Australian National University

Institute for Professional Practice in Heritage and the Arts

Program information

Best Practice in Managing Heritage Places

An Advanced Professional Development Short Course presented at Port Arthur

Part of a program awarded the ANU's 2010 Vice-Chancellor's Awards for Excellence in Education

Date:	4-10 August 2013
Venue:	The Port Arthur, Cascades Female Factory & Coal Mines Historic Sites, Tasman Peninsula, Tasmania
Time:	5 day short course
Cost:	AUD $2,500 (GST incl.)
Details:	This course focuses on best practice in managing heritage places. This intensive topic is based at a key heritage site in Australia (Port Arthur, Tasmania) and will include heritage experts with a wide range of local and international experience in the field of heritage management. Issues relating to the documentation of heritage sites as well as heritage management practice are explored directly with expert Port Arthur staff. Australian and international examples of heritage management methodology and practice from a wide range of sites will be discussed and opportunities will be provided for an exploration of management issues provided by participants. Participants will have the opportunity to learn practical heritage management skills as well as gaining a thorough understanding of the theoretical and political issues relating to cultural heritage management.

Enquiries: Sandy Blair *Email:* sandy.blair@anu.edu.au *Phone:* 02 6125 5887

Enrol and pay: Detail of how to register and pay can be found on the IPPHA website at:

http://ippha.anu.edu.au/events/best-practice-managing-heritage-places

Course details

Course Description

This course focuses on best practice in managing heritage places. This intensive topic is based at a key heritage site in Australia (the Port Arthur Historic Site, Tasmania), recently included on the World Heritage List as part of Australia's serial nomination of convict heritage sites. The course will include heritage experts with local and international experience in the field of heritage. Issues relating to the documentation of heritage sites as well as heritage management practice are explored directly with stakeholders. Course participants will have the opportunity to learn practical heritage management skills alongside of gaining a thorough understanding of the theoretical and political issues relating to cultural heritage management.

This is an advanced course which is aimed at participants who have a basic understanding of the elements of the site conservation and management. For instance, we would expect participants to be familiar with the concepts of:

- heritage site, cultural values and significance
- site conservation and management
- impact on community
- the Burra Charter process.

Participants would have an understanding of how these concepts are in use in cultural heritage management and some of the issues in their application. Participants with little experience in this area are expected to have read and absorbed *Looking After Heritage Places* by Pearson and Sullivan, the Australia ICOMOS *Burra Charter*, and the *Illustrated Burra Charte*r, prior to attending the course.

This course includes aspects of:

- Cultural heritage management
- Development of site management plans and processes
- Identifying best practice in cultural heritage management
- Significance assessment
- Heritage and tourism
- Innovations in heritage management

Another important aspect of the course will be an experience of the on-site management policies and issues at the Port Arthur Historic Site and interaction with staff from the Port Arthur Historic Site Management Authority. An in-depth examination of the cultural significance and the management of a selected case study site within Port Arthur will feature as a major group exercise during the course

Course aims

The aims of this course are to:

1. highlight best practice in the management of cultural heritage through case studies;
2. highlight innovation in cultural heritage management;
3. make participants aware of the unique theoretical and political issues surrounding historic heritage;
4. demonstrate independent thought and the ability to work in a team to address a key management or research question in the field;
5. synthesise and articulate key concepts in the various disciplines that contribute to field practice in heritage studies, and demonstrate effective interdisciplinary thinking;
6. apply methodological, conceptual and analytic tools to advanced level research in heritage practice;
7. conduct data-collection, analysis, and verbal and written presentation at the standard of a postgraduate degree; and
8. model best practice and have a commitment to ethical, reflective practice in heritage practice.

Learning outcomes

On completing this course, participants will have skills:

1. in using appropriate written and verbal expression for a variety of relevant professional and academic purposes that involve cultural heritage issues;
2. in interdisciplinary thinking and the ability to apply theoretical ideas real-life issues;
3. in modelling best practice and having a commitment to ethical, reflective practice in regard to cultural heritage; and
4. in applying a functioning knowledge of current policy frameworks for cultural heritage management to academic and professional practice.

