Plan of management
Fort Scratchley
2013

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Acknowledgement of Country
The City of Newcastle acknowledges that Fort Scratchley is located on lands of the Awabakal Aboriginal People, who are the traditional custodians of the lands and waters of Newcastle.
1.0 Executive Summary

1.1 Background

Arguably Newcastle's most spectacular vantage point, Fort Scratchley Historic Site commands a significant position overlooking the Hunter River Estuary, coastline and Nobbys Headland.

Fort Scratchley is a site of outstanding heritage significance, listed as part of the Coal River Precinct on the NSW State Heritage Register and the Newcastle Local Environmental Plan 2012.

Signal Hill, and subsequently Fort Scratchley was the site of the first European coal mine in Australia and the site of a coal-fired navigation beacon. It was a strategic fort for over 150 years and is Australia's only coastal fortification to fire on an enemy Naval vessel firing two salvos at a Japanese submarine that bombarded Newcastle with about two dozen shells during World War II.

The ownership of Fort Scratchley Historic Site was transferred to The City of Newcastle from the Commonwealth Government in June 2008. Council is responsible for protecting the values of the site and ensuring it is utilised to its full potential.

The Fort Scratchley Historical Society, through its volunteers, has managed the day to day operations of the Fort for over 20 years. It is through the dedicated work of the volunteers of the Society, namely the interpretation of a working fort including working guns, that has made Fort Scratchley the unique site it is today, attracting visitors locally and from all over the world.

Today visitors can take guided tours, visit the Fort's museum and experience re-enactments of activities from the period when it was an operating fort. The site also offers a unique venue for events and functions and is a vantage point to enjoy the expansive views of Newcastle.

A plan of management was prepared for Fort Scratchley in 2008 to coincide with the transfer of ownership to Council. The 2008 Plan categorised the site as Cultural Significance, General Community Use and Park. This new plan of management has delineated these land categories in accordance with the requirements of the Local Government Act 1993.

This new plan of management sets out a clear direction for the Fort's future and how it is to be managed and used over the next five to 10 years. It reconfirms the heritage values identified in the Fort Scratchley Historic Site Heritage Management Plan 2008 (the Heritage Management Plan) and ensures these values are protected in future management decisions. Further, the Plan endeavours to action recommendations identified in the Heritage Management Plan and address issues that have arisen since the adoption of the 2008 Plan of Management.

1.2 Values, vision, principles for management, key objectives and strategies

1.2.1 Values

‘Values’ can simply be described as elements that make a place important. A plan of management is a values-based document, meaning that management actions are shaped to reflect, maintain and enhance the values of the place. The site's identified values are:

- Historic
- Rarity
- Scientific
- Representative
- Aesthetic
- Technical
- Social
- Associative
- Aesthetic
- Social
- Community
- Interpretative
- Operative
- Economic
- Cultural
- Natural
- Architectural
- Historical
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2.0 Plan structure

This plan of management has been prepared in accordance with the Local Government Act 1993, other relevant legislation, and the relevant Council plans and policies. It comprises:

- **Introduction and overview** – briefly describes plans of management, the aim of this Plan and the land to which it applies.
- **Site description** – provides a brief history of Fort Scratchley and describes its heritage significance, usage and condition.
- **Planning context** – outlines the legislative requirements of a plan of management and describes other relevant legislation, policies and strategies.
- **Basis for management** – outlines the approach to determining management strategies for the site. This includes a summary of community consultation, a vision statement, management principles and values. This section also identifies the appropriate categorisation of the land, and the broad objectives and directions for the site’s future management.
- **Management directions and actions** – identifies specific management strategies and outcomes for Fort Scratchley. This section outlines permitted uses and future development and authorises leases and licences in accordance with the Local Government Act 1993.
- **Implementation and review** – identifies an indicative program for implementation of key management actions, as well as, a review schedule for the Plan.

2.1 Study process

In preparing this plan of management, Council considered and incorporated, where appropriate:

- existing relevant policies, procedures and other Council documents;
- existing information from the Heritage Management Plan; and
- input provided by key stakeholders and the broader community at a number of workshops.

Stakeholder and community consultation including:

- workshops with key stakeholders in 2012 as part of a strategic planning exercise;
- a workshop with a project control group in June 2013 as the initial step in developing this plan of management; and
- community and industry workshops in July 2013.

The Draft Fort Scratchley Plan of Management was exhibited for public comment from XXXXXX to XXXXXXXX. One submission was received and considered in the final document.

Image copyright Newcastle Region Library 1999
3.0 Introduction and overview

3.1 What is a plan of management

A plan of management provides the framework for managing community land. The plan identifies current use and activities and approves future use, activities and developments.

Fort Scratchley is located on community land. This classification means that the land is owned by Council and is managed for use by the community. The Local Government Act 1993 (the Act) governs the preparation of plans of management for land classified as community land and prescribes what must be included in a plan of management. This includes the “categorisation” of the Community Land under the terms of the Act, which in turn provides the core objectives to guide management of an area.

This Plan meets the requirements of the Local Government Act 1993.

3.2 Aims of the Plan

The principal aim of the plan of management is to provide a clear and long-term direction for the future conservation, management, use and development of Fort Scratchley.

It is a key document in advocating outcomes that support the Fort’s long-term conservation, recreational use and financial security.

Specifically the Plan aims to:

- identify and conserve Fort Scratchley’s intrinsic historic, aesthetic and social values
- determine the appropriate use and development of the Fort, ensuring these are compatible with the inherent values of the site, especially the heritage values
- develop appropriate management responses to the issues affecting the Fort and actions that reflect Council and community expectations within reasonable resource constraints
- meet legislative requirements for the Local Government Act 1993 and the Heritage Act 1977

This plan of management should be read in conjunction with the Heritage Management Plan, which provides the context and policy direction to appropriately conserve and manage the Fort’s heritage values. This plan of management provides for effective implementation of the policies from the Heritage Management Plan through a range of suitable strategies.

A significant level of research, physical analysis and historical information is contained within the Heritage Management Plan, which is not replicated in this Plan.

3.3 Land to which this Plan applies

This plan of management applies to the area described as Fort Scratchley (Council land register number C 373), comprising Lot 1, 2 and 5 DP 407886. The site is approximately 3.63 hectares in area. The site is zoned RE1 Public Recreation in the Newcastle Local Environmental Plan 2012. It is classified as Community Land.

The Fort Scratchley Site is located within the Newcastle East Conservation Area and is a key feature of the State Heritage Listed Coal River Precinct, which includes landmarks such as Nobbys Headland, Macquarie Pier, and adjoining foreshore.

Figure 1 shows the site’s location and surrounds

3.4 Heritage listings

The heritage significance of Fort Scratchley is recognised in the following statutory and community heritage lists or registers:

Table 1: Heritage listing of the site

<table>
<thead>
<tr>
<th>Register</th>
<th>Item name</th>
<th>Year inscribed</th>
</tr>
</thead>
<tbody>
<tr>
<td>NSW Heritage Register #01674</td>
<td>The Coal River Precinct (including Fort Scratchley Site)</td>
<td>2003</td>
</tr>
<tr>
<td>City of Newcastle Local Environmental Plan 2012 #1480</td>
<td>The Fort Scratchley Group buildings and underground forts – Coal River Precinct</td>
<td>2012</td>
</tr>
<tr>
<td>National Trust Register #4355</td>
<td>Fort Scratchley Site</td>
<td>1998</td>
</tr>
</tbody>
</table>

While this Plan was being prepared, there was a national nomination for Coal River (Mulubinba) and Government Domain being considered by the Commonwealth Government. This nomination was submitted by the Coal River Working Party in February 2013 and includes Fort Scratchley.
4.0 Site description

4.1 Brief history of Fort Scratchley
This history is an abbreviated version of the more detailed histories and chronologies of the place contained within the Heritage Management Plan.

1797
The Aboriginal presence in and around Signal Hill predates European contact.

1813
Colliers Point was the site of the first coaling station in Australia, which continued at the site until 1814.

1822
A coal-fired beacon and flagstaff was erected on Signal Hill to guide and warn mariners.

1857
Henry Dangar recorded the name Tahlibihn Point at the site of Signal Hill on his map surveying the Hunter Region.

1880
During ongoing hostilities between Russia and England, the NSW Government seeks advice from Sir William Jervois and Lieutenant Colonel Peter Scratchley to advise on colonial defences.

1885
Construction began on permanent fortifications at Fort Scratchley. The guns were in position by 1882, and construction of accommodation for the troops followed.

1914
Return of enemy fire from a Japanese submarine.

1942
Italian POWs are accommodated at Fort Scratchley for up to two years.

1945
A works depot was constructed for the Department of Housing and Works on the level area below the Fort along Nobbys Road.

1949
Fort Scratchley is used by National Service Scheme for militia training.

1950
The Australian Army vacates the site.

1954
The City of Newcastle given control of Fort Scratchley Site.

1972
Official opening of the military museum in the restored Commandant's Cottage.

1982
Formation of the Fort Scratchley Historical Society Inc.

2005
Convict coal mines below Fort Scratchley were re-discovered by the University's Coal River Working Party.

2008
Ownership of the Fort transferred from the Commonwealth Government to The City of Newcastle.

4.2 Cultural significance
The Heritage Management Plan identifies Fort Scratchley as having outstanding heritage significance according to the National Heritage List criteria, including historic, rarity, scientific, representative, aesthetic, creative/technical, social and associative. The assessment identifies Fort Scratchley as unique in Australia as the largest and most diversified and intact coastal fortress barracks complex.

The Heritage Management Plan also notes the importance of the significance of Fort Scratchley’s setting, including the views to and from the site and the dramatic interface with the edge of the City. Further, Fort Scratchley is listed as part of the Coal River Precinct on the State Heritage Register. This highlights the importance and need to maintain the significance of the setting and manage the Fort in the context of its relationship with the broader associated historical sites.

