding	<p>The lack of funding is currently accommodated by reducing necessary expenditure on essential maintenance and conservation, and by failure to invest in improved interpretation and the identification of new heritage attractions.</p> <p>A mix of Government and private investment is considered to provide the best opportunity for supporting the ongoing care of cultural heritage places promoted as tourism destinations.</p>	<p>Policy options need to consider how to target funding support to those areas of the heritage conservation market that have significant externalities. This may best be handled by a system of grants or market auctions for funding in return for a demonstration of the contribution towards the creation of heritage tourism value, Competition in funding should ensure that the scarce resources are allocated efficiently.</p> <p>Consider a range of incentives and policy tools to allow increased corporate and philanthropic contributions to cultural heritage conservation.</p>
Planning regime & Heritage regulation	<p>Historical properties existed prior to residential neighbourhood. Residential zoning impedes ability of heritage properties to operate Heritage attractions in Green Wedge Zones not allowed “non-farm” development that would make them viable</p> <p>Development encroaching up to existing rural tourism attractions Limits existing properties from substantially expanding</p> <p>Planning process does not take in to account a holistic approach of the benefits of the property to serve the broader interests of the area.</p>	<p>Allow a wider range of tourism activities to be conducted on the properties in Green Wedge Zones</p> <p>Introduce Special Use zones for heritage properties in residential areas</p> <p>Allow local Government to make decisions based on strategic objectives, rather than planning requirements</p> <p>Government has a responsibility to adopt strategic objectives and priorities which avoid redundancy and facilitate and promote reuse of heritage places and their tourism activities.</p>
Government Investment	<p>Heritage assets are deteriorating due to lack of funds to restore and maintain them.</p> <p>Local government in particular is struggling to be able to provide funding and strategic planning and</p>	<p>Ensure the State Government provides adequate resources to maintain heritage built assets that are falling in to disrepair</p>

	other support to assist community groups care for local heritage places.	
Accessibility	Limited opening of rural properties from lack of support and volunteers.	Enhance appreciation of the value of heritage tourism to rural economies
Govt recognition of protecting assets	<p>a trend recently for government to minimise its responsibilities and to attempt to pass these over to other bodies (NFPs or NGOs) or to other levels of government.</p> <p>It is necessary for governments to accept their responsibilities, and to ensure that there are clear accountabilities of the different levels without overlaps or gaps.</p>	<p>Any evaluation of the role of government in heritage tourism needs to include consideration of its role as an active market participant, not just as a rule-maker or provider of information.</p> <p>Given the essentially external benefits that accrue, government involvement and financial support is justified.</p> <p>Increased recognition and support for heritage properties and collections currently cared for by community organisations which are struggling to conserve & interpret them.</p>
Conservation & protection of assets	<p>The requirement to earn a commercial return to remain viable means heritage assets are exposed to inappropriate use</p> <p>Due to lack of funds properties and collections in urgent repairs compete for funds.</p> <p>This can be viewed by the public as the organisation not caring enough to look after their assets.</p>	Direction of Government resources at all levels to the conservation of our valuable stage assets

Heritage issues associated with large scale tourism

Trends Pressures

The list below is a reasonable collection of trends that are impacting on the heritage tourism market and that need to be considered in developing any policy response.

TRENDS	PRESSURES / OPPORTUNITIES
Demographic Ageing population, growth of cities, population of rural areas	Heritage traditionally appealed to older age group New markets to capture younger audience Requires innovative interpretation methods Development encroaching up to rural properties with subsequent changes to residential planning zones
Workforce changes Casualisation, part-time, multi-jobs, female participation, service economy	Fewer volunteers Reduced leisure hours Facility opening hours (24/7) Skill shortages in trades Paying double time on weekends
Health, education and policing Greater expenditure on basic services	Reduced funding available for heritage which is down the list of priorities
Demand for greater levels of comfort (cooling, lighting, heating)	Heritage buildings do not have modern conveniences and do not have funds to upgrade. Cannot operate year round Compromising heritage structures to build in modern conveniences
Growth of wealth and affluence	Café society Expectation of high standard of experience Value added experiences and retail expenditure opportunities
Technology Growth in use of computers, home entertainment, the web, Internet	Standards and competing leisure options Education opportunities Access to information Innovative methods of interpretation delivery