Essential pre-reading

Participants will be provided with a full reading list for the course, however participants will be expected to be familiar with the following publications prior to the course:

Australia ICOMOS *The Burra Charter. The Australia ICOMOS Charter for Places of Cultural Significance*, 1999.

*The Illustrated Burra Charter. Good Practice for Heritage Place*s, Meredith Walker and Peter Marquis-Kyle, Australia ICOMOS 2004.

Pearson, M. and Sullivan, S. 1995. *Looking after Heritage Places. The basics of heritage planning for managers, landowners and administrators*, Melbourne University Press, Melbourne.

Port Arthur Historic Sites Statutory Management Plan 2008, PAHSMA.
http://www.port arthur.org.au/index.aspx?base=6844

Course program

Day/Time	*Location and Event/s*	*Staff*
Day 1 Sunday 4 August		
1.15 PM departure – Hobart airport	• Arrive Hobart airport in time for 1 .15 transfer by bus to Port Arthur via Cascades Female Factory Site • Travel to Cascades Female Factory Site in Hobart • Inspect Site with Manager and discuss management and interpretation issues • Arrive Port Arthur 4.30 • Settle in to accommodation • Dinner booking at the local pub (Comfort Inn), at own cost.	
Day 2 Monday 5 August		
8:30 – 9:30	Welcome/Introduction • Introduction to team, aims of the course and outcomes • Set up 4 working groups	*Dr Michael Pearson (Co-convenor)* *Prof. Sharon Sullivan (Co-convenor and Deputy Chair PAHSMA)* *Stephen Large, (CEO, PAHSMA)* *Dr Jane Harrington (Director, Conservation and Infrastructure, PAHSMA)* *Dr David Roe, (Archaeology Manager, PAHSMA)* *Dr Sally May, ANU*
9:30 – 10:30	Exercise on key concepts and report back	*Sharon and Michael*
10:30 – 11:00	*Break*	
11:00 – 1.00	Orientation tour of site	*David and Dr Jody Steele (Heritage Programs Manager, PAHSMA)*
1:00 – 2:00	*Lunch provided at VC*	
2:00 – 2:30	Overview of the Port Arthur Historic Site Management Authority (PAHSMA)	*Stephen Large*
2:20 – 3:30	Values-based management – history and characteristics	*Sharon Sullivan*
3:30 – 4:00	*Break*	
4:00 – 5:30	Conservation and management planning – some examples of types, regimes and issues • Lecture and group work on examples provided in reading list • Participants will have opportunities to talk about their own issues	*Michael, Sharon, Sally*
6.30	*Welcome BBQ* *Homework – case study site documentation*	
Day 3 Tuesday 6 August		
8:30 – 10:00	Site identification and significance – concepts and issues Lecture and discussion using plan examples, especially Port Arthur	*Sharon, Michael, David, Sally*
10:00 – 10:30	*Break*	
10:30 – 12:15 Case study site tour with staff	Visit to case study site. Inspection with staff. • Orientation Tour with guide • Discussion of values issues, physical conservation, management of visitors.	*David* *Jane* *Conservation Manager, PAHSMA*