4.3 Site overview
Fort Scratchley is a prominent headland situated south of the mouth of the Hunter River. The site comprises an inner fort, defined by a dry ditch, bridge and gates. The inner fort encompasses the gun emplacements, Battery Observation Post and associated fortress structures and underground tunnels, the Commandant's Cottage, the Barracks and associated buildings on the lower section. The inner fort precinct is the most important in terms of significant and original structures.

The outer fort encompasses a number of buildings, open space, car parking and the main entrance and driveway at Nobbys Drive. The buildings include the Master Gunner's Cottage and the Workshop and Multipurpose Centre, both of which were built in 2008.

There is significant open space to the east of the outer precinct adjacent to Nobbys Road. This area provides a small playground and bench seat for passive recreation and an overflow car park to the north. Formal car parking areas are located adjacent to the Master Gunner's Cottage and Multipurpose Centre.

There are substantial and important views to and from the site. Important views to the site include those from the corner of Parnell Place and Stevenson Place, the entry gates to the inner fort and flagstaff, Foreshore Park and Macquarie Pier. The elevated position of the Fort provides extensive views over the Hunter River, Nobbys, Foreshore Park and the City.

See figure 2 for a site layout.

4.4 Current uses
Fort Scratchley provides opportunities for a variety of uses, including guided tours, museum and events.

The site is open to the public six days a week from 10am to 4pm. General admission is free.

Tours
Visitors can take a self-guided tour around the barracks and above-ground defence structures. The Fort Scratchley Historical Society provides guided tours of the tunnels and the full site.
There are a number of buildings and rooms within the inner fort that are not open to the public.

**Museum**

Three of six rooms in the Commandant’s Cottage are used as a military interpretation museum. The museum exhibits some of the Fort Scratchley Historical Society’s collection of artefacts, illustrating life at the Fort since 1882, and Newcastle local and military history are displayed.

**Souvenirs**

There is a small gift shop located in the Artillery Store, within the inner fort.

**Private Events and Functions**

The site is available for hire for private events and functions including weddings, conferences and meetings.

**Multipurpose Centre**

The Multipurpose Centre caters for wedding receptions, meetings, conferences and product launches.

**Barracks Rooms**

The Barracks Rooms consist of two adjoining rooms and are available for hire.

**Wedding ceremonies**

Wedding parties have exclusive use of two ceremony locations to the north and east of the Parade Grounds.

**Public events**

There are a number of major events at Fort Scratchley each year including Labour Day, Australia Day, ANZAC Day and the Queen’s Birthday. Activities at these events include firing the ‘big guns’, military re-enactments, military vehicle displays and raising and lowering of flags ceremonies.

**Passive recreation**

The Fort provides opportunities for passive recreation including picnics, kite flying and photography. A small playground is provided on the grassed area, near the Fort’s entrance.

Figure 3 depicts the key buildings and rooms on the site. The table at Appendix B identifies the current use of the buildings.

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Museum

The Newcastle Museum provides informal advice and assistance when requested by the Fort Scratchley Historical Society regarding curatorial and museum issues.

The Fort Scratchley Historical Society, through its volunteers, has managed the day to day operations of the Fort for over 20 years. Currently the Society controls visitor access within the Fort walls and museum, conducts restorations in the workshop, provides tour guides and gun crew and operates a gift shop on site. The Society is also active in coordinating and running public events and commemorating special occasions as well as firing the guns when large cruise and naval ships enter or exit the harbour. The volunteer effort is significant.

There is one contract in place as part of the management of the Site. Table 2 identifies the current status of the contract. There is currently no agreement in place between Council and the Society to acknowledge and formalise its presence and role on the site.

Casual licences are issued for functions such as weddings and events.

**Table 2 Status of leases/licences**

<table>
<thead>
<tr>
<th>Item</th>
<th>Lessee (or User)</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Site catering services for catered functions, official functions and café services</td>
<td>Blue Star Catering</td>
<td>5 + 5 year service contract from June 2009</td>
</tr>
</tbody>
</table>

**4.4.2 Funding**

Council’s focus for operating the site has been to achieve a level of self sufficiency with revenue from visitors and commercial operations. Revenue has been steadily increasing over the past five years, but financial sustainability continues to be an ongoing issue, given the escalating costs of maintenance and conservation.

The Fort Scratchley Historical Society has been instrumental in raising funds for the site, securing grants for major projects including museum establishment and gun restoration.

However, additional funding is required to ensure that Council, as owner of the state significant site, meets its statutory obligation to maintain, preserve and ensure the site’s security for future generations. This requires a proactive approach to maintenance and conservation works to avoid costly remediation programs in the future.

There is potential for higher annual revenue growth with an increased marketing effort for events and functions, as well as guided tours. Expansion of the number and types of activities on the site may also provide potential for greater revenue returns. Such opportunities however, will be very much determined by the resource capacity of Council and volunteers.

**4.5 Condition of buildings and land**

Fort Scratchley contains a complex of buildings and structures including gun emplacements, fortress structures and underground tunnels. The Heritage Management Plan included a comprehensive condition audit of the Fort’s built assets prior to its transfer to Council in 2008.

The condition audit included in this Plan was undertaken in 2009 and focuses on the main buildings on the site. A detailed condition audit of all assets (including military installations) is beyond the scope of this Plan. This Plan recommends that when funds become available, a suitably qualified consultant be engaged to undertake a condition audit of all Council’s assets at the Fort as the basis for the development of an asset management plan.

Refer to Appendix B for a complete description of the current condition and use of the assets located within the site.
Plan of Management 2013
Fort Scratchley

MULTI PURPOSE CENTRE
INNER FORT
SIGNAL HILL
FLAGSTAFF
OUTER FORT
WORKSHOP
PILL BOX
PARKING
PLAYGROUND
OPEN SPACE
FORMER EMERGENCY SERVICES & CIVIL DEFENCE AREA

1. Master Gunners Cottage
2. New Guardhouse
3. The Laboratory
4. Searchlight Generator Room
5. Old Guardhouse
6. Canteen
7. Barracks
8. NCO’s Quarters
9. Commandant’s Cottage
10. Servant’s Quarters
11. Western Barracks
12. Battery Observation Post
13. No 1 Gun
14. No 2 Gun
15. Artillery Store
16. Tunnels
17. Mine Firing Station
18. Searchlight Directing Station
19. Gunners’ Ablutions
20. NCO’s Ablution Block

LEGEND

- Fort Scratchley boundary
- Building footprint
- Roadway and parking
- Open lawn area
- Vegetated embankment

Map prepared by The City of Newcastle Landscape Architectural Services for the Fort Scratchley Plan of Management - July 2012

LEGEND

- Building
- A Room

Map prepared by The City of Newcastle Landscape Architectural Services for the Fort Scratchley Plan of Management - July 2012
5.0 Planning context

5.1 Legislative requirements and relevant planning documents

5.1.1 Local Government Act 1993

Community land must be managed according to the Local Government Act 1993 and the Local Government (General) Regulation 2005.

The Act requires all Council owned land to be classified as either Operational Land or Community Land. Community Land is defined as land that is set aside for community benefit. Community Land cannot be sold.

Development and use of Community Land is subject to strict controls set out in the Act. In addition to these controls, Community Land is required to be managed in accordance with a plan of management.

Local Government Act requirements:

In General

- All community land must be categorised
- Contain core objectives and performance targets for management of the land
- The means by which these strategies will be achieved
- The methods which will be used to assess whether the strategies are being achieved

A plan of management that applies to just one area of Community Land, as this one does, must also include a description of:

- The condition of the land, and any building or other improvements on the land
- The use of the land and any such buildings or improvements
- Specify the purpose for which further development of the land will be permitted, whether under lease or licence or otherwise
- Describe the scale and intensity of any such permitted use or development

Categorisation of land

The Act requires all areas of Community Land be categorised in accordance with the Act's nominated categories of Natural Areas, Park, Sportsground, Cultural Significance and General Community Use.

The categories given to Fort Scratchley Site in this plan of management are:

- Cultural Significance
- Park
- General Community Use

The category boundaries are identified in figure 4. Further information relating to the Act, including a description of land categories and their core objectives, is included in Appendix E.

5.1.2 Other State or Commonwealth legislation and planning controls

In addition to the requirements of the Act, there are a number of other pieces of legislation and Government policies that are relevant to the ongoing management of Fort Scratchley.

5.1.3 State Government legislation and policies

Heritage Act 1977

Fort Scratchley is listed as part of the Coal River Precinct on the NSW State Heritage Register and is thus subject to the relevant provisions of the Heritage Act 1977 (NSW). The Heritage Act contains measures for the protection of listed sites, including requirements for maintenance, preparation of Heritage Management Plans, and approval of works with the potential to have an adverse impact on heritage values.

The effect of listing an item on the State Heritage Register is that a person cannot damage, destroy, alter or move the item, building or land without approval from the Heritage Council. The Heritage Act enables the Heritage Council to provide exemptions from its approval requirements under certain conditions.

Environmental Planning and Assessment Act 1979

The Environmental Planning and Assessment Act 1979 (EP&A Act) establishes the statutory planning framework for environmental and land use planning in NSW and provides local government with the power to protect items and places of heritage significance in their local area through Local Environmental Plans and Development Control Plans (DCPs).

LEPs include a heritage schedule (schedule 5.0) and standard heritage provisions (Part 5.10) that set out when development consent is and is not required for heritage items. DCPs can specify development standards and requirements in heritage conservation areas. The Newcastle Development Control Plan 2012 provides controls based on best practice that
support the adaptation, alteration and modification of structures and buildings that are listed as heritage items in Schedule 5 of the Newcastle Local Environmental Plan 2012 (LEP).

5.1.4 Council’s strategic documents and policies

Integrated planning and reporting
Plans of management are embedded within Council’s Integrated Planning and Reporting Framework, which is a legislative requirement. The strategies outlined in this plan of management are consistent with the community’s vision and strategic directions in Council’s Community Strategic Plan, Newcastle 2030.

