



Best Practice in Managing Heritage Places: An Advanced Professional Development Short Course presented at Port Arthur

Overview

Date/s: 27 September – 1 October 2010

Venue: The Port Arthur & Coal Mines Historic Sites, Tasman Peninsula.

Time: 5 day short course

Cost: AUD \$2,500

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 explored 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.

Contact: Dr Sandy Blair Phone: (61) (02) 61255887 Email: Sandy.blair@anu.edu.au
M: 0419447372

Conveners

The course will be convened by eminent heritage professionals Dr Michael Pearson and Professor Sharon Sullivan. Dr Jan Harrington and other Port Arthur and ANU staff will also assist.

If you have any questions about course content or your suitability for the course please contact either of the conveners:

Dr. Michael Pearson

Prof. Sharon Sullivan AO

Email: mike.p@ozemail.com.au

Email: redbank@hotkey.net.au

Presenters

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.

Professor Sharon Sullivan AO has played a significant role in the development of cultural heritage management systems in Australia, and has worked as a public servant in the field of cultural heritage management for most of her working life. During this period she made many significant contributions to the field, including initiation of the first agency supported research by Aboriginal people into sites of significance in eastern Australia and developed subsequent methodology and protection and management approaches with Aboriginal people.

She is a former Deputy Executive Director of the New south Wales National Parks Service, Executive Director of the Australian Heritage Commission and First Assistant Secretary, Australian and World Heritage Group, Department of Environment and Heritage.

Sharon is internationally respected as an expert on heritage management, and has advised, lectured and trained extensively on approaches to heritage conservation based in understanding and respecting the heritage values of places. She has been a consultant to the Getty Conservation Institute, the World Monument Fund, the World Bank, and the World Heritage Committee in the development of aspects of cultural heritage management research and methodology.

She is a fellow of the Australian Academy of the Humanities, member of the Australian Institute of Aboriginal and Torres Strait Islander Studies, and Australia ICOMOS. She is the Deputy chair of the Port Arthur historic Site authority, a member of the Australian Heritage Council, Acting Commissioner in the NSW Land and Environment Court and a member of the Australian Research Council's College of Experts on the Humanities and Creative Arts Panel, and is currently Adjunct Professor at the University of Queensland, James Cook University and University of New England.

Sharon's AO was awarded for international and national services to heritage conservation. She has been made a life member of ICOMOS, and has been awarded the Rhys Jones Memorial Medal for Services to Archaeology

Michael and Sharon are the joint authors of *Looking after Heritage Places. The basics of heritage planning for managers, landowners and administrators*, published in 1995 by Melbourne University Press.

Dr Jane Harrington is the Director Conservation and Infrastructure with the Port Arthur Historic Site Management Authority. She has worked broadly in cultural heritage management, but with particular interests and experience in historical archaeology and anthropology. Her PhD research and subsequent experience has concentrated on community and intangible heritage, social value, cultural landscapes, World Heritage, and the close connection with the natural world. Jane's work in this area has involved projects in Australia, Thailand, Cambodia and England. She is currently the Vice President of Australia ICOMOS and World Heritage Reference Group Coordinator, and a member of the ICOMOS International Scientific Committee for Intangible Cultural Heritage.

Dr Sally K May is convener 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 rock art 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 volume 'Archaeologies of Art: time, place and identity' (2008).

Objectives and design

The objectives of this course are to:

1. give participants an understanding of the outlook, skills experience and context required for successful heritage site management;
2. expose participants to a rich range of case studies of best practice in cultural heritage management;
3. highlight innovation in cultural heritage management;
4. make participants aware of the unique theoretical and political issues surrounding world heritage;
5. enable participants to demonstrate independent thought and the ability to work in a team to address a key management or research questions in the field;
6. synthesise and articulate key concepts in the various disciplines that contribute to field practice in heritage studies, and demonstrate effective interdisciplinary thinking;
7. apply methodological, conceptual and analytic tools to advanced level skills and research in heritage practice; and
8. model best practice and have a commitment to ethical, reflective practice in heritage practice.