<p>Role of government Changed relationship to NGOs, expansion of government cultural facilities</p>	<p>Higher standards of museum/gallery that NFP organisations cannot match Competition for private funding Payment for services Transfer responsibility to others</p>
<p>Tourism/leisure Growth in travel market and alternative opportunities</p>	<p>Greater competition for visitation Higher standards</p>
<p>Reconciliation Recognition of Indigenous cultures</p>	<p>Need to incorporate wider range of places Lack of appropriate skills/knowledge</p>
<p>OHS Greater focus on safety and access</p>	<p>Re-use limitations Cost implications of meeting OH&S requirements Increasing Insurance costs Heritage buildings unable to be adapted to comply with new codes</p>

Case Study - Old Melbourne Gaol

The heritage classified Old Melbourne Gaol, the City Watch House and the Old Magistrates' Court were built on Russell Street, Melbourne from as early as 1841. This site was where justice was dealt out in a manner that reflected the times, with the City Watch House and Court operating right up to 1994. The National Trust of Australia (Victoria) assumed management of the Gaol in 1972 and began its restoration for use as a penal museum. The process of ongoing improvement to enhance visitors' experiences continues to this day. The Old Melbourne Gaol has tourism accreditation through the Museum Accreditation Program (MAP).

The Gaol, along with the former City Watch House and a courtroom in the Old Magistrates' Court building combine to provide an understanding of social conditions and history, through the gold rushes, the Great Depression, two world wars and the birth of a nation to quite recent times – all from the unique perspective of incarceration. This truly unique tourism experience encapsulates not just Victoria's, but Australia's early history as a place with a heavy focus on crime and punishment.

Through interpretive information, real-life performances, and innovative programs within the original buildings such as the award winning Crime and Justice Experience, visitors can obtain a greater understanding of the cultural heritage of the past, present and future through the stories of crime and justice in Australia.

Revenue is realised from visitor admissions, the highly successful education program, National Trust run events and private function hire.

A number of technological advances have been made at the Gaol including investment in handheld projectors and iPads to enhance the delivery of tours and visitor programs.

TQUAL

The Trust obtained funding under the Federal Government funding for the Gaol under its Tourism Quality Project program to develop a new interpretation plan for the Gaol to be finalised in September 2013.

This project aims to broaden the knowledge and understanding of the history and development of Gaol, and to present that information to visitors in a way that is informative, engaging and entertaining. This project also assesses the current location of services such as the shop, ticketing and toilets and makes recommendations for their future location, as well as an assessment and recommendations for the upgrading of lighting requirements.

Successes

- Over the last five years despite the Global Financial Crisis, The Old Melbourne Gaol consistently achieved its highest income on record.
- 177,000 people of all ages and cultures, from all over Australia and from around the world, visit the attraction per annum.
- 20% of Visitation is from international visitors. Of the domestic visitation, 17% is Victorian visitors and the remainder is interstate
- In 2010, the Old Melbourne Gaol proudly won the prestigious Australia-wide *Best of Excellence Award for Museum Interpretation* (Interpretation Australia's highest accolade), been entered into the Victorian Tourism Awards Hall of Fame and won the Victorian and Australian Tourism Awards for Heritage and Cultural Tourism in both 2008 and 2009.
- Growth is driven through new, innovative and relevant program and content development, such as developing the Squizzy Taylor exhibition and the delivery of interpretation information and additional content on handheld tablets.
- The major areas of growth have been education programs delivered to schools from across the State and most recently the activation of Victorian tourists to visit new temporary exhibition programs, as these programs provide the reason to re-visit an attraction that was once something you did once.

Issues

- Growth of the site is hampered through not having access to areas of the site that activity can be expanded in to.
- Inability to work to long-term site master plan due to not having decision-making authority over the site.

- Lack of long term investment and infrastructure development from inability to access funding

Case Study – Como House & Garden

The value of Como House as a tourist attraction has diminished as the tourism market has evolved. Como commenced operations as a visitor attraction in 1959. Visitation reached a high in 1988 during the peak Japanese tourist period and has steadily declined since a Planning Permit came in to effect 1991 that restricts activity. Until the current restrictive Planning permit was issued, the National Trust ran a successful and profitable operation at Como House & Garden.

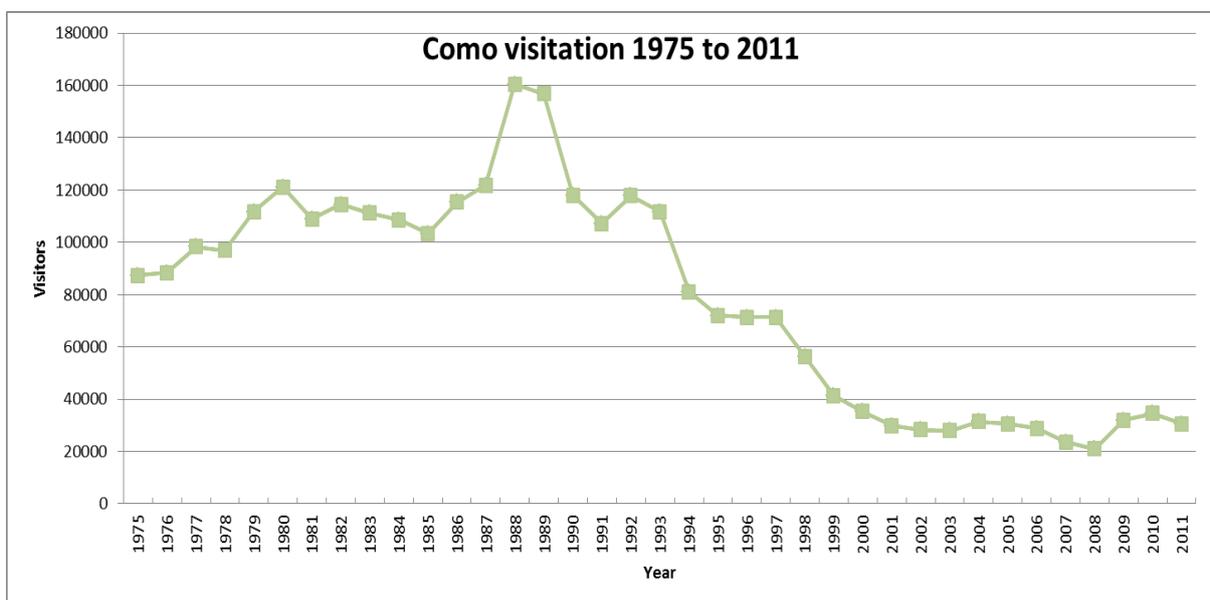
The house and garden are currently operating on a limited basis for group bookings, functions, and specific events days due to the restrictive planning permit received for the property that allows only four (4) daytime and four (4) evening functions per year for more than 60 people which means that Como cannot derive sufficient income to make it viable for increased opening hours. The property has made over \$1m losses from the last five years of trading. The Trust continues its consultation with the City of Stonnington to modify this permit so that we can use the property to its maximum potential.

In 2012 legal action was taken against Como by a local resident to stop Como from holding any functions and events. As Como's future depended on a successful outcome, the Trust successfully mediated at the Victorian Civil and Administrative Tribunal (VCAT) to continue to operate this site.

Over 10,000 people attended the Paris to Provence Festival and Melbourne Food and Wine Festivals in 2011, which used all the permit allocation of event days. No further events can be run to attract tourists to Como, despite the local community and local Government supporting Como to do so.

After an 18 month period of closure to daytime visitors, Como has recently re-opened under a new operating model. We continue to work towards a new planning use permit that will enable the hosting of events and functions for more than 60 people.

The grounds are open daily for free to the public and the café has recently re-opened with an experienced high-level operator. Over 2,000 people a week are now visiting the grounds and café and a sense of community pride and ownership has resumed at Como. A retail shop will shortly re-open in the stables area by the cafe to leverage off the visitation and the House will open on specified days each month for guided tours.



Issues-

- Como requires \$6.6m of immediate funding for urgent capital works and \$10m for ongoing future conservation and restoration. The National Trust has not been able to access any Government funding for more than ten years.
- The planning permit restricts the site from earning sufficient income through commercial activities to cross-subsidise tourism admissions. Tourism admissions will never alone generate sufficient revenue to sustain Como.
- Due to the lack of funds, we are unable to invest in a greater level of programming and interpretation to adapt and meet the demands of the tourism market, further declining the value of this property as a tourist attraction
- We remain vulnerable to actions by neighbours at VCAT to closing down activities.

Case Study - Nehill Brothers Farm Living History Reserve

The Nehill Brothers Farm Living History Reserve in Purrumbete South in south-west Victoria was launched by the Governor of Victoria in 2012. The Nehill Brothers Farm Living History Reserve was born out of local farmer Alexander Nehill's vision to make Nehill Brothers Farm a place where the genetic heritage of domestic farm animals can be preserved in a time when many breeds of livestock now face extinction.

This unique farm hosts educational farming experiences- with fenced interaction and interpretation of animals farmed on the property and rare breeds of domestic livestock associated with the district. The long-term management plan is to provide a farm produce business -in association with the Australian Farm Animal Conservation Trust. This is an exciting venture for the National Trust as it will provide a commercial agribusiness model without imposing the liability of farm management.

In partnership with the Australian Farm Animals Conservation Trust, the National Trust has developed a public attraction that showcases rare breeds of farm animals that were once commonplace on farms throughout Australia such as Wessex Saddleback pigs, Silver Grey Dorking chickens, Dorset horn sheep and Dairy Shortorn cows (the last surviving breed herd left in Australia).

These breeds were once the life blood of some Australian farms, farming communities and agricultural economies but today many face extinction. It is our responsibility to realise Alex Nehill's vision for the Large Black pigs survival in numbers as a genetic bloodline for the future. By preserving the genetic biodiversity of farm animals we also ensure our current practices have adaptability, disease resistance, food flavour and nutrition.

The interpretation developed specifically for the site includes panoramic panels and individual animal identification boards designs with assistance by local school children from Cobden and Terang College. Special smartphone QR codes are included in the signage to link to individual website pages about each animal species.

Case Study – Barwon Park

Built in 1871, Barwon Park Mansion is one of the top tourist attractions in the Surf Coast Hinterland. Resonating with the glory of Victoria’s pastoral heritage, this 42 room bluestone mansion is one of the largest and most distinctive homesteads of the western district.

\$1.2 million of extensive restoration works undertaken in 2010 was funded through the Federal Government Jobs Stimulus package and is one of the largest single grant projects ever to be bestowed on the National Trust in Victoria. Barwon Park was closed for six months during 2010 while the extensive restoration program was carried out. Works included essential roof repairs, specialist repair of fine plasterwork in the main rooms and staircase, installation of improved catering facilities and bathrooms, enhancement works to the courtyard, restoration of the billiard room and new interpretative panels in the stables.

Barwon Park requires an additional \$ 2.4m of maintenance works to ensure that the significant Barwon Park and its Mansion remains a vibrant, sustainable and secure part of Australia’s Heritage.

Case study – Endeavour Fern Gully

Endeavour Fern Gully is a 27 ha reserve at Red Hill on the Mornington Peninsula. It was opened to the public in 2011 following significant investment and considerable support from our local Mornington Peninsula Branch members and a variety of grant funders.

The gully is a unique example of vegetation of this area of the Mornington Peninsula, rich in flora and habitat diversity. 17 ha is remnant bush and 10 ha is former grazing land that the Trust is progressively restoring. The site is covered by an Environmental Significance Overlay, Significant Landscape Overlay and a Vegetation Protection Overlay through the Shire of Mornington Peninsula. Approximately 12 ha is in the Damp Forest Ecological Vegetation Class. This is considered endangered within the Gippsland Plains Bioregion.

In 2012 Endeavour Fern Gully was the recipient of the largest ever grant received by the National Trust for a Greenfield site. The grant of \$150,000 was received from the DSEC for infrastructure and interpretation work on the site.

Programming and interpretation for the site will be done in consultation with the local indigenous community as per our RAP. The site will re-open as a self-guided walking tour with interpretation later in the new financial year, a new experience for members to enjoy.

Case study – Gulf Station

Gulf Station is of architectural importance as one of the most complete surviving complexes of timber constructed farm buildings in Victoria. These structures date from the mid-nineteenth century and the homestead itself demonstrates the change in vernacular building techniques over a 100 year period, while in the occupation of one family.

Gulf Station is listed on the Victorian Heritage Register as a place of architectural and historic significance to Victoria. A Heritage Council grant assisted the Trust to move and reconstruct an original 1870s pre-fabricated timber house from Croydon (Victoria) for use as a visitor welcome gallery, admissions reception, café and office. Visitors can now enter Gulf Station via the lower car park, where admission tickets and refreshments can be purchased. It is here that visitors first learn about the history of the site in a small exhibition space. After leaving the gallery, visitors walk along the original quince walk, which provides a new approach to the homestead. The site is currently being opened for group visitation, special events and community open days.

The Homestead project was carefully implemented to combine interior conservation with visitor interpretation. These processes not only revitalised the property but also provided visitors with improved information and background on the Bell family, who built the homestead and made it their home for more than a century. We deliberately decided against recreating the interior with reproduction furniture. Instead, the living areas are open and some of the building structure is exposed to visitors, to provide them with a glimpse of the hidden fabric and decoration within the house.

During their stay, visitors are invited to explore the rooms and uncover the layers of Bell family history – quite literally. In some rooms floorboards have been removed to show the original rough hewn log bearers and bush skills used to construct the dwelling. In the sitting

room, successive layers of wallpaper are progressively revealed to the visitor, demonstrating the improving fortunes of the family as they re-decorated.

The past history of each room is told through quotes from family members, who each recall different aspects and perspectives of life at Gulf Station. These quotes are accompanied by images of the original Bell furniture and displayed in full size graphics that prompt visitors to think about what it might have been like to live in such a house at various times during its history.

An outline draft master plan for Gulf Station has been developed to inform an initial approach to the Department of Sustainability and Environment (DSE) to secure the site's sustainability. This is being reviewed externally. The plan seeks to leverage our one-third landholding into the Crown reserve, releasing the capital locked in the land to support the site's development. Plans are also being discussed in outline with the Shire of Yarra Ranges and Heritage Victoria. These propose several relocated structures on the site around the lake/dam at Gulf Station facing the heritage precinct, and located next to the car park to provide complementary facilities for exhibitions, functions, and events. Plans for new toilets and a catering facility to house a proposed café on the site are also included in the outline draft for discussion.

In preparation for opening the property for function use an agreement has also been reached with the Uniting Church to relocate the disused, deconsecrated Healesville Chapel (1860s) to Gulf Station, subject to permits being granted.

Case Study -Mooramong

Mooramong is a 1560 ha farming property near Skipton, Victoria. It includes an historic homestead and outbuildings, the surrounding garden and park, and a covenanted nature reserve. The original squatting run was taken up in 1838 but the site is most famous for its Hollywood link from the 1930s, being the former home of Claire and Scobie Mackinnon. In addition to its cultural significance, Mooramong is scientifically significant for its 240 ha flora and fauna reserve, containing one of the largest reserves in Victoria dedicated to the protection of native grasslands. The reserve is also home to kangaroos, swamp wallabies and numerous birds including brolgas.

Recent abundant water in swamps and dams has encouraged a myriad of water birds to breed. Twin brolga chicks hatched in the reserve two years ago, a rare event this far south in Australia. The chicks were fitted with Global Positioning System (GPS) transmitters, and released, a world first. Rare Growling Grass frogs are currently present in multitudes and the endangered Eastern Barred Bandicoots are now breeding vigorously in their vermin-proof enclosure.

There is also farm stay accommodation available on the property in three cottages and the shearer's quarters. A farm manager and his staff run the farming aspects of the property, with a part time ranger responsible for the Nature Reserve. The Tourism operations encompass accommodation, presentation of the homestead, open days, group tours and educational activities. The homestead regularly holds Open Days drawing large crowds to events. These are supported by a volunteer group that often travel long distances to help; the gardens and surrounding park are in superb condition, maintained by the dedication of these volunteers.

However, Mooramong is not currently used to its full potential. The National Trust aims to transform the site into a sustainable, eco-friendly heritage and environmental reserve that meets the core objectives of our organisation. We see the following areas as key to Mooramong's future:

- Education, including residential stays
- Eco-tourism, including development of facilities, linking to the Ballarat cycle way
- Nature reserve, showcasing and safeguarding the Indigenous flora and fauna, and reintroducing endangered species, possible fencing
- Engagement with communities in the Western District

Mooramong offers a unique educational opportunity combining the attractions of the nature reserve, a working farm, a property of historical significance and extensive outdoor recreational areas. We are seeking assistance in the preparation of a feasibility study for the development of the Mooramong site based on our vision, and drawing on outline work undertaken to date.

Case study - The National Trust Heritage Festival

The Victorian National Trust Heritage Festival attracted an audience of 83,000 people in 2013. Hosting 180 events between 18 April and 19 May in 2013, the Heritage Festival continues to be one of the Trust's biggest celebrations of heritage and community engagement.

The 2014 festival will be the fourth festival since its re-launch. Since 2011 the Trust has:

- expanded our printed program into a digital version through an iPhone App
- streamlined event registration through an online event registration form
- increased local council partners participating in our Heritage Awards program

The Heritage Festival is now a national event that was coordinated in 2013 by the Trust in Victoria. This enabled unprecedented national branding and promotion. The 2013 theme was *Community Milestones* incorporating celebration of the Centenary of Canberra, a significant milestone to the national community and one that was echoed through events exploring the community and their achievements throughout the festival.

In Victoria we were proud to celebrate our own milestone in presenting the Festival with the Victorian Aboriginal Heritage Council and committing to the celebration of our shared heritage. The 18 April each year is the ICOMOS International Day of Monuments and Sites and the National Trust hosted our inaugural National Education Forum exploring youth engagement with Indigenous heritage at our forum with the Victorian Aboriginal Heritage and Victorian Indigenous Youth Advisory Councils.

The Heritage Festival is supported by the Department of Sustainability, Environment, Water, Population and Communities through the National Trust Partnerships Program.

Examples of heritage festival events

In 1875 Jack's Magazine was the largest gunpowder magazine in Victoria, precipitating Maribyrnong's central role in the defence of Australia for over a century. Rarely open to the public, the Magazine tours in 2012 were a rare opportunity for an insight into this significant

site. This event was a joint partnership between the Inner West Branch the Maribyrnong City Council and all tours of the site were sold out.

Through the facilitation of the National Trust's Wimmera Branch, the 'Cathedral of the Wimmera', was opened to the public as part of the festival in 2012. Over 600 people made the long journey, from across the country, to Murtoa to see this innovative structure.

NATIONAL TRUST HERITAGE FESTIVAL (Victoria) 2013

EVENT PARTICIPATION

Overall events 2013	180
Overall events 2012	170

ATTENDANCE

Overall Attendance	83,274
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Attendance by age:

Primary school	12,710
Secondary school	11,943
20 - 40	11,142
40 - 60	20,559
60 +	26,920

Attendance by residence:

Local	53,090
Regional	15,251
Metro	10,050
Interstate	4,610
International	273

Attendance by gender:

Male	41,948
Female	41,326

MEDIA COVERAGE

Circulation figure:

Overall media reports	280	42,059,099
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Media reports by type:

Print	25	1,414,330
Radio	255	40,624,227
Digital	Social Media	20,542+

FINANCIALS

Overall cost	\$ 296,290
Overall revenue	\$ 100,481
Overall sponsorship	\$ 1,249,556

Sponsorship by type:

Cash	\$ 67,871
In-kind	\$ 1,181,685

PROMOTION

Printed programs	20,000
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