Newcastle 2030 Community Strategic Plan
The Newcastle 2030 Community Strategic Plan is a shared community vision developed to guide policies and actions throughout the City for the next 20 years. The City of Newcastle developed the vision and strategic directions in Newcastle 2030 in partnership with the community.

The strategic directions and objectives identified in Newcastle 2030 that are particularly relevant to the Fort Scratchley Plan of Management include:

Vibrant and Activated Public Places
3.2 Culture, heritage and place are valued, shared and celebrated

Caring and Inclusive Community
4.3 A creative, culturally rich and vibrant community

Liveable and Distinctive Built Environment
5.1 A built environment that maintains and enhances our sense of identity

Smart and Innovative City
6.3 A thriving city that attracts people to live, work, invest and visit

Open and Collaborative Leadership
7.3 Active citizen engagement in local planning and decision-making processes and a shared responsibility for achieving goals

Newcastle Local Environment Plan 2012
The Newcastle Local Environment Plan 2012 (LEP) is Council’s principal land use document and controls the use of land primarily through zoning. The provisions in a plan of management must be consistent with the zoning of the land.

The LEP identifies the site within the RE1 Public Recreation Zone. The objectives of the zone are:

- To enable land to be used for public open space or recreational purposes.
- To provide a range of recreational settings and activities and compatible land uses.
- To protect and enhance the natural environment for recreational purposes.

Fort Scratchley’s status as a heritage significant item in the LEP and its inclusion within the Newcastle East Heritage Conservation Area provides a strong framework for the future management and development of the site. The requirements for development approval are governed by heritage conservation provisions, rather than the general provisions of the zoning of the land (LEP Section 5.10).

Newcastle Heritage Policy 2013
The purpose of the policy is to provide a statement of commitment by The City of Newcastle to the principles of heritage conservation. The Policy underpins the identification, preservation, conservation, celebration and promotion of the City’s rich cultural heritage, based on the principles of the Burra Charter and best practice.

Council is committed to:
- Protecting our heritage through the production of guidelines that are based on world’s best practice and technical expertise.
- Supporting our heritage through leading by example by strategically managing heritage assets under Council’s care and control and seeking external sources of funding for heritage projects across Council.
- Promoting our heritage by encouraging high quality interpretative treatments of heritage places to increase understanding of the heritage significance, collaborating with stakeholders in activities that celebrate and increase awareness of Newcastle’s heritage and promoting the heritage of Newcastle as a drawcard for tourism and film activity, creativity and design innovation, and as a generator of economic development.

5.1.5 Other plans and policies

Fort Scratchley Historic Site Heritage Management Plan 2008
The Heritage Management Plan was developed to satisfy the requirements of both the Environmental Protection and Biodiversity Conservation Act 1999 (pre-transfer from the Commonwealth to Council) and the NSW Heritage Act 1977 (post transfer).

The Heritage Management Plan provides a basis for decision-making regarding the heritage conservation and ongoing management of the site, including buildings and other structures in the site specifically and the site generally. The Plan includes policies for appropriate use of individual elements, in order to provide a framework for future heritage management and conservation.

The general conclusions of the Heritage Management Plan with particular relevance to this plan of management are:

- Future and long-term use of the complex, including potential disposal of non-significant elements, should be conditional on adoption of the policies outlined in the Plan.
- Future management strategies, acquisition of exhibits, interpretation displays, conservation and maintenance works should be based on the Plan. Any proposals to carry out works not covered by the Plan, or the standard exemptions outlined in the plan are to be guided by consultation with suitably qualified and experienced professionals and appropriately qualified tradespeople.
- The former military functions of Fort Scratchley and its component parts should be explained through the ongoing care and conservation of significant fabric and suitable interpretive measures, in accordance with the Fort Scratchley Heritage Interpretation Works Plan 2008 (International Conservation Services).
- Future interpretive displays and collections within the areas accessible to the public should be related to the history and development of Fort Scratchley, Newcastle military heritage, and military associations of former serving personnel in the local community. Refer, Fort Scratchley Heritage Interpretation Works Plan 2008 and Exhibition Strategy Moveable Heritage 2008 (International Conservation Services).
- Commercial opportunities should be exploited under strict conditions outlined in the Plan, to ensure adequate self funding for future maintenance and repair works.
- Future development and adaptive reuse of buildings will be strictly controlled.

This plan of management has been developed consistent with the recommendations and policies outlined in the Heritage Management Plan.

Coal River Precinct Conservation and Cultural Tourism Management Plan July 2008
The Coal River Precinct Conservation and Cultural Tourism Management Plan addresses the area known as the Coal River Precinct defined by the boundaries identified in the NSW Heritage Council’s listing and includes Fort Scratchley in addition to Nobbys, Macquarie Pier, Nobbys’ Beach Pavilion, Soldiers Baths and Beach, Pilots Station, Boat Harbour, Boat Shed.

Key issues and recommendations raised by the Plan include:
- The protection and exploitation of views, notably the Obelisk, Fort Scratchley and Nobbys.
- Creating an awareness of the Precinct’s significance and meanings through interpretation and promotion.
- Infrastructure works, interpretation, signage and landscaping within the Precinct to conform to the Burra Charter of Australia.
- A City-wide experience marking the precinct as a focal point for understanding Newcastle’s physical birthplace and character.
- Implementation of five themes to understand the significance of the Precinct and the basis for interpretation (Fort Scratchley identifies with the ‘protecting the colony’ theme).
- The establishment of a productive relationship between Council and the Fort Scratchley Historical Society in the management of the Fort.
- Specific provisions for the Precinct in the DCP and LEP.

5.2 Review of the 2008 Plan of Management

The last plan of management for Fort Scratchley Historic Site was adopted by Council in 2008. The objective of the 2008 Plan was to ‘conserve and promote the cultural significance, community use and park values of the Fort Scratchley Historic Site’.

As part of the process of preparing this new plan of management, the actions of the 2008 Plan have been reviewed and audited. Approximately 70% of the Plan’s 86 actions are either complete, ongoing, in progress, partially complete or underway in 2013. The remainder of the actions are incomplete and may no longer be relevant or were unable to be funded.

An audit of the 2008 Plan of Management’s implementation to date is provided in Appendix A.
6.0 Basis for management

The future management, use and development of Fort Scratchley is based on a number of considerations including legislative requirements and existing planning or policy directions, the Fort's values, the issues and/or challenges impacting the Fort, the community's aspirations for the future and the objectives set by the land categorisation (under the Local Government Act 1993) applicable to the site.

6.1 Legislation and policy framework

In addition to the requirements of the Act, this plan of management must comply with all other relevant legislation and policy as outlined in Section 4.0.

6.2 Values

Values are elements that make a place important to the community. A plan of management is a value-based document, developed in partnership with the community and stakeholders where key values are identified so that they may be protected and enhanced.

The Heritage Management Plan identified the cultural heritage significance of the Fort based on the National Heritage List criteria. These are essentially the values that can be attributed to place and must be protected and where possible enhanced.

The values for Fort Scratchley are therefore based on the heritage significance identified in the Heritage Management Plan. There were a number of additional elements identified by the community under a number of the values, which have been added.

Set out below is a short description of the values provided in the Heritage Management Plan.

Historic

The site has historic value because of its importance in the course, pattern of Australia's cultural history. The site has historical associations dating to the earliest convict settlement and was the source of the first coal deposits mined in the region. Fort Scratchley has been the site for navigational control of the port of Newcastle and a range of permanent defence installations, representing over 110 years of military presence. The site has the added distinction of being the only Australian fort to have fired at an enemy surface target.

Fort Scratchley, with its working guns, is a unique military historical site.

Rarity

The site is important as a rare example of a closed coastal battery fortress as evidenced in the planning as a defensive complex and in the fabric of the place.

Scientific

The site has scientific value because of its potential to yield information relating to the organisational structure of coastal defence in Australia between 1820 and the mid 20th Century.

Representative

The site has value because of its importance in demonstrating the principal characteristics of a class of Australia's cultural places. The design and planning of the site clearly continue the Colonial closed fortress concept which reflected British design precedent, imported by Lieutenant Colonel Scratchley and Colonel Jervois.

Aesthetic

The site is important in exhibiting aesthetic characteristics and a high degree of technical achievement. The Fort has aesthetic value both for its geographic location and physical form. The elevated site is set against a backdrop of spectacular coastline to the east and views panoramic of the city and Hunter River to the south and west. Further, there are is an important line of sight to other military installations such as Shepherds Hill and Fort Wallace.

The Fort demonstrates a classical military aesthetic with an intact 19th Century battery complex, associated barracks buildings and military structures enhanced by its spectacular coastal headland position.

Technical

The site demonstrates a high degree of technical achievement, exhibiting a range of defensive technology innovations over a period of 110 years. The military features of particular note include the Shell Lifts, Tunnel Lighting, Casemate Lighting, Gun Control Systems, Battery Observation Post and Mines Firing Station Observation Post.

Social

The site has social value due to its importance to the defence personnel who were trained or stationed...
at the complex in its 90 years of operation and to military historians. The site is important to the people of Newcastle as a major tourist attraction and as a complex with major scenic and historical qualities.

The role of the Fort Scratchley Historical Society is a valued aspect of the site, most notably their knowledge, experience and engagement with visitors.

**Associative**

The site has value because of its association with the military planning and design of British Military Engineering specialist, Lieutenant Colonel Scratchley, and Colonel Jervois.

Listed on the State Heritage Register as part of the Coal River Precinct, it is important that the values identified for Fort Scratchley are viewed and managed within its broader geographical and historical context.

### 6.3 Community consultation

Consultation was undertaken with key stakeholders of the Fort, industry groups and the broader community to ascertain site values and the potential opportunities for future management and use.