This course is designed around the following key topics:

- Identifying and implementing best practice in cultural heritage management;
- Social, political and legal dimensions of modern heritage place management;
- Development of effective site management plans and their implementation;
- Complexities, practicalities and issues in significance assessment;
- Heritage and tourism - synergies and conflicts;
- Innovations in heritage management; and
- Local, State and Commonwealth Government legislation and administrative practice relating to heritage identification, listing and management.

Learning outcomes

On completing this course, participants will have skills in:

1. comprehension and appreciation of the complex issues involved in heritage conservation and management and best practice in resolving them;
2. the use of appropriate concepts and technical language for a variety of relevant professional and academic purposes that involve cultural heritage issues;
3. interdisciplinary thinking and the ability to apply theoretical ideas to real-life issues;
4. model best practice and have a commitment to ethical, reflective practice in regard to cultural heritage; and
5. applying a functioning knowledge of current policy frameworks for cultural heritage management to academic and professional practice; and
6. contributing to the management of a range of heritage places through enhanced understanding, skills and practical knowledge.

Target audience

The course will benefit those already working in the heritage or museum sector in government or private practice wanting to consolidate their skills through advanced training.

Course Program

Day/Time	Location and Event/s	Staff
Day 1 (Sunday 26 September)	Travel and Arrival Arrive Hobart, 5 pm transfer by bus to Port Arthur, dinner	
Day 2 (Monday 27 September)	Port Arthur	
8:30 – 9:30	Welcome/Introduction Introduction to team, aims of the course and outcomes	<i>Prof. Sharon Sullivan (Convenor and Deputy Chair PAHSMA) Stephen Large, (CEO, PAHSMA) Dr Jane Harrington, PAHSMA Director Conservation & Infrastructure Dr Michael Pearson, Co-convenor Dr Sally May, ANU</i>
9:30-11:00	Orientation tour of site (general overview)	
11:00 – 11:30	<i>Break</i>	
11:30 - 12:30	The Context of successful heritage site management • Conceptions - the Western model and alternative ways of regarding identifying, conserving and managing heritage • The Australian system - World, Commonwealth state and local issues and contradictions • The legal dimension - legislative controls and their effect on identification and management of places. The limits of legal effectiveness	
12:30 - 2:00	<i>Lunch</i>	
2:00 – 3:30	The Context of successful heritage site	

	management (continued) • The political dimension - political will, support, and seeking political congruence for conservation • The governance and planning environment for heritage management - some common principles and issues • The social dimension - the conflicting values of society and their effect on heritage management. General and local communities input and attitudes to heritage and the effect on heritage management	
3:30 – 4:00	<i>Break</i>	
4:00 – 5:30	The Context of successful heritage site management (continued) • Ethical dimension-- what is important for whom and why? Identifying and responding to Indigenous, local community, owner, specialist groups and wider community interests Group discussion	
7:00 – 8:00	<i>Dinner</i>	
Day 3 (Tuesday 28 September)		
8:30 – 11:00	Identifying and documenting heritage sites • Surveys, lists assessments and outcomes - implications for selection and management of heritage places • Interdisciplinary description (history, architecture, archaeology, landscape, social)	<i>Prof. Sharon Sullivan Dr Michael Pearson, Co-convenor Dr Sally May, ANU Dr Jane Harrington</i>
11:00 – 11:30	<i>Break</i>	
11:30 - 12:30	Identifying and documenting heritage sites (continued) • Case studies from Port Arthur and elsewhere	
12:30 - 2:00	<i>Lunch</i>	
2:00 – 3:30	• Case studies from Port Arthur and elsewhere • Group discussion	
3:30 – 4:00	<i>Break</i>	
4:00 – 5.30	Possible site inspection	
7:00 – 8:00	<i>Dinner</i>	
Day 4 (Wednesday 29 September)		
8:30 - 11:00	The Management Process on-site • Introduction - the process and the range of methods available and their suitability for different circumstances and groups. Different levels of planning, and be tension between statutory planning requirements and implementing real planning and management processes • Logical processes: significance assessment, assessment of condition and	<i>Prof. Sharon Sullivan Dr Michael Pearson, Co-convenor Dr Sally May, ANU Dr Jane Harrington PAHSMA staff</i>