		Sharon, Michael, Sally *Annita Waghorn (Conservation Project Officer – Archaeology, PAHSMA)* *Jody*
12:30 – 2:00 *1:15*	*Lunch provided* *Optional visit to collections and artefact store with Staff (Michael Smith& Annita Waghorn, Conservation Project Officers – Collections and Archaeology)*	
2:00 – 3:30	Case study site –group work ‣ Group work on project for later presentation to Port Arthur staff	
3:30 – 4:00	*Break*	
4:00 – 5.30	Assessing physical condition and management environment ‣ Short presentations and discussion of a range of examples	*Michael, Sharon, Sally*
Evening	*Dinner - own preference* *Group homework on part 2 case study site documentation*	
Day 4 Wednesday 7 August		
8:30 – 10:00	Identifying issues, goals and policies ‣ Lecture and discussion	*Sharon, Michael, Sally, David*
10:00 – 10:30	*Break*	
10:30-12:30	Round Table on case study site with Port Arthur staff ‣ Presentation of group work on statements of significance ‣ Interviewing staff about issues and goals	*David, Jody, Jane* *Sharon, Michael, Sally*
12:30 – 2:00 *1:15*	*Lunch provided* *Optional visit to Commandant's House (Michael Smith, PAHSMA Guide)*	
2:00 – 3:30	Case study site – review work ‣ Consolidation work by groups based on previous session	
3:30 – 4:00	*Afternoon tea with community representatives*	
4:00 – 5:30	Community forum – in the Asylum building ‣ Discussion of management issues from community perspective Community issues relating to case study site	*PAHSMA Community Advisory Committee* *Sharon, Michael, Jane, Sally*
Evening	*Dinner – own preference*	
Day 5 Thursday 8 August		
8.30 – 10 .45	Heritage, visitor management and tourism – a sometimes neglected policy and action area ‣ Tourism and limits to change (assessing carrying capacity) ‣ Planning tourism facilities and programs ‣ Research and planning for visitor management Interpretation and education	*Anne McVilly (Tourism Operations Director, PAHSMA),* *Jody*

10:45 – 11:15	*Break*	
11:15 – 12:30	On-site maintenance	*Michael*
12:30 – 2:00	*Lunch provided at Visitor Centre* *Site inspection of interpretation gallery*	
2:00 – 3:30	Marketing the site, to visitors the public and tourism agencies and raising its profile Lecture and round table discussion	Andrew Ross (Marketing Manager, PAHSMA) Sharon, Michael, Stephen, Anne, Jody
3:30 – 4:00	*Break*	
4:00 – 5:30	Explaining and winning support for the site among community, stakeholders and politicians. ‣ Lecture and round table discussion	*Michael Field (PASHMA Board Member), Sharon, Michael*
5:30 – 6:30	*Port Arthur Talk—TBA*	
Evening	*Dinner with Port Arthur Board at Felons*	
Day 6 Friday 9 August		
8:30 – 9:15	Prepare for meeting with Board	
9:30 – 10:15	Meet with Port Arthur Board ‣ General discussion led by course participants	*Port Arthur Board members*
10:15 – 10:45	*Break*	
10:45 – 12:30	Physical conservation infrastructure and maintenance issues at Port Arthur ‣ On-site visit	*Conservation Manager* *Building & Works Manager, PAHSMA* *Rod Cooper (infrastructure Manager, PAHSMA)* *Naomi, Michael, Sharon*
12:30 – 1:30	Visit to Isle of the Dead	
	Lunch – picnic provided	
2:00 – 3:30	Making site management work ‣ Lecture ‣ Round table discussion	*Sharon , Michael, David*
3:30 – 4:00	*Break*	
4:00 – 5.00	Review and summary	*All*
Evening	*Dinner – own preference*	
Day 7 Saturday 10 August		
7am	*Bus to airport drop off, with visit to Coal Mines Historic Site, and Cascades Colonial Accommodation, then to airport*	

Course presenters

This course will be delivered by leading industry trainers, ANU teaching staff and staff of Port Arthur Historic site. The following trainers will teach this course:

Dr Michael Pearson has a PhD in historical archaeology and has worked for over 30 years in the heritage field, with NSW National Parks and Wildlife Service, as head of the historical environment activities and Deputy Executive Director of the Australian Heritage Commission. In 1993 he established the firm Heritage Management Consultants Pty Ltd, specialising in heritage research, management and planning. Michael has undertaken a range of work for the Commonwealth and state government agencies, local government and private companies, including preparation of conservation management plans, historical and archaeological surveys and assessments; and policy development and legislative work.

Michael is active in the survey and excavation of Antarctic historic sites with the Chilean Museum, is a past Chairman of Australia ICOMOS, is Adjunct Professor of Cultural Heritage Management at the University of Canberra, and is Chair of the ACT Heritage Council. He has been actively involved with a number of professional and scholarly bodies in the heritage field, and has published nearly 100 articles, chapters and books on historical, archaeological and heritage topics.