The key outcomes from the consultation are as follows:

**Values**

Fort Scratchley is well regarded by the community, most notably the following elements:
- The experience and engagement with visitors provided for by the Fort Scratchley Historical Society
- The site as a tourist attraction
- A unique military site complete with working guns
- Elevated position overlooking the City and line of sight to other military sites

**Opportunities**

In terms of opportunities identified for the site, the key priorities were related to marketing and promotion and specifically the need for publicity, use of social media and development of package tours. A second priority was to enhance the visitor experience. A potential means for achieving this included offering a broader program of experiential events and activities considered compatible with the site, such as overnight stays, ghost tours and dramatic performances.

The outcomes from these consultations are outlined in Appendix D.

### 6.4 Key issues

Key issues for Fort Scratchley have been identified through:
- stakeholder and community consultation
- a review of the 2008 Plan of Management, Heritage Management Plan and associated operational documents
- on-site inspections and assessments

The key issues can be grouped under the following broad headings:

**Heritage management**

- Significant financial challenges associated with the physical deterioration of the site.
- Resources and skills to manage and conserve a heritage site of the Fort's complexity.
- A number of the recommendations in the Heritage Management Plan have not been prioritised or implemented.
- A lack of a proactive and prioritised maintenance schedule for conservation and maintenance of the building fabric and moveable assets in accordance with the policies identified in the Heritage Management Plan.
- A need for internal service level agreements in place as the basis for onsite maintenance.
- Not all assets at the Site have been identified and included in Council's asset management systems.
- Outdated information on the condition of assets.
- Security and vandalism.
- The Heritage Management Plan was developed in 2008 and was recommended for review within five years.
- Fort Scratchley is not listed on the National Heritage Register.

**Governance and resources**

- Long-term sustainability of the site in terms of human and financial resources.
- The need for a business plan.
- Succession planning for the Fort Scratchley Historical Society.
- The need to develop a formal agreement for the Fort Scratchley Historical Society in conducting operations at the Fort.
- The need for an on-site manager to oversee operations and support the Fort Scratchley Historical Society.

**Collection management**

- A lack of on-site storage.
- The need to complete cataloguing of moveable heritage items.
- Storage of artefacts and other items in rooms within the inner fort with high level significance, contrary to the Heritage Management Plan.

**Cultural tourism**

- The Fort remains primarily focused as a single military showpiece, limiting the scope for return visits for other experiences.
- The opportunity to present the Fort as a museum within its own right.
- The Fort Scratchley Historic Site Interpretation Work Plan 2008 has not been fully realised.
- Development of the museum is only partially complete due to limited funding.

**Visitor experience**

- Development consent restrictions on evening trade (the Multipurpose Centre cannot be used after 10pm on weeknights).
- No onsite food and beverage options.
- The need for greater publicity and promotion for the site.
- Cost to hire the Multipurpose Centre makes it inaccessible to some.

**Infrastructure**

- Weed control.
- Incidence of landslip on Fort Drive.
- Uncontrolled parking on grassed area along Nobbys Road.
- Inadequate parking during peak times.
- Different styles of park furniture (including waste bins)

### 6.5 Vision and principles for management

A vision for Fort Scratchley has been developed as the basis for the development of the plan of management. The vision outlines the intended role and character envisaged for the Fort.

Fort Scratchley is a nationally significant, unique cultural and community experience reflecting an operating fort.

The following set of management principles are taken from the ‘general principles’ in the Heritage Management Plan. They provide broad statements of management intent and priority to guide both identified management actions as well as management decisions responding to unforeseen situations and challenges.

- To retain and conserve the site in accordance with the Burra Charter of Australia and its associated guidelines.
- To manage the site with the primary objective of enhancing the military heritage by explaining the history and significance of the Fort, supported by interpretive displays that demonstrate the functioning of individual components.
- To present and interpret the site's significance in
General community use
Promote, encourage and provide for the use of the land, and to provide facilities on the land, to meet the current and future needs of the local community and of the wider public:

(a) in relation to public recreation and the physical, cultural, social and intellectual welfare or development of individual members of the public, and

(b) in relation to purposes for which a lease, licence or other estate may be granted in respect of the land (other than the provision of public utilities and works associated with or ancillary to public utilities).

6.6.2 Management Objectives
1. Recognise and promote Fort Scratchley as a site of outstanding cultural significance and national importance.

2. Actively conserve and manage the Fort’s heritage values through appropriate maintenance and repair.

3. Establish and maintain a governance structure appropriate to the Fort’s significance and complexity.

4. Provide adequate resources to ensure the long-term sustainability of the site.

5. Retain and conserve moveable items in accordance with accepted principles and guidelines.

6. Provide a cultural tourism experience based on the Fort’s unique cultural heritage values.

7. Provide ways for visitors to enjoy the experience and develop an understanding and appreciation of the Fort’s heritage values and the need to conserve and manage these values.

8. Suitably manage and conserve the natural and cultural significance of the Fort’s landscape and setting.

9. Provide for passive recreational activities that complement the Fort’s cultural heritage and natural setting.

10. Promote the site in a manner that enhances public appreciation of the site’s heritage values, while enhancing the quality of the visitor experience and maximising economic returns from visitors.

11. Provide unique experiences and opportunities to encourage broad and repeat visitation.

7.0 Management directions and actions

This section sets out the management directions and strategies that Council will implement to realise the vision and key objectives for Fort Scratchley.

7.1 Future Use and Development
A plan of management is required to outline the future use and development that will be permitted within Fort Scratchley. Purposes for which Community Land will be permitted to be used or developed in future are:

- activities and developments permitted under the Newcastle LEP
- purposes consistent with the core objectives for the relevant category of land under the Act (refer to section 6.6.1)
- purposes consistent with the policies of the Heritage Management Plan
- purposes consistent with the key objectives and values in this plan of management

The Heritage Management Plan identifies five zones of permissible development (see Figure 5 and Appendix C). Any proposals for new development, modifications and or adaptive reuse should be in accordance with the level of development specified.

7.2 Leases, licences and other estates

In accordance with the Act, a plan of management must expressly authorise the granting of any lease, licence or other “estate” over Community Land. Council may lease and licence Community Land in a plan of management consistent with the categorisation and core objectives of the particular area of the Community Land.

A lease is generally provided where exclusive use of all or part of an area is required due to the scale of investment or security measures.

Licences provide for the short term occupation or control of all or part of an area. A number of licences can apply to the same site at the same time, provided that there is no conflict between them.

Leases and licences over Community Land must follow the requirements of the Act for leases, licences and other estates.

7.2.1 Authorisation of current and future leases, licences and other estates

General

In considering whether to grant any lease or licence, Council will give consideration of and regard to:

- the provisions of the Newcastle LEP and other legislative requirements
- the categorisation and core objectives for the land
- the policies and guidelines in the Heritage Management Plan more specifically:

(i) Spaces assessed with a significance ranking of 1 or 2 should be used for interpretation of the site. Any other activity proposed should be considered only if it can be demonstrated there is no potential impact on significant fabric or spaces, arising from such activity.

(ii) Spaces assessed with a significance ranking of 4 may be considered for essential management and operations purposes, but should otherwise be available for interpretation.

(iii) Spaces assessed with a significance ranking of 4 or 5 may be used for management, interpretation, concession or storage purposes

- the recommended uses for individual spaces outlined in the Heritage Management Plan
- any likely impacts on the site’s heritage values and resources
- the developments identified as permissible within each of the five zones of permissible development (Appendix C)
- any likely impacts on the access, uses and experiences of other uses
- financial viability and enhancement of the visitor experience
- Council’s policies for leasing and licensing

Newcastle’s earlier history (penal settlement, coal mining and port activities).

- To have primary regard for physical conservation and interpretation. The site should become financially self-supporting, however, it should not be required to yield a return on funds invested.

- To retain and conserve all buildings, structures and landscape elements in the inner Fort precinct.

- To manage the grounds of the site as an integral part of the place. The bare open nature of the setting should be maintained although some former elements may be introduced for interpretive or operational reasons. New elements should only be introduced where essential for the site’s operation.

- To maintain and where possible enhance significant views to and from the site.

- To maintain and where necessary preserve and restore the fabric of built elements.

- Sympathetic adaptation may occur to assist in interpretation of the operation of the place. Intervention in significant fabric should be minimal and reversible wherever possible.

- To curate and conserve collections of moveable artefacts in an appropriate manner.

- To interpret the site in a manner that presents its significant attributes, particularly the major phases of its history and development.

6.6 Objectives

6.6.1 Categorisation and objectives (from the Act)

Cultural Significance
Retain and enhance the cultural significance of the areas for past, present or future generations by the active use of conservation methods.

Park
Encourage, promote and facilitate recreational, cultural, social and educational pastimes and activities.

Provide for passive recreational activities or pastimes and for the casual playing of games.

Improve the land in such a way as to promote and facilitate its use to achieve the other core objectives for its management.
This plan of management expressly authorises leases, licences and/or other estates for purposes and uses which are identified or consistent with the following. Activities not listed will be considered on their individual merits using the criteria set out above.