	management, policy development, action planning, implementation, monitoring and review (see ICOMOS Burra Charter) Multiple approaches to management document formats - CMPs / HMPs/ MPs (at different scales), Statements of Heritage Effects / Impacts etc	
11:00 – 11:30	Break	
11:30-12:30	The Management Process on-site (continued) - Methods of carrying out this process - stakeholder led versus top-down planning - tensions , issues and examples. The role of the expert, and of staff and of the manager and in shaping and implementing this process. Interdisciplinary thinking and involvement. - Significance assessment, multiple values, implications for management.	
12:30 – 2:00	Lunch	
2:00-3:30	The Management Process on-site (continued) - Determining management realities (vs management perceptions and myths) - Developing policy and actions - Necessary tools such as consideration of Landscape and setting, zoning boundaries, curtilage, buffer zones	
3:30 – 4:00	Break	
4:00-5:30	Discussion Roundtable discussion of management issues raised	
Evening	Formal workshop dinner	
Day 5 (Thursday 30 September)		
8:30-11:00	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	Prof. Sharon Sullivan Dr Michael Pearson, Co-convenor Dr Jane Harrington PAHSMA staff
11:00 – 11:30	Break	
11:30-12:30	Heritage, visitor management and tourism (continued) Case studies from Port Arthur and elsewhere	
12:30 – 2:00	Lunch	
2:00-3:30	Marketing the site, its management and its conservation. - Involving the public, the decision-makers, key stakeholders, experts and academics- forging an alliance for long-term conservation and seeking synergies to achieve this. - Financial management and provision for long term conservation and maintenance	
3:30 – 4:00	Break	
4:00-5:30	Marketing the site, its management and its conservation.	

	• Port Arthur examples/inspections • Roundtable discussion of issues	
Evening	Dinner	
Day 6 (Friday 1 October)		
8:30 – 11:00	Summing up: Making Site Management Work Recognizing the complexity of the management role. Finding effective tools to manage complexity. Practicing advocacy and promotion. • Vision—a genuine understanding and love of the site and its values, and clear vision for its future conservation • Integrity—in dealing with staff, stakeholders, and the community • Communication skills • Strategic and entrepreneurial skills • Leadership and teamwork • Problem-solving abilities • Flexibility and pragmatism	Prof. Sharon Sullivan Dr Michael Pearson, Co-convenor Dr Sally May, ANU Dr Jane Harrington
11:00 – 11:30	Break	
11:30-12:30	Making Site Management Work (continued) • Roundtable discussion of issues	
12:30 – 2:00	Lunch	
2:00-3:30	Innovations in heritage management • Multiple approaches to management planning formats • Considering climate change as a management issue • Interdisciplinary thinking and involvement	
3:30 – 4:00	Break	
4:00-5.00	Review and summary	
Evening	Dinner	
Day 7 (Saturday 2 October)		
9:00 am	Bus to Hobart and departure	

Text and course reading list

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

A list of additional reading will be made available to enrolled participants prior to the course. Participants will be provided with access to electronic copies of these readings.

Location & Transport

The 5 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 100 kms from Hobart. Hobart airport is located on the way to Port Arthur. Port Arthur is some 70 kms 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 (Sunday 26 September – 5pm) and drop-off (Saturday 2 October morning – 9am). 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 Officers Training Room, the building located immediately behind the Junior Medical Officer's House. This building is highlighted on the attached map of the site. We will meet here at 8.30am on Monday 5 July 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.

Accommodation

Participants will be provided with basic accommodation at Port Arthur site covered by the field course levy. This is a student hostel facility on-site that is available on a shared room basis and has 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, you may wish to book and pay for your own accommodation.

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. Students 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.

Travel and medical insurance

You are required to have your own travel and medical insurance to participate in the course.

Ghost Tour

The Port Arthur Historic Site Management Authority has pleasure in inviting you to join them for a free evening Ghost Tour during your stay – if you dare!

Enrolment procedures

Please note that there is a cap on numbers for this course and also that the course will not proceed unless a minimum threshold of enrolments is reached. Further information will be provided on enrolment. If you have any questions please contact Dr Sandy Blair.

You can enrol by downloading and filling in the form on the IPPHA website, then faxing, or scanning and emailing to:

Dr Sandy Blair

ANU Institute for Professional Practice in Heritage and the Arts

T +61 2 6125 5887

F +61 2 6125 1285

E: sandy.blair@anu.edu.au