Sharon Sullivan AO has worked in heritage place management and land management generally for thirty years. She has been deeply involved in the development of cultural heritage management systems in Australia

Sharon is a member of a range of national committees and organisations and is or has been a Consultant to the Australian Government, the Getty Conservation Institute, the World Monument Fund, the World Bank, and the World Heritage Committee on various aspects of cultural heritage management.

She is the author of a range of publications including, jointly with Michael Pearson, - *Looking After Heritage Places*, Melbourne University Press 1998 (second edition) a University textbook on heritage place conservation and management. She has done extensive planning and teaching work with site managers in Australia, USA, Cambodia, Africa and China on cultural heritage assessment management issues. This work has given her an international perspective on issues relating to the conservation of cultural heritage, its development and change over the years, and Australia's contribution to this change.

Sharon is a fellow of the Australian Academy of the Humanities, a life member of ICOMOS, a member of the Australian Institute of Aboriginal and Torres Strait Islander Studies, and Deputy Chair of the Port Arthur Historic Site Management Authority and the NSW Heritage Council and an Adjunct professor at several universities. She has an Honorary Doctorate from James Cook University of North Queensland and has been awarded the Rhys Jones Memorial Medal for Services to Archaeology.

Dr Sally K. May is convenor of the Graduate Program in Liberal Arts (Cultural and Environmental Heritage) and lecturer in heritage, museums and material culture at the Research School of Humanities & the Arts (ANU). Previously she was an ARC Postdoctoral Fellow based at Griffith University (Gold Coast) and a lecturer in the Department of Archaeology at Flinders University. Sally's PhD was in interdisciplinary cross-cultural research and focused on the role of art and community art centres in

remote Indigenous Australian communities. She is currently undertaking research in different parts of Australia and overseas including research for the ARC Discovery Project 'Picturing Change: 21st century perspectives on recent Australian rock art' and working as part of an ANU team to produce the new cultural heritage management strategy for Kakadu National Park. She is the author of the book 'Collecting Cultures: myth, politics, and collaboration in the 1948 Arnhem Land Expedition' (2009) and co-editor (with Ines Domingo Sanz and Danae Fiore) of the book 'Archaeologies of Art: time, place and identity' (2008).

Dr Sandy Blair is Program Coordinator of the ANU's Institute for Professional Practice in Heritage and the Arts (IPPHA). She also runs her own consultancy company undertaking history and heritage projects. She is a historian and educator who specialises in cultural heritage conservation, management and interpretation. Sandy has over 30 years' experience developing and delivering heritage policies and programs at State and Federal Government levels, as well as a wealth of industry experience. She especially enjoys working with communities researching and recording the histories and traditions associated with cultural heritage places and landscapes. Current projects include a consultancy with Kakadu National Park working closely with Traditional Owners to research and assess the cultural heritage significance of major historical site complexes within the park that may have tourism potential. Sandy is also working with Injalak Arts and Craft to prepare a cultural heritage plan for Gunbalanya (Oenpelli) in West Arnhem Land and the Nipapapanha community on a Heritage Assessment and Feasibility Study for Irish Well Hut in the Nanatawarrina Indigenous Protected Area. She is author of several publications and reports relating to heritage place management in Australia and internationally, is a former national president of Australia ICOMOS and is Australia's current voting member on the ICOMOS International Scientific Committee on Cultural Routes and Itineraries.

Port Arthur Historic Site staff

The Hon. Michael Field AC was appointed to the PAHSMA Board in December 2005. A former Premier of Tasmania, Michael is the Chair of the Tasmanian Innovations Advisory Board and Chair of the Board of the Australian Innovation Research Centre.

Michael also holds the positions of Board Member for John Curtin House Limited, Chairman Australian Innovation Research Centre Advisory Board and Chairman Australian Innovation Research Centre Management Committee. Michael Field currently works as an organisational change consultant and is a resident of the Tasman Peninsula.