<table>
<thead>
<tr>
<th>Purposes for which agreement will be granted</th>
<th>Note</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Licence/Lease</strong></td>
<td></td>
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<tr>
<td>Site catering</td>
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<td>Retail uses associated with the facility</td>
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<tr>
<td>Conducting tours</td>
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<td>Educational activities</td>
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<td>Exhibitions</td>
<td></td>
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<tr>
<td>Volunteer support activities including administration and storage</td>
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<tr>
<td>Workshop activities</td>
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<tr>
<td><strong>Land and buildings</strong></td>
<td></td>
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<tr>
<td>Land and buildings</td>
<td></td>
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<tr>
<td>Concerts, cultural or community events</td>
<td></td>
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<tr>
<td>Public performances</td>
<td></td>
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<tr>
<td>Ceremonies (e.g. weddings, cultural events)</td>
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<tr>
<td>Commercial photography/ filming</td>
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<td>Private functions</td>
<td></td>
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<tr>
<td><strong>Short term casual licences</strong></td>
<td></td>
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<tr>
<td><strong>Development Zones</strong></td>
<td></td>
</tr>
<tr>
<td>1 - Clear open space, no built development, no new permanent structures</td>
<td></td>
</tr>
<tr>
<td>2 - No new structure or intrusive development</td>
<td></td>
</tr>
<tr>
<td>3 - Limited development potential</td>
<td></td>
</tr>
<tr>
<td>4 - Intrusive</td>
<td></td>
</tr>
<tr>
<td>5 - Potential redevelopment site</td>
<td></td>
</tr>
</tbody>
</table>

Figure 5 - Heritage Map

LEGEND

Development Zones:
- **Heritage Significance**
  - Exceptional
  - High
  - Moderate
  - Low
  - None
  - Intrusive

Maps prepared by The City of Newcastle Landscape Architectural Services for the Fort Scratchley Plan of Management - July 2012
7.3 Management action tables

The following Management Action Tables present a range of actions that will be pursued by Council and/ or stakeholders over the coming five to 10 years. The actions will be assessed on an annual basis for inclusion in Council’s four year Delivery Program. In addition, Council and stakeholders will be able to utilise the information contained within this Plan to seek external grant funding in order to resource some actions.

Management actions have been grouped in the following Management Action Tables:

- Heritage management
- Governance and resources
- Collection management
- Cultural tourism
- Infrastructure
- Visitor experience

The following abbreviations relate to the City of Newcastle Service Units identified under the Lead Responsibility column:

- CES Commercial Enterprise Services
- TEDS Tourism and Economic Development Services
- PRS Parks and Recreation Services
- IMS Infrastructure Management Services
- FS Financial Services
- GOV Governance
- FSHS Fort Scratchley Historical Society
- CRWP Coal River Working Party

Potential funding sources: are identified for each of the actions. Funding for the actions will be subject to Council’s annual budget and competing priorities. Funding sources might include staff time, volunteer time, Section 94 (development) contributions, grant funding, operating revenue, partnerships with other organisations and sponsorship.

Priority: gives an indication of the relevant importance and preferred timing of each action.

- High – Ideally the action will be undertaken within 1–3 years
- Medium – Ideally the action will be undertaken within 3–5 years
- Low – These actions to commence within 1–5 years, though completion may take longer than this timeframe
- Ongoing – The action will be carried out on a regular basis, or as required, for the duration of the Plan.

7.3.1 Heritage management

Management principles

- To retain and conserve the site in accordance with the Burra Charter of Australia and its associated guidelines.
- To have primary regard for physical conservation and interpretation. The site should become financially self supporting, however, it should not be required to yield a return on funds invested.
- To retain and conserve all buildings, structures and landscape elements in the inner Fort precinct.
- To maintain and where necessary preserve and restore the fabric of built elements.
- Sympathetic adaptation may occur to assist in interpretation of the operation of the place. Intervention in significant fabric should be minimal and reversible wherever possible.
- To accommodate the management needs of the site within existing buildings in the inner Fort precinct and not erect new structures within this area.

Management objectives

1. Recognise and promote Fort Scratchley as a site of outstanding cultural significance and national importance.
2. Actively conserve and manage the heritage values of the site through appropriate maintenance and repair.

Alignment with Community Strategic Plan strategies

- Maintain the unique built and cultural heritage of the city by encouraging the adaptive re-use or recycling of heritage buildings and giving formal protection to those items or areas of major heritage significance.
<table>
<thead>
<tr>
<th>Topic</th>
<th>Strategy</th>
<th>Means of Achievement (Management actions))</th>
<th>Means of assessment</th>
<th>Lead responsibility</th>
<th>Potential funding source</th>
<th>Priority</th>
<th>HMP policy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Heritage values</td>
<td>Identify gaps in knowledge of the heritage values of the site and address these gaps.</td>
<td>HM.1 Support the University of Newcastle Coal River Working Party (including Fort Scratchley) placed on the National Heritage List.</td>
<td>Coal River Precinct (including Fort Scratchley) listed on the National Heritage Register.</td>
<td>CEP</td>
<td>In-kind partner to CRWP</td>
<td>High</td>
<td>HMP</td>
</tr>
<tr>
<td>Knowledge</td>
<td>Explore the potential for partnerships with local and regional organisations with related interests such as heritage conservation or education activities in order to advance the practice and performance of the management of the site.</td>
<td>HM.2 Liaise with and utilise research undertaken by academics and research bodies including the University of Newcastle and Coal River Working Party.</td>
<td>Up to date information provided on the Fort Scratchley website and publications.</td>
<td>CES</td>
<td>Staff time</td>
<td>Ongoing</td>
<td>1.2</td>
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<td></td>
<td></td>
<td>HM.3 Where appropriate, publish the results of research that provides additional information relating to the heritage values of the site, and provide access to information collated in data bases.</td>
<td>New material added to the Fort Scratchley website.</td>
<td>CES</td>
<td>Staff time</td>
<td>Ongoing</td>
<td></td>
</tr>
<tr>
<td>Asset Management</td>
<td>Develop and maintain an Asset Management Plan for the site to meet the required level of service in the most optimal way.</td>
<td>HM.4 Maintain and extend partnership arrangements with conservation management agencies and specialists, academic and community organisations.</td>
<td>Effective networks established to assist management of the site.</td>
<td>CES</td>
<td>Staff time</td>
<td>Ongoing</td>
<td></td>
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<td></td>
<td></td>
<td>HM.5 Continue to engage with Newcastle Museum in the provision of curatorial expertise.</td>
<td>Planning documents are referred to in the day to day operation of the site.</td>
<td>CES</td>
<td>Staff time</td>
<td>High</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>HM.6 A copy of the Heritage Management Plan and Plan of Management plus secondary plans should be held at the Fort, available on the website and copies provided to all stakeholders operating on the site.</td>
<td>Planning documents are referred to in the day to day operation of the site.</td>
<td>CES</td>
<td>Staff time</td>
<td>High</td>
<td></td>
</tr>
<tr>
<td>Capital Works</td>
<td>Develop a Capital Works Program as part of the Asset Management Plan.</td>
<td>HM.7 Ensure that plans relating to the management of the site are accessible.</td>
<td>An asset register of Council owned assets is maintained and regularly updated.</td>
<td>IMS</td>
<td>Operating revenue</td>
<td>High</td>
<td></td>
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<td></td>
<td></td>
<td>HM.8 Engage a heritage consultant to undertake a condition audit of all Council’s assets as the basis for prioritising maintenance and conservation works.</td>
<td>All Council-owned assets assigned a condition rating.</td>
<td>IMS</td>
<td>Operating revenue</td>
<td>High</td>
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<td>HM.9 Develop appropriate levels of service based on demand and customer expectations to inform and prioritise future works programs.</td>
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<td>IMS</td>
<td>Staff time</td>
<td>High</td>
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<td></td>
<td>HM.10 Establish a sinking fund for the site, investing monies collected from tours, events and donations etc made via the Trust (see GR.4).</td>
<td>A sinking fund in place for Fort Scratchley.</td>
<td>CES/PS</td>
<td>Staff time</td>
<td>Medium</td>
<td></td>
</tr>
<tr>
<td>Topic</td>
<td>Strategy</td>
<td>Means of Achievement (Management actions)</td>
<td>Means of assessment</td>
<td>Lead responsibility</td>
<td>Potential funding source</td>
<td>Priority</td>
<td>HMP policy</td>
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<tr>
<td>Conservation Works</td>
<td>Ensure conservation works are undertaken in accordance with best practice principles.</td>
<td>HM.16 Undertake conservation works in accordance with the principles and guidelines in the Burra Charter of Australia (ICOMOS), the requirements of the Heritage Management Plan and in consultation with Council’s Heritage Officer and the Heritage Branch of NSW.</td>
<td>Fabric sympathetically and appropriately managed in accordance with best practice principles outlined in the Burra Charter, the Heritage Management Plan and the advice of Council’s Heritage Officer.</td>
<td>CES</td>
<td>Grant funding</td>
<td>Ongoing</td>
<td>1.1, 1.3, 1.4, 1.5, 1.6, 1.7, 1.8, 1.9, 2.2, 10.1 – 10.5, 11.1 – 11.9, 12.10-12.11</td>
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<td></td>
<td>Underwrite conservation activity on the basis of a priority system.</td>
<td>HM.17 Where applicable, seek approval for conservation works from the Heritage Branch of NSW and the Heritage Council of NSW.</td>
<td>Fabric sympathetically and appropriately managed in accordance with best practice principles outlined in the Burra Charter, the Heritage Management Plan and the advice of Council’s Heritage Officer.</td>
<td>CES</td>
<td>Staff time</td>
<td>Ongoing</td>
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<td></td>
<td>Undertake conservation activity on the basis of a priority system.</td>
<td>HM.18 Establish a system for prioritising conservation work that considers the following criteria - urgent threats to safety, statutory requirements, the cultural significance, condition and vulnerability of the element, any potential for alternative use of the element, the cost of conservation projects and works and the resources available.</td>
<td>Conservation works prioritised and implemented in accordance with an agreed criteria.</td>
<td>CES</td>
<td>Staff time</td>
<td>High</td>
<td>1.2</td>
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<td></td>
<td>Seek to establish access to personnel with expertise in heritage conservation. This might include a combination of internal skills, establishment of an Advisory Committee (see GR.6) and partnership arrangements with academic and community organisations such as the National Trust of Australia (NSW).</td>
<td>HM.19 Seek to establish access to personnel with expertise in heritage conservation. This might include a combination of internal skills, establishment of an Advisory Committee (see GR.6) and partnership arrangements with academic and community organisations such as the National Trust of Australia (NSW).</td>
<td>Identification and implementation of conservation work is undertaken with the direction of relevant heritage advice.</td>
<td>CES</td>
<td>Staff time</td>
<td>Medium</td>
<td></td>
</tr>
<tr>
<td>Management of the site requires access to a broad range of specialist conservation skills.</td>
<td>HM.20 Ensure conservation works, including design documentation is undertaken by appropriately qualified and experienced consultants and tradesmen.</td>
<td>Best practice methodology employed for conservation works.</td>
<td>CES</td>
<td>Operating budget</td>
<td>Ongoing</td>
<td></td>
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</tr>
<tr>
<td>Visitor levels</td>
<td>Monitor levels of visitation to ensure that the use of the place does not result in damage at unacceptable levels of wear to significant elements.</td>
<td>HM.21 Visitor numbers, visitor profiles and management impact on Fort Scratchley should be formally monitored and the results used to modify management practice.</td>
<td>Data regarding visitor numbers collected and utilised to modify management practice.</td>
<td>CES/ FSHS</td>
<td>Staff time</td>
<td>Ongoing</td>
<td>2.9</td>
</tr>
</tbody>
</table>

### 7.3.2 Governance and resources

**Management principles**
- To have primary regard for physical conservation and interpretation. The site should become financially self-supporting, however, it should not be required to yield a return on funds invested.

**Management objectives**
3. Establish and maintain a governance structure appropriate to the Fort’s significance and complexity.
4. Provide adequate resources to ensure the long-term sustainability of the site.

**Alignment with Community Strategic Plan**
- Build strong partnerships between the community, business and all levels of government to support the implementation of Newcastle 2030.
- Provide opportunities for genuine and representative community engagement in local decision-making.
- Ensure long-term financial sustainability through short, medium and long-term planning.
- Actively foster a spirit of participation and volunteering by addressing key barriers and developing appropriate policy responses to address these barriers.
<table>
<thead>
<tr>
<th>Topic</th>
<th>Strategy</th>
<th>Means of Achievement (Management actions)</th>
<th>Means of assessment</th>
<th>Lead responsibility source</th>
<th>Potential funding source</th>
<th>Priority</th>
<th>HMP policy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Governance model</td>
<td>Establish a management structure for the Fort which ensures the highest standard of planning, operation and maintenance.</td>
<td>Research and establish an appropriate governance model for the Fort. Consider one or a combination of the following: Establishment of a Trust (Board/Foundation) Dedicated Site Manager Lease to commercial entity with social/cultural outcomes identified in the lease.</td>
<td>A suitable management structure for Fort Scratchley in place.</td>
<td>GOV/FS/ CES</td>
<td>Staff time Operating revenue</td>
<td>High</td>
<td>3.1, 3.2, 3.5</td>
</tr>
<tr>
<td></td>
<td>Establish the most suitable department within Council for the management of Fort Scratchley within Council’s structure.</td>
<td>Prepare the relevant Council policies and legal documents to formalise the establishment of an independent management body.</td>
<td>Formalised management structure in place</td>
<td>GOV</td>
<td>Staff time Operating revenue</td>
<td>High</td>
<td></td>
</tr>
<tr>
<td>Fort Scratchley Trust</td>
<td>Consider the implementation of a Fort Scratchley Trust.</td>
<td>Investigate the feasibility of establishing a Fort Scratchley Trust or other appropriate mechanism to deliver long-term financial sustainability through donations and sponsorships.</td>
<td>The feasibility of establishing a Fort Scratchley Trust or other appropriate mechanism to deliver long-term financial sustainability through donations and sponsorships.</td>
<td>GOV/FS/ CES</td>
<td>Staff time Operating revenue</td>
<td>Medium</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Establish a management body.</td>
<td>Establish the most suitable department within Council for the management of Fort Scratchley within Council’s structure.</td>
<td>On determination of the overall governance model, establish where within the Council structure, management responsibility for Fort Scratchley should lie.</td>
<td>Management of the site undertaken and appropriately resourced by the most appropriate section of Council.</td>
<td>GOV</td>
<td>Staff time</td>
<td>High</td>
</tr>
<tr>
<td>Advisory Body</td>
<td>Establish a role for the Advisory Committee, which amongst other things include overseeing the implementation of the plan of Management, monitoring outcomes, providing conservation advice to the site manager, reviewing management policies and approaches to the site.</td>
<td>Investigate the establishment of an Advisory Committee within the broader governance framework for Fort Scratchley. Membership of the Committee might include Council, FSHS, National Trust of Australia (NSW) and additional expert membership from the fields of heritage conservation, architecture, history and curation.</td>
<td>The feasibility of setting up an Advisory Committee established and implemented if applicable.</td>
<td>GOV/DES</td>
<td>Staff time</td>
<td>Medium</td>
<td>3.3, 3.4</td>
</tr>
<tr>
<td></td>
<td>Continue to support the Operational Management Committee.</td>
<td>Continue to support an Operational Committee in the current or future management model for Fort Scratchley to identify critical maintenance, oversee implementation of this plan of Management. Cyclic Maintenance and Capital Works Program</td>
<td>Ongoing resourcing for the Operational Management Committee.</td>
<td>CES</td>
<td>Staff time</td>
<td>Ongoing</td>
<td></td>
</tr>
<tr>
<td>Topic</td>
<td>Strategy</td>
<td>Means of Achievement (Management actions)</td>
<td>Means of assessment</td>
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<td>Potential funding source</td>
<td>Priority</td>
<td>HMP policy</td>
</tr>
<tr>
<td>Fort Scratchley Historical Society</td>
<td>Formally support and publicly acknowledge the substantial work undertaken by the Fort Scratchley Historical Society.</td>
<td>Develop an appropriate lease or licence agreement between Council and the FSHS for the delivery of services, and utilisation of spaces at the Fort.</td>
<td>Lease/licence in place, clearly outlining the roles and responsibilities of Council and the Historical Society.</td>
<td>CES/GOV</td>
<td>Staff time</td>
<td>High</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Support the Fort Scratchley Historical Society to ensure long-term sustainability of their operations.</td>
<td>Assist the FSHS in securing more volunteers to undertake activities on site potentially through the ‘Friends Program’ and/or review current activities to accommodate available resources.</td>
<td>The Fort Scratchley Historical Society supported in its operations at the Fort for the longer-term.</td>
<td>CES</td>
<td>Staff time</td>
<td>Ongoing</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Develop policies and procedures to clarify rules and responsibilities for lessees/licences.</td>
<td>Prepare a manual of procedures for decision making and approvals to ensure clarity in areas of responsibility and required consultative processes.</td>
<td>A procedural manual in place.</td>
<td>CES</td>
<td>Staff time</td>
<td>Low</td>
<td>3.6</td>
</tr>
<tr>
<td></td>
<td>Ensure event organisers, businesses and volunteer activities are compliant with the Heritage Management Plan as an agreed condition to their presence on site.</td>
<td>Ensure event organisers, businesses and volunteer activities are compliant with the Heritage Management Plan plus secondary plans and conditions of use.</td>
<td>All users inducted to site and aware of and operating in accordance to obligations identified in their lease/licence.</td>
<td>CES</td>
<td>Staff time</td>
<td>High</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Ensure a copy of the Heritage Management Plan and plan of management plus secondary plans are held on site.</td>
<td>Ensure ‘conditions of use’ reflect policy outlined in the Heritage Management Plan.</td>
<td>Relevant documents utilised to inform decision making.</td>
<td>CES</td>
<td>Staff time</td>
<td>High</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Ensure leases and licences are issued in accordance with this plan of management.</td>
<td>Review the conditions of use in lease and licence agreements and if necessary incorporate further conditions and requirements of the Heritage Management Plan.</td>
<td>Conditions of use in leases and licences reflect policy direction provided in the Heritage Management Plan.</td>
<td>CES/GOV</td>
<td>Staff time</td>
<td>High</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Develop policies and procedures for the assessment of proposed or renewable leases and licences in accordance with the ‘authorisation of future leases, licences and other estates’ outlined in section 6.2.1 of this plan of management.</td>
<td>Develop policies and procedures for the assessment of proposed or renewable leases and licences in accordance with the ‘authorisation of future leases, licences and other estates’ outlined in section 6.2.1 of this plan of management.</td>
<td>Leases and licences assessed in accordance with this plan of management.</td>
<td>CES</td>
<td>Staff time</td>
<td>Medium</td>
<td></td>
</tr>
<tr>
<td>Topic</td>
<td>Strategy</td>
<td>Means of Achievement (Management actions)</td>
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<tr>
<td>Business Plan</td>
<td>Provide for more detailed business planning for the Fort.</td>
<td>GR.17 Develop a Business Plan for Fort Scratchley in place.</td>
<td>CES Staff time</td>
<td>Medium</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Funding</td>
<td>Explore the potential funding opportunities in order to achieve Council’s objective of financial sustainability for the Fort</td>
<td>GR.18 Review the pricing policy and see structure in line with any proposed changes to products and service offering.</td>
<td>CES Staff time</td>
<td>Ongoing</td>
<td></td>
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<tr>
<td></td>
<td>GR.19 Explore the full range of funding grants and programs that might be applied for to assist in the management and conservation of the Fort.</td>
<td>Potential funding opportunities identified for projects identified in the Capital Works Program.</td>
<td>CES/TECS/FINS Staff/ Volunteer time</td>
<td>Ongoing</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>GR.20 Investigate the full range of sponsorship opportunities that may be available through the public and private sectors.</td>
<td></td>
<td>CES/TECS/FINS Staff/ Volunteer time</td>
<td>Ongoing</td>
<td></td>
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<tr>
<td></td>
<td>GR.21 Continue to pursue an appropriate level of commercial operations for the Fort based on activities and facilities that are complimentary to and enhance the heritage values of the site.</td>
<td>Potential funding opportunities identified for projects identified in the Capital Works Program.</td>
<td>CES Staff time</td>
<td>Ongoing</td>
<td>2.3</td>
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<tr>
<td></td>
<td>GR.22 Explore the potential for community contributions through appropriate mechanisms and programs i.e. establishment of a charitable Trust/Foundation</td>
<td></td>
<td>CES/FS Staff time</td>
<td>Medium</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>GR.23 Develop strategies to encourage the State and Commonwealth governments and others to commit regular and recurrent funding to enable Council to maintain best practice conservation management.</td>
<td></td>
<td>CES Staff time</td>
<td>Low</td>
<td></td>
<td></td>
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</tr>
<tr>
<td></td>
<td>GR.24 Plan and prioritise projects within the Capital Works Program in readiness for grant applications.</td>
<td>Projects identified within the Capital Works Program.</td>
<td>CES/FSHS Staff time</td>
<td>High</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>GR.25 Establish a separate account, in order that monies received through the charitable trust and/or commercial activities on the site, can be channelled back into the conservation and operation of the Fort.</td>
<td>A separate account established for Fort Scratchley operations.</td>
<td>CES/FS Staff time</td>
<td>Medium</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Review and delivery</td>
<td>Ensure that the actions contained within this plan of management are reviewed and implemented.</td>
<td>GR.26 Annually review implementation of the actions contained in the plan of management over the previous year and set priorities for the following year in line with the Integrated Planning and Reporting process.</td>
<td></td>
<td>Implementation, monitoring and review of this plan of management is undertaken within Council’s Integrated Planning and Reporting Framework</td>
<td>CES Staff time</td>
<td>Ongoing</td>
<td></td>
</tr>
<tr>
<td></td>
<td>GR.27 Annually report on delivery of the actions contained in this plan of management through the annual report.</td>
<td></td>
<td>CES/GOV Staff time</td>
<td>Ongoing</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>GR.28 Every four years, the actions contained in this plan of management shall be assessed and reported through the State of the City report.</td>
<td></td>
<td>CES/GOV Staff time</td>
<td>Ongoing</td>
<td></td>
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</tr>
</tbody>
</table>
### 7.3.3 Collection Management

**Management principles**
- To curate and conserve collections of moveable artefacts in an appropriate manner.

**Management objectives**
5. Retain and conserve moveable items in accordance with accepted principles and guidelines.

**Alignment with Community Strategic Plan strategies**
- Provide opportunities for formal and informal learning opportunities for residents.

<table>
<thead>
<tr>
<th>Topic</th>
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</tr>
</thead>
<tbody>
<tr>
<td>FS/HS Exhibition</td>
<td>Exhibit moveable heritage in accordance with the Fort Scratchley Historic Site Exhibition Strategy for Movable Heritage (2008). CM.1 Identify and prioritise actions in the strategy for Movable Heritage identified and costed in the Capital Works Program. Actions from the strategy for Movable Heritage identified and costed in the Capital Works Program.</td>
<td>FSHS Supported by CES/Museum</td>
<td>Volunteer/Staff time</td>
<td>High</td>
<td>17.1, 17.2, 17.4</td>
<td></td>
<td></td>
</tr>
<tr>
<td>FS/HS Collection</td>
<td>Ensure collection management is undertaken in accordance with related policies and expert advice. CM.2 Review and update the Collection Management Policy taking into consideration the ‘Significance Assessment of the Collection, Fort Scratchley Historical Society’ (Bill Storer 2011) and the Exhibition Strategy for Movable Heritage (2008). Only material directly related to the key themes of the Fort is brought on the site as part of the collection.</td>
<td>FSHS Supported by CES/Museum</td>
<td>Volunteer/Staff time</td>
<td>Medium</td>
<td>Medium</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Complete collection management. CM.3 Complete the cataloguing of moveable heritage items (both Council and Society owned) including recording all artefacts. Catalogue complete and available on-line where appropriate.</td>
<td>FSHS Supported by CES/Museum</td>
<td>Volunteer/Staff time</td>
<td>Medium</td>
<td>Medium</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Remove inappropriate items from the collection. CM.4 Seek alternative use of moveable heritage items deemed to be non-significant. Reduction in data management, maintenance and storage.</td>
<td>FSHS Supported by CES/Museum</td>
<td>Volunteer/Staff time</td>
<td>Medium</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Storage</td>
<td>Address the lack of storage at the site and make publicly accessible rooms currently used for storage. CM.5 Explore opportunities for offsite storage of moveable items not being utilised for interpretive purposes. Only items being utilised for interpretive purposes stored on site in appropriate rooms (as identified by the Heritage Management Plan).</td>
<td>CES FSHS Supported by CES/Museum</td>
<td>Medium</td>
<td>2.5-2.8, 18.1, 18.2</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Progressively work towards removal of collection material in buildings/rooms of high heritage significance in the inner fort in accordance with the Heritage Management Plan. CM.6</td>
<td>FSHS Supported by CES/Museum</td>
<td>FSHS Supported by CES/Museum</td>
<td>Medium</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Curation</td>
<td>Ensure curation at the Fort is undertaken in accordance with best practice. CM.7 Support the FSHS to expand on the work already undertaken in the museum. Moveable heritage items are professionally researched and properly interpreted.</td>
<td>FSHS Supported by CES/Museum</td>
<td>Staff/volunteer time</td>
<td>Ongoing</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Museum</td>
<td>Complete the museum in the Commandants Cottage and Servants’ Quarters. CM.8 Develop a project brief for completion of the museum, priorities in the Capital Works Program and seek funding opportunities. Successful completion of the museum.</td>
<td>FSHS Supported by CES/Museum</td>
<td>Staff/volunteer time</td>
<td>High</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Cultural Tourism

**7.3.4 Cultural Tourism**

**Management principles**

- To manage the site with the primary objective of enhancing the military heritage by explaining the history and significance of the Fort, supported by interpretive displays that demonstrate the functioning of individual components.
- To present and interpret the site's significance in Newcastle's earlier history.
- To have primary regard for physical conservation and interpretation. The site should become financially self-supporting, however, it should not be required to yield a return on funds invested.
- To manage the grounds of the site as an integral part of the place. The bare open nature of the setting should be maintained although some former elements may be introduced for interpretive or operational reasons. New elements should only be introduced where essential for the site's operation.
- To interpret the site in a manner that presents its significant attributes, particularly the major phases of its history and development.
- To retain the inner Fort precinct in its present configuration. Buildings, structures and spaces of greatest significance and interest should be made available for interpretation of the significance of the place.

**Management objectives**

6. Provide a cultural tourism experience based soundly on the Fort’s unique cultural heritage values.

7. Provide ways for to enjoy the experience and develop an understanding and appreciation of the Fort’s heritage values and the need to conserve and manage these values.

**Alignment with Community Strategic Plan strategies**

- Support the delivery of high quality cultural and artistic product from local, national and international sources.
- Support the cultural and creative industries to provide opportunities for participation, employment and skill building.
- Provide and support opportunities for participation in a variety of cultural events and activities by people of different age groups and life stages that enhance community wellbeing and social inclusion.
<table>
<thead>
<tr>
<th>Topic</th>
<th>Strategy</th>
<th>Means of Achievement (Management actions)</th>
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<th>Potential funding source</th>
<th>Priority</th>
<th>HMP policy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tours</td>
<td>Provide high quality tour products</td>
<td>CT.11 Review and update as necessary the Fort Scratchley Historic Site Tour Guide Policy 2008.</td>
<td>Tours of the site are conducted in accordance with relevant policies.</td>
<td>CES/ Museum/ FSHS</td>
<td>Staff/ Volunteer time</td>
<td>Low</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>CT.12 The content of tours – guided, self-guided or other should be consistent with the policies and procedures of the Tour Guide Policy.</td>
<td></td>
<td>FSHS/ CES/ Museum</td>
<td>Staff/ Volunteer time</td>
<td>Ongoing</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Investigate the potential for providing additional opportunities to engage with the site.</td>
<td>CT.13 Consider the development of self-guided tours to compliment guided tours offered on site.</td>
<td>Implementation of self-guided tours.</td>
<td>FSHS/ CES/ Museum</td>
<td>Operating revenue</td>
<td>Low</td>
<td></td>
</tr>
<tr>
<td>Education</td>
<td>Develop partnerships with educational institutions including Newcastle University and Hunter schools.</td>
<td>CT.14 Continue to build on school excursions linked to the new National Curriculum requirements.</td>
<td>A strong educational program in place.</td>
<td>FSHS/ CES/ Museum</td>
<td>Staff/ Volunteer time</td>
<td>High</td>
<td></td>
</tr>
</tbody>
</table>

### 7.3.5 Infrastructure

**Management principles**
- To retain and conserve all buildings, structures and landscape elements in the inner Fort precinct.
- To manage the grounds of the site as an integral part of the place. The bare open nature of the setting should be maintained although some former elements may be introduced for interpretive or operational reasons. New elements should only be introduced where essential for the site’s operation.
- To maintain and where possible enhance significant views to and from the site.
- To retain the inner Fort precinct in its present configuration. Buildings, structures and spaces of greatest significance and interest should be made available for interpretation of the significance of the place.

**Management objectives**
8. Suitably manage and conserve the natural and cultural significance of the Fort’s landscape and setting.
9. Provide for passive recreational activities that complement the Fort’s cultural heritage and natural setting.

**Alignment with Community Strategic Plan strategies**
- Create welcoming and accessible community facilities and attractive public spaces that create opportunities for people to meet and connect with one another.
- Ensure the protection and enhancement of well located and connected open space and access to the foreshore, harbour and waterways for the use and enjoyment of everyone.
<table>
<thead>
<tr>
<th>Topic</th>
<th>Strategy</th>
<th>Means of Achievement (Management actions)</th>
<th>Means of assessment</th>
<th>Responsible funding source</th>
<th>Priority</th>
<th>HMP policy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Landscape</td>
<td>I.1 Ensure that landscaping works are undertaken in accordance to an identified plan and level of service that consider potential archaeological and environmental values of the site.</td>
<td>Landscape Masterplan to appropriately plan for and manage the cultural landscape elements of the site.</td>
<td>IMS/CES/SPS</td>
<td>Staff time Medium</td>
<td>7.1</td>
<td>6.1 – 8.8</td>
</tr>
<tr>
<td></td>
<td>I.2 Ensure plantings are consistent with the Heritage Management Plan and in particular do not impact on identified view corridors.</td>
<td>Induction and associated procedures in place.</td>
<td>CES</td>
<td>Staff time Ongoing</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>I.3 Undertake site inductions for all contractors or volunteers undertaking landscaping work on site. Inductions will outline the sensitivities of the physical environment in terms of identified and potential archaeological and environmental elements.</td>
<td>All landscaping works undertaken in accordance with a Service Level Agreement.</td>
<td>CES/PRS</td>
<td>Staff time Medium</td>
<td>8.7</td>
<td></td>
</tr>
<tr>
<td>Undertake weed management and address soil erosion.</td>
<td>I.4 Establish a Service Level Agreement for landscaping works on site</td>
<td>Continued use of the site for passive recreation and high visitor satisfaction.</td>
<td>IMS</td>
<td>Staff time Low</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Signage</td>
<td>I.6 Conduct an audit of directional signage within and adjacent to the site.</td>
<td>Way finding strategy implemented.</td>
<td>CES/EDS</td>
<td>Staff time Low</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>I.7 Develop and implement a way finding strategy. Consider recommendations and potential synergies with The Forestrum Plan of management, Coastal Management Plan or other relevant plans covering the area adjacent to the Fort.</td>
<td></td>
<td>CES/EDS/PR5</td>
<td>Operating revenue Low</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Furniture</td>
<td>I.8 Develop design guidelines to provide guidance on the consistent design materials and style and ongoing maintenance and repair of site furniture.</td>
<td></td>
<td>IMS</td>
<td>Staff time Low</td>
<td></td>
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<td></td>
<td>I.9 Replace the current Council waste bins with something more fitting of the aesthetic and heritage values of the site.</td>
<td></td>
<td>IMS/CES</td>
<td>Operating revenue</td>
<td></td>
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<td></td>
<td>I.10 Enhance passive recreation opportunities through the progressive upgrade of existing and installation of additional park furniture as required.</td>
<td></td>
<td>CES/PRS</td>
<td>Operating revenue Ongoing</td>
<td></td>
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<tr>
<td></td>
<td>I.11 Retain the existing playground (at the Fort entrance) as a local standard playground – subject to any recommendations in Council strategies.</td>
<td></td>
<td>PRS</td>
<td>Operating revenue Ongoing</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Security</td>
<td>I.12 Encourage neighbours to notify Council of any concerns regarding vandalism.</td>
<td></td>
<td>CES</td>
<td>Staff time Ongoing</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>I.13 Review current security and surveillance measures, investigate all options to improve site security.</td>
<td></td>
<td>CES</td>
<td>Operating budget Medium</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Parking</td>
<td>I.14 Ensure that the provision of parking is undertaken in accordance with the Heritage Management Plan.</td>
<td></td>
<td>CES</td>
<td>Staff time Ongoing</td>
<td>9.1 – 9.5</td>
<td></td>
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<tr>
<td></td>
<td>I.15 Manage overflow parking on the grasped area along Nobbys Road.</td>
<td></td>
<td>CES</td>
<td>Staff time Ongoing</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Building and development</td>
<td>I.16 Any building and development will be undertaken in accordance with legislation and policies.</td>
<td></td>
<td>SPS</td>
<td>Staff time Ongoing</td>
<td>4.1 – 5.2, 6.1 – 6.12</td>
<td></td>
</tr>
</tbody>
</table>
### 7.3.6 Visitor experience

**Management principles**
- To have primary regard for physical conservation and interpretation. The site should become financially self-supporting, however, it should not be required to yield a return on funds invested.

**Management objectives**
10. Promote the site in a manner that enhances public appreciation of the site’s heritage values, while enhancing the quality of the visitor experience and maximising economic returns from visitors.
11. Provide unique experiences and opportunities to encourage broad and repeat visitation.

**Alignment with Community Strategic Plan strategies**
- Provide events to encourage use of open space and facilities and participation in activities such as ‘come and try days’ and ‘active parks programs’
- Provide and support opportunities for participation in a variety of cultural events and activities by people of different age groups and life stages that enhance community wellbeing and inclusion
- Recognise and support creative endeavours that enrich the diverse cultural life of the community
- Develop cultural activity clusters to assist in reviving the City centre

<table>
<thead>
<tr>
<th>Topic</th>
<th>Strategy</th>
<th>Means of Achievement (Management actions)</th>
<th>Means of assessment</th>
<th>Lead responsibility</th>
<th>Potential funding source</th>
<th>Priority</th>
<th>HMP policy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Product</td>
<td>Review product development</td>
<td>VE.4 Ensure that all selected products contribute towards an accurate representation of the heritage values of the sites and do not detract from or contradict messages conveyed by any other interpretation, education on the site</td>
<td>Increased awareness and visitation (including repeat visitation)</td>
<td>CES/FSHS</td>
<td>Museum</td>
<td>Staff time</td>
<td>Medium</td>
</tr>
<tr>
<td>Product</td>
<td>Review current merchandise products</td>
<td>VE.9 Consider opportunities to work with the Museum to review retail operations</td>
<td>Improved merchandise products</td>
<td>CES/FSHS</td>
<td>Supported Museum</td>
<td>Staff/ Volunteer time</td>
<td>Low</td>
</tr>
<tr>
<td>Product</td>
<td>Review current food and beverage opportunities on site</td>
<td>VE.10 Look at the feasibility of reintroducing food and beverage options on site and undertake an EOI process to source a suitable service provider</td>
<td>Successful operation of food and beverage outlet</td>
<td>CES</td>
<td>Staff time</td>
<td>Medium</td>
<td></td>
</tr>
</tbody>
</table>
### 8.0 Implementation and Review

#### 8.1 Resourcing and Implementation

The implementation of this Plan requires Council to undertake an annual review of each action. Actions within a plan of management must be evaluated against other Council priorities, the Council’s capital works program and business planning for Council’s various units. Final commitment to implementing an action is given once it appears in the Delivery Program and other relevant documents including Council’s Strategic Asset Management Plan(s) and Long Term Financial Plan.

#### 8.2 Review

Plans of management should be regularly maintained and reviewed. A comprehensive review of this Plan, in terms of the achievement of objectives and implementation actions, should be undertaken no later than four years after its adoption. A review of high and medium priority actions should be undertaken annually, to assess the priority within Fort Scratchley against other areas of Council.

---

<table>
<thead>
<tr>
<th>Topic</th>
<th>Strategy</th>
<th>Means of Achievement (Management actions)</th>
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<th>Potential funding source</th>
<th>Priority</th>
<th>HMP policy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Website</td>
<td>Consolidate and improve the Fort Scratchley website.</td>
<td>VE.11 Undertake an analysis of the existing Fort Scratchley websites and plan amendments as required.</td>
<td>One website providing relevant information to the community for Fort Scratchley.</td>
<td>CES/FSHS Staff/ Volunteer time</td>
<td>Medium</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>VE.12 Combine the Council and Fort Scratchley Historical Society’s website for Fort Scratchley to provide a single source of information.</td>
<td>Online booking option available.</td>
<td>CES/FSHS Staff/ Volunteer time</td>
<td>Medium</td>
<td></td>
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</tr>
<tr>
<td></td>
<td>Provide opportunities for online booking.</td>
<td>VE.13 Investigate on-line distribution and bookings through the Fort Scratchley website, third party websites and on-line distributors.</td>
<td></td>
<td>CES Operating revenue/ Partner-ship</td>
<td>Low</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Package</td>
<td>Explore opportunities for packaging the Fort Scratchley product with other compatible products and services.</td>
<td>VE.14 Investigate package tours with other heritage experiences e.g. ghost tours, museum, Nobbys, walking tours.</td>
<td>The Fort Scratchley product is offered as a package with similar products and services.</td>
<td>CES/TEDS Staff time</td>
<td>Low</td>
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<tr>
<td></td>
<td></td>
<td>VE.15 Explore the concept of “Ticketing for multiple Newcastle cultural sites”..</td>
<td></td>
<td>CES Staff time</td>
<td>Low</td>
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<tr>
<td></td>
<td></td>
<td>VE.16 Look at the potential of incorporating Fort Scratchley School Curriculum Tours with Civic Theatre, Newcastle Museum and Maritime Museum.</td>
<td></td>
<td>CES Staff time</td>
<td>Low</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Community use</td>
<td>Provide further opportunities for the community to access the site and utilise the facilities.</td>
<td>VE.17 Review the pricing structure for the hire of the Multipurpose Centre for use by community groups.</td>
<td>Pricing structure provides opportunities for broader community access where possible.</td>
<td>CES Staff time</td>
<td>Medium</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Events and activities</td>
<td>Interpret the heritage values of the site using an appropriate series of events and activities.</td>
<td>VE.18 Develop an Events program appropriate for the site, based on a consideration of potential benefits and impacts on heritage values.</td>
<td>Events provided/ managed in accordance with an Events Policy for Fort Scratchley.</td>
<td>TEDS/CES Staff time</td>
<td>High 2.4</td>
<td></td>
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<td></td>
<td>Provide and/or facilitate a range of community events and activities throughout the year.</td>
<td>VE.19 Work with a range of local and regional organisations and groups to develop a program of activities as one off or regular events in the calendar e.g. theatre companies.</td>
<td>Annual events calendar in-place.</td>
<td>CES/TEDS Partner-ships</td>
<td>High</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>VE.20 Explore the introