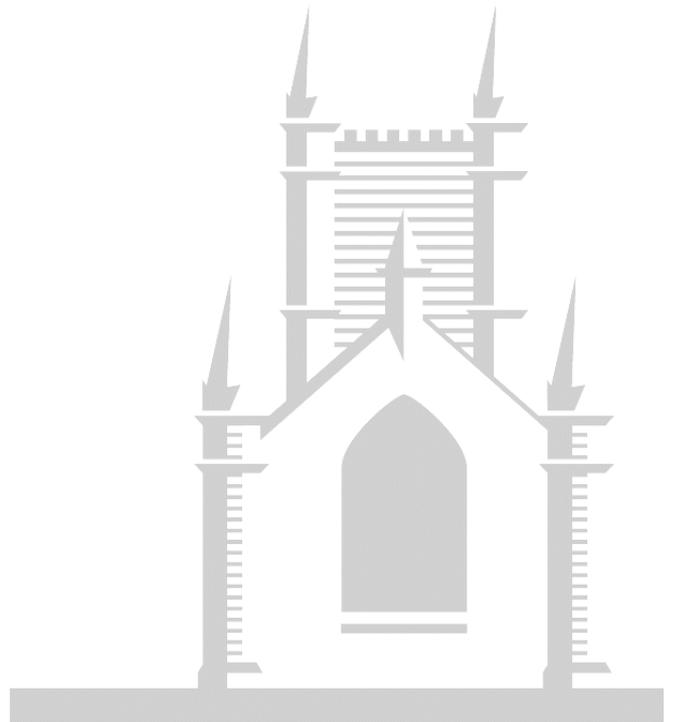


# Signage Project - Brief

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March 2013



## **1. Introduction**

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### **This Brief**

This document outlines a Scope of Works for the PAHSMA Interpretative Signage Project for the three historic sites managed by the Port Arthur Historic Site Management Authority. The Client is the Port Arthur Historic Site Management Authority (PAHSMA). The project manager for the purpose of the consultancy will be Dr Jody Steele, PAHSMA Heritage Programs Manager. Telephone 03 6251 2336, fax 03 6251 2322, email [jody.steele@portarthur.org.au](mailto:jody.steele@portarthur.org.au)

Other PAHSMA personnel will be called upon as required.

### **Port Arthur Historic Site Management Authority (PAHSMA)**

The Port Arthur Historic Site (PAHS), the Coal Mines Historic Site (CMHS) and the Cascades Female Factory Historic Site (FFHS) are managed by the Port Arthur Historic Site Management Authority (PAHSMA). Established in 1987, the Authority is a Tasmanian Government Business Enterprise, responsible in its operations to its Portfolio Minister and in its financial management to the Treasurer. The Authority is directed by a Board, which represents government and public interests. The management of the Authority is headed by a Chief Executive Officer, and conservation projects are undertaken by the Conservation and Infrastructure Department of the Authority headed by the Director Conservation and Infrastructure.

All three historic sites are on the World Heritage List as part of the Australian Convict Sites listed in July 2010. All are also on the National Heritage List and the Tasmanian Heritage Register.

PAHS is Australia's most intact 19th century convict settlement and premier historic site tourist attraction, and has been the nation's leading exemplar in the development and application of heritage conservation principles. The Tasmanian government has more recently transferred management of the other two sites to PAHSMA, the CMHS and FFHS.

### **Port Arthur Historic Site**

The PAHS comprises 135.5 hectares of State Reserve situated on Mason Cove on the south side of Tasman Peninsula in southeast Tasmania.

The principal portions are 98.1 hectares of land on Mason Cove, at the east side of Carnarvon Bay, centred on the former penal/industrial complex of Port Arthur; 37.4 hectares encompassing the former boy's prison at Point Puer; and the nearby Isle of the Dead.

The Port Arthur Historic Site is an assembly of remnant convict settlement, cultural landscape features (including Aboriginal heritage), township fabric and 20th-century tourism development. The natural landforms have been modified over time, resulting in a low maintenance parkland character, with remaining buildings and structures set within broad expanses of lawns and gardens. Important landscape elements within the setting include Mason Cove, Mount Arthur, Point Puer, the Isle of the Dead and the eastern shoreline of the harbour.