Stephen Large has been the Chief Executive Officer of the Port Arthur Historic Site Management Authority since 1 July 2000. Prior to this, for a period of 11 years, he was employed by the Tasmanian State Government as the North West Regional Manager of the Department of State Development. He is a Fellow of the Financial Services Institute of Australasia and a Graduate Member of the Australian Institute of Company Directors. Stephen represents PAHSMA on the Tasman Council Tourism and Economic Development Committee.

Jane Harrington

Jane has been involved in cultural heritage for nearly 20 years; with previous professional roles in the corporate sector, natural conservation and publishing. Since 2006 she has held the position of Director of Conservation and Infrastructure with the Port Arthur Historic Site Management Authority. Jane has been specifically involved with world heritage issues since 1999, with PhD research undertaken in management issues and communities at World Heritage sites. She contributed to the preparation of the World Heritage nomination for the Australian Convict Sites. She is currently a member of the Australian Convict Sites Steering Committee which oversees the serial world heritage listing, and of the Australian World Heritage Advisory Committee. She was a member of the Australian World Heritage delegation at the meeting of the World Heritage Committee in Seville in 2009 and attended the World Heritage meeting in Brasilia in 2010. Her international experience with World Heritage sites has included projects in the United Kingdom, Thailand, Cambodia and Japan. As well as general heritage management, Jane's academic and professional background is in anthropology and archaeology, the latter including involvement with industrial sites.

Jane is immediate past-President of Australia ICOMOS and the Co-ordinator of the Australia ICOMOS World Heritage Reference Group, and a member of the ICOMOS International Committee on Intangible Heritage. She has represented ICOMOS at international meetings, including the UNESCO World Heritage Regional Periodic Reporting Meeting for Asia, in Korea in December 2011. She has also been involved with the assessment of World Heritage nominations on behalf of ICOMOS.

David Roe is Archaeology Manager with the Port Arthur Historic Site Management Authority and is responsible for managing and co-coordinating all archaeological activities at the Port Arthur, Coal Mines and Cascade Female Factory historic sites.

David has a PhD in prehistory from the Australian National University and has worked in heritage management, archaeological research and tertiary education for some 35 years. As a heritage professional he has worked in 'rescue' archaeology in Wales, in national site inventory design and management in Solomon Islands and the Republic of Vanuatu, and in development assessment in Australia. He has conducted archaeological research in the UK, Portugal, Russia, Solomon Islands, Vanuatu, Pitcairn Island and Australia. He was a Research Fellow in Rock Art Studies at the University of Southampton in the UK and, from 1996 to 2006 served variously as Head of Archaeology and Head of the School of Anthropology, Archaeology and Sociology at James Cook University in Townsville; David remains an Adjunct Associate Professor in Archaeology with JCU. He was recently appointed to the Archaeology Advisory Panel of the Tasmanian Heritage Council.

Anne McVilly is the Director of Tourism Operations with the Port Arthur Historic Sites Management Authority. She manages all visitor services at Port Arthur including product development, booking and ticketing, meetings, food and beverage, guiding and retail services. Anne has 20 years' experience working in the Tasmanian tourism industry including nine as Manager of the Tasmanian Travel & Information Centre. Anne sits on the Board of Cruise Down Under – the peak cruise industry body, and on the board of Destination Southern Tasmania.

Anne has an extensive understanding of visitor needs, expectations and activities and an in-depth knowledge of the cruise sector including key sector relationships in both domestic and international and has been pivotal in the development of new shore excursion and enrichment programs for cruise passengers and in quality assurance programs for tourism products and experiences.

Rod Cooper is Infrastructure Manager with PAHSMA specialising in the delivery of infrastructure projects. These include the construction of a fire suppression system to protect the site against wildfire, and the maintenance and replacement of marine structures which serve the site as a component of the tourist experience. Rod has extensive experience in construction and consulting engineering, he is an accredited building practitioner registered in Tasmania and Victoria and has been involved in construction for 40 years. Provision of design embracing sustainability is a core belief at Port Arthur and Rod has been actively developing a rainwater harvesting system, implementing a solar power system for water heating, and an across-the-board approach to selection of materials and processes demonstrating sustainable levels of embedded energy.