### **Coal Mines Historic Site**

The CMHS comprises 214 hectares of land that slopes gently towards the western shore of Norfolk Bay, on the north western point of the Peninsula. The site is partly reclaimed from bushland and is scattered with ruins related to its use as a mine prior to 1877. It is a cultural landscape that has been formed by the activities of coal mining, especially shafts, adits, tramways and roads. The landscape also reflects its earlier use by Aboriginal people. The site incorporates Plunkett Point, which looks over Norfolk Bay to the east towards the Forestier Peninsula.

### **Cascades Female Factory Historic Site**

The FFHS is located in South Hobart, in an urban area that is very different to the context of the other two sites. It is a former female convict facility that in its final configuration comprised five conjoined yards with a variety of predominantly sandstone buildings and structures. After 1856 it was used for a range of institutional purposes, and was sold in 1904 and subdivided. The current site consists of three of the original five yards, with the only above ground features being remnant boundary walls and the Matron's Cottage.

## 2. Background

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### 2.1 The Project

In 2012 PAHSMA was successful in a TQUAL grant application through the Australian Department of Resources, Energy and Tourism.

The project will provide a formalised framework for an innovative program of signage that will visually link PAHSMA's three sites, introduce visitors to their heritage values, establish connections with the convict story, and ensure that the more local stories of the community are told. With the enhancement of 'multi-media nodes', we aim to inspire visitors to explore each place further by connecting internal places and features, and be stimulated to pursue connections and links at other convict sites in Tasmania and on the mainland. The grant will be used to create a thematic style-guide and template, adopt a design format that will lead a visitor to and through internal features and external places, and create text and graphics for individual signs to production stage.

The Australian Convict Sites World Heritage Property includes 11 places across Australia and is one of only three Australian World Heritage properties that is listed for non-indigenous cultural heritage values. The other two are the Sydney Opera House and the Royal Exhibition Buildings and Carlton Gardens in Melbourne. This makes the Convict Sites property unique as a collection of Australia's significant cultural heritage icons, and a suite of sites that tell the story of Australia's national origins through convictism. The nomination document reinforces the significance of these places on the international stage through the forced migration of a group of people, and the impact this had on the creation of our nation. This story and that of the World Heritage listing is waiting to be told. PAHSMA manages three of the eleven sites and has an established reputation for best practice tourism and heritage management. This has been recognised through major awards for tourism, interpretation and conservation for being an industry leader in the application of innovative approaches to telling the stories of our sites and providing a world-class visitor experience. With the World Heritage listing, we now have a truly 'world class' story to tell.

This project will create a communication and interpretative signage 'process' that leads our visitors not just through the experience of places (being within each site, across our three sites, to the other 8 convict sites in Australia) but immerses them in an understanding of the national and international significance of these places as tangible expressions of the story of Empire, convictism and nation building.

We have a goal to reintroduce our visitors to the foundational stories that underpinned the creation of the Australian psyche that is evidenced most particularly in the ANZAC legend. This approach will engage both international and domestic visitors.

As well as telling our stories, our proposal is to use our signage to 'link' with our wider interpretative program, through the establishment of multi-media 'nodes'. The opportunity for using smartphone technology such as QR Codes is to be explored, with particular attention to language translations. Our signs will become a key part of an integrated knowledge sharing and learning experience that will continue through access via tags or shared bookmarks and potentially social media. This will tap into the 'information seeker' market segment, who are PAHSMA's best repeat visitor and high yield prospect.

One of the imperatives of the UNESCO World Heritage Convention is that the story of places will be told. More recently the World Heritage Committee has reinforced the benefits to local communities through sustainable tourism and the need for linkages to be made in a meaningful way between the 'local and the global'. Each of the Australian World Heritage Advisory Committee, The Australian Convict Sites Steering Committee and our Tasmanian World Heritage Sites State Managers Group has spent considerable energy and time in recognising that we do not effectively tell the story of our World Heritage sites or celebrate their World Heritage status - either individually or as a group. We propose to provide an exemplar of how this can be achieved across our own series of sites and reinforce that Australia is a world leader in the provision of interpretative infrastructure and a world class visitor experience.

The project will develop an interpretative and information product to meet and exceed the expectations of the increasingly sophisticated experience-seeker. The supply of exciting new tourism experiences will provide visitors with unique and memorable experiences during their visit, and also increase yields leading to improved viability for PAHSMA. This aligns with a wider product development program that includes a number of specialised and more highly personalised experiences, such as the opportunity for exclusive dining at one of our historic buildings, small group tours to the Coal Mines Historic Site, the highly acclaimed 'Her Story' dramatic presentation at the Cascades Female Factory and our most recent initiative, a Paranormal Investigation experience.

At the time the Australian Convict Sites was added to the World Heritage List, PAHSMA managed two sites – the PAHS and CMHS – both on the Tasman Peninsula, and in December 2011 formally assumed management responsibility for a third Tasmanian site – the FFHS in Hobart. This interpretative signage project is now pressing in order to recognise (1) the World Heritage status of the three sites, (2) the fact that the three sites are

linked, not only through management by a single entity but also thematically via the stories and lives of individual convicts and civil and military administrators, and (3) that much of the interpretative and informational signage at all three places is urgently in need of updating and upgrading.

PAHSMA has been aware of the need to upgrade our signage at the PAHS for some time, but we have waited on the resolution of the World Heritage listing and transfer of the third site. The PAHS is one of the most visited tourist attractions in Tasmania and can be considered a 'flagship' and iconic site for state tourism and convict heritage not only in Tasmania, but across Australia. It is often a visitor's first introduction to Australia's convict heritage and tourism so has a significant role to play in introducing both domestic and international visitors to this important part of the Australian story and cultural landscape. The current general interpretative and information signage at the PAHS is a collection of different styles applied over the last three decades and is outdated. This stands in contrast to our more recent award-winning interpretative projects that contemporary design, style and use of new media. Our Dockyard project has won a landscape design award, including its interpretative signage, and the Separate Prison conservation works have won a number of awards, including the 2011 Interpretation Australia's Gold Award for Excellence.

In addition, we have recently decreased reliance on the provision of information in our visitor guide for the PAHS, recognising that people do not wish to rely on such a quantity of written material. This initiative, together with a decision to produce smart phone accessible products for each of our sites, suggests that we need to approach a new signage program that links to our other interpretative media, including IT based material. In line with advances in communication philosophy and technology we are also aware of the imperative to recognise the language needs of international visitors and the needs of our visitors who have reading access challenges, either through physical constraints (for example, limited eyesight) or decreased cognitive abilities. This latter applies across all three sites.

The Coal Mines Historic Site is one of Tasmania's best kept tourism secrets. Recent visitor and community based research – which included PAHSMA staff – recognised that the visitor experience will continue to be enhanced by retaining a sense of seclusion and isolation, and a continuing limited reliance on intrusive infrastructure. We are faced with the challenge of how to present this significant heritage site to visitors in the absence of a permanent staff presence, no electricity, no visitor centre, and with the reality that the place is now included on Australia's National List and the World Heritage List. The challenge is compounded by aging signage, which visitor feedback has shown misses significant information, and limited understanding and

acknowledgment that the place is managed by PAHSMA. We have recently completed a draft master plan for the CMHS, and this emphasises the need for an innovative approach to signage and communication at the CMHS.

Until recently the Cascades Female Factory Historic Site was managed by a combination of Parks and Wildlife (Tasmania) and a private organisation. The Tasmanian state government chose PAHSMA to manage the site with the aim of bringing it into line with best practice approaches to tourism and conservation. As with the CMHS, it has had challenges. As the site is small and with little remaining structural evidence, there is a greater visitor need for reliance on on-site interpretation, particularly signage. As we have also recently received a substantial grant through the DSEWPAC Your Community Heritage Program we have advanced a range of interpretative work in Yards 4 and 1. However there is still the need to look into the future for additional signage and to create the desired linkage with PAHSMA.

In our grant application we recognised that the skill sets involved to produce an effective outcome are not readily available in-house as they rely on specialised artistic, communications, IT and design experience. To this end we anticipated that much of the creative work will be undertaken by a consultant.

### 3. Existing planning structure

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The conservation planning framework for the PAHS and CMHS is set out in the *Port Arthur Historic Sites Statutory Management Plan 2008* (SMP). This plan provides general conservation policy directions for the Sites and establishes a framework for the completion and integration of subsidiary plans. While PAHSMA did not manage the FFHS at the time the SMP was adopted the general philosophical approach can be considered to apply equally to that site.

The legislative and policy documents most relevant to this project include:

- *Port Arthur Historic Site Management Authority Act 1987*
- *Environment Protection and Biodiversity Conservation Act 1999*
- *Tasmanian Historic Cultural Heritage Act 1995*
- *National Parks and Reserves Management Act 2002*
- *Government Business Enterprises Act 1995*
- *Port Arthur Historic Sites Statutory Management Plan 2008*

- *CFF Conservation Management Plan 2009*
- *CMHS Masterplan (final draft)*
- *PAHS Landscape Management Plan 2002 (under review)*
- *PAHS Interpretation Plan 2001 (revised 2005) (under review)*
- *PAHSMA Tourism Strategy 2006 (Revised)*
- *PAHSMA Marketing Plan 2012*

The consultant will also be expected to refer to any other relevant documents, legislation and regulations in the course of carrying out the project.

PAHSMA holds a collection of documents relating to historical research and past conservation works relating to the sites. These will be made available to the project consultant.

## **4. The Project**

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### **4.1 Scope & Outcomes**

#### **Consultant**

This brief requests a submission that engages with a variety of disciplines that will undertake the following tasks for PAHSMA:

- workshopping with relevant staff and stakeholders and the implementation of a visitor research program, to provide background for the design context and communication strategy
- presentation of a small number of design options with a view to the Steering Committee selecting the most suitable
- development of the approved design to final product, which will be a design styleguide and thematic signage communication strategy that encompasses each of the sites. It will also include:
  - a recommendation for specific signage location
  - broad message content for individual signs
  - costings for production.

The rest of the project, as detailed below, will be undertaken by PAHSMA staff.

## **PAHSMA**

The installation works may require planning approval and permission from Heritage Tasmania so once the locational and physical design specifications are finalised we will prepare the necessary Works Application and liaise with Heritage Tasmania and the Tasman and Hobart City Council to obtain approvals.

The next stage, to be undertaken by PAHSMA staff, would involve the preparation of appropriate text and sourcing and collation of graphics for individual signs, and the identification of a prioritised and staged replacement and installation program. The final stage of this project will involve graphic design for individual prioritised signs across the three sites (external provider), the production of the first set of signs and their installation. The installation will be undertaken by PAHSMA staff, in conjunction with external contractors if needed.

The final product will be an interpretative experience that reflects and communicates the status of the three historic sites as being of international significance and meets the standards expected not only by the UNESCO World Heritage Committee, but more importantly by visitors to any of Australia's iconic tourist attractions. Our goal will be that people will go away inspired to learn more.

### **4.2 Project Administration & Report Production**

The Project will be administered by a Steering Committee that will include the Director of each of Conservation & Infrastructure and Tourism Operations, our Conservation Projects Manager, our Female Factory Site Manager and a member of each of our two Community Advisory Committees. The committee will be chaired by the Project Manager.

We anticipate the need for a number of site meetings to discuss the development and outcomes of the project, and a presentation of the agreed proposal to the PAHSMA Board, and the Community Advisory Committees.

There will be a single contact person from PAHSMA and one from the consultancy team.

The documentation shall be presented with the following title information on cover pages:

*PAHSMA Interpretative Signage Project prepared for PAHSMA by (insert consultant's name), (insert date in terms of month/year).*

The title, date of production, and page number shall appear in the footer of each page.

Draft versions of the project shall be issued with the word DRAFT in the footers of every page and with the word DRAFT clearly marked on the cover.

The documentation shall be formatted to be printed double sided, A4 size (where descriptive reporting and/or text is presented), in portrait format, and all presentation drawings in colour and scaled on A3 size.

All copies of the project shall be provided in editable electronic format plus one bound and one unbound printed version in full colour, with agreed electronic data files such as images, map files, GIS files, and drawing files in .dgn format and one set converted to pdf format.

### **4.3 Stakeholder Groups**

There are a number of stakeholder groups that hold an interest in the historic sites. These groups shall be engaged with when a proposal is agreed with PAHSMA and that process will be managed by PAHSMA. While it is anticipated that the process may well identify additional stakeholders, those who are likely to be involved include:

- PAHSMA Staff
- Local Communities
- Department of Sustainability Environment Water Population and Communities
- Tasmanian Heritage Council
- Heritage Tasmania
- Tasmanian World Heritage Sites
- Aboriginal Community
- Port Arthur Conservation Advisory Committee
- Tourism Tasmania
- Tasman Council

For some of these groups the engagement may require little more than a written contact calling for input and comment.

## 5. Submissions

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The consultant is to provide an expression of interest detailing the following:

1. Methodology
2. A vision to the direction/style of the proposal.
3. Examples of similar complex projects involving multi-disciplinary teams and referees.
4. Consultancy team including detail of the persons who will be working on the project, the number of hours that each of the nominated persons will be allocated to the project, and the hourly rate of each of the nominated persons; The consultant must ensure that any personnel involved in the project have appropriate skills and qualifications for the tasks assigned them, so as to ensure that the project is carried out in accordance with best practice.
5. CVs of the lead practice/practitioners and any sub-consultants
6. Project Plan (including timeline showing delivery milestones and consultation);
7. Declaration of Conflict of Interest
8. Fee submission (lump sum, inclusive of disbursements and GST).
9. Capacity to complete the project by mid-August 2013.

PAHSMA may request further information for the purpose of making assessment of the submissions received. PAHSMA reserves the right to not select the lowest fee submission – selection will be made on evaluation of all factors presented.

The successful consultant will be requested to sign the AS4906-2002 – Minor works contract conditions (Principal administered); Form of Formal Instrument of Agreement for the Engagement of a Contractor; AS4906-2002 Annexure – Parts A, B & C.

**The expression of interest is to be received by PAHSMA in hard copy by COB 1 May 2013.**

## **6. Conditions of Contract**

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### **6.1 Copyright and Intellectual Property Rights**

The Consultant acknowledges that the Authority owns or has a licence to use the Intellectual Property in any materials including but not limited to written, graphic, electronic etc. provided by the Authority to the Contractor to enable the Contractor to carry out the work under this Agreement and agree that the Authority shall be the owner of the results and proceeds of the material prepared by the Contractor, its employees and other persons whose services are supplied under this Agreement including any Intellectual Property and copyright which shall vest in the Authority as created.

### **6.2 Confidentiality**

All work arising out of or in respect of, or in any way connected to this Scope of Works, will remain confidential unless and until the release of such is approved by PAHSMA. The consultant shall respect the confidentiality of any information that PAHSMA makes available for the project.

### **6.3 Insurances**

The following insurances will be expected to be in place by the successful consultant by the date of signing of the contract.

#### **6.3.1 Professional Indemnity**

The consultant shall maintain a current Professional Indemnity insurance policy for a sum not less than \$2 million. The consultant shall maintain a policy of insurance for an amount that is sufficient to indemnify the consultant after completion of the Scope of Works.

#### **6.3.2 On Site public Liability**

The consultant shall maintain a Public Liability insurance policy of not less than \$10 million covering the consultant and the consultant's employees or agents in respect of any claim arising from their act or omission on the site of the works or proposed works.

### **6.3.3 Employees or Agents**

Before commencing work, the consultant shall ensure that suitable insurances are in place giving cover to the consultant, and any employees or agents of the consultant, against any liability, loss, damage, claim, costs and expenses arising at common law or under any statute as a result of personal injury to or death of any person employed by the consultant or to the consultant's agents in or about the work.