Dr Jody Steele is the Heritage Programs Manager at the Port Arthur Historic Site, responsible for education, museums, collections and interpretation across the PAHSMA sites and her working day involves anything from soundscapes to signage, clocks to church bells. She has a PhD in Archaeology and prior to working for PAHSMA, spent five years as the Historic Heritage Consultant for the Parks and Wildlife Service (PWS), Tasmania.

Jody has been on both state and national committees for National Archaeology Week in Australia since its inception in the early 2000s. Last year Jody resigned from the Executive Committee of the Australasian Society for Historical Archaeology (after ten years of service) and the Tasmanian Heritage Council's Archaeological Advisory Panel – hanging up her trowel temporarily to pursue her interest in interpretation. Jody's main research interest is in the sub-discipline of Public Archaeology –thus interpreting the past, which led her into the fascinating world of interpretation. She has dug holes across Australia and the USA with the highlight being the summer of 2009-10 working as the Expedition Archaeologist on the Mawson's Huts Historic Site in Antarctica.

Andrew Ross is Marketing Manager at PAHSMA and is responsible for promoting the Port Arthur, Coal Mines and Cascades Female Factory Historic Sites. He has led a comprehensive review and upgrade of Port Arthur's branding and marketing communications, distribution strategy and public relations, and is now engaged in a project to identify exciting new visitor experiences for the World Heritage-listed sites managed by the Authority. Andrew began his career with ABC Television, working as a sound engineer and then a producer on a wide variety of programs. He graduated from the Australian Film, Television and Radio School in Sydney in 1991. On leaving the ABC he promoted, organised events for, and presented performances by or in, the Salamanca Arts Centre in Hobart, Hobart's Theatre Royal (the oldest continuously working theatre in Australia), the Royal Tasmanian Botanical Gardens and the internationally-renowned Tasmanian Symphony Orchestra.

Naomi Jeffs has been the Grounds and Gardens Supervisor with PAHSMA since the start of 2010. In this role Naomi is responsible for managing some 390 hectares of natural and constructed landscapes across the sites managed by the Authority. Prior to this, she spent 9 years working for the Historic Houses Trust of NSW as a horticulturalist, developing skills in understanding and managing heritage landscapes at a variety of significant heritage properties including Vaucluse House, Elizabeth Farm and Rouse Hill house and farm. Naomi believes that gardens from the past can reveal much about the people that originally cultivated them, and that sensitive management of the changes that inevitably occur in gardens and landscapes over time is required.

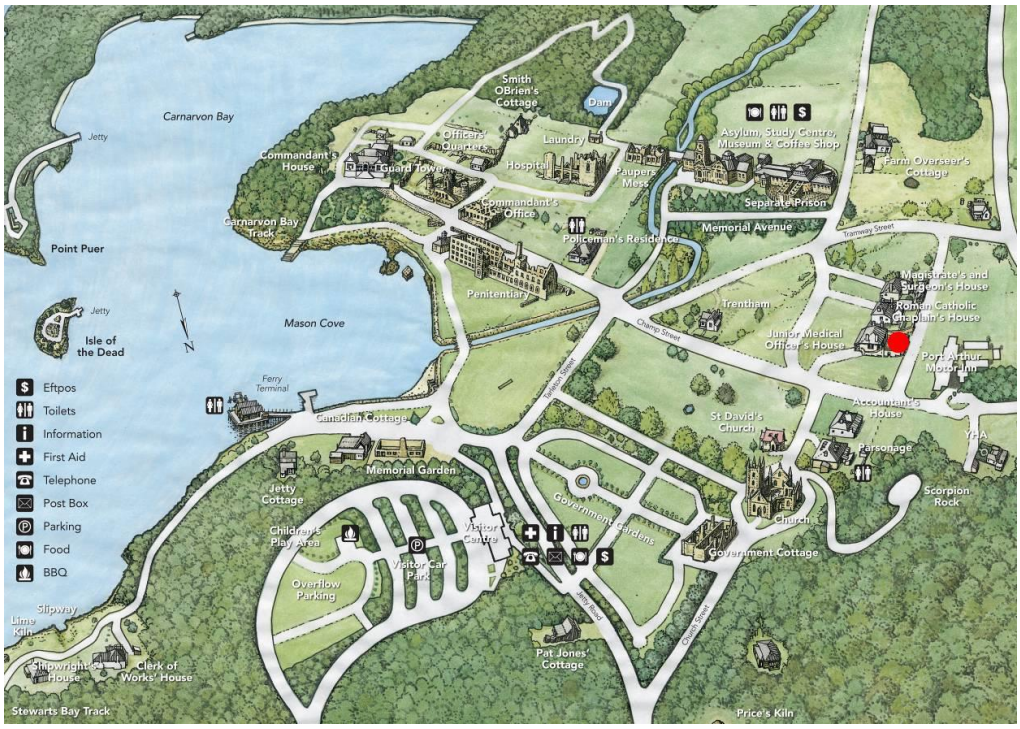
Ghost Tour

The Port Arthur Historic Site Management Authority invites the participants of this course to join them for a free evening Ghost Tour during your stay. Further information will be provided on the first day of the course.

Location & Transport

Five days of this course are being held at Port Arthur in Tasmania. Port Arthur is located on the Tasman Peninsula, in the southeast of the State, approximately 100kms from Hobart. Hobart airport is located on the way to Port Arthur. Port Arthur is some 70kms from the airport, a bit over a one hour drive. Unfortunately there is no regular public transport from the airport to Port Arthur. We will arrange for one airport pickup on Sunday 4 August at 1.15 pm and drop-off on Saturday 10 August leaving Port Arthur at 7am. If this timing is going to be difficult for individual attendees we may be able to organise an alternative for Monday morning or Friday afternoon, but this is not guaranteed. Alternatively, you may prefer to hire a car. The course will be held on the Port Arthur Historic Site, at the Junior Medical Officer's Training Room, the building located immediately behind the Junior Medical Officer's House (see map below). We will meet here at 8.30am on Monday for coffee before commencing the course. All participants will be provided with an identification pass to allow you to freely access the Port Arthur Historic Site.

Further details can be found at the PAHSMA website http://www.portarthur.org.au/ or queries about the site, accommodation and how get there can be directed to Vicki Skeggs on vicki.skeggs@portarthur.org.au or (03) 6251 2339.



Map of Port Arthur historic site. The red dot indicates the location of the teaching room

Accommodation

Course participants will be provided with basic accommodation at Port Arthur site covered by the course fee. These are student hostel facilities on-site that are available on a shared room basis and have cooking facilities. Please confirm your bed with Vicki Skeggs on vicki.skeggs@portarthur.org.au or (03) 6251 2339. If this does not suit your requirements, particularly if you do not wish to share a room, you may prefer to book and pay for your own accommodation.

Accommodation provided at Port Arthur – dormitory style rooms (marked on the earlier site map as YHA)

The following additional accommodation options are close to the Port Arthur Historic Site, the first three are easy walking distance, the others are further away and may require a vehicle. Please contact the accommodation providers directly to make a booking. We would encourage you to book early.

- Port Arthur Comfort Inn 6250 2101
- Stewarts Bay Lodge (self-contained) 6250 2888
- Port Arthur Villas (self-contained) 6250 2239
- Fox & Hounds 6250 2217
- Port Arthur Caravan Park 6250 2340

Food

Morning tea, lunch and afternoon tea is provided as part of this course, as are two dinners. Participants will need to arrange their own breakfast and additional dinners. There are limited options for purchasing food within walking distance of the Port Arthur Historic Site.

- Port Arthur Shop (small supermarket & take away)
- Port Cafe and Felons Restaurant (Port Arthur Historic Site)
- Taylor's Restaurant (Stewarts Bay Lodge)
- Comfort Inn Restaurant

Additional options are available but would require transport.

If you have special dietary needs please bring food with you from Hobart (or your home town) as local food outlets do not sell specialised items. We will cater for your requirements as best we can if you advise us in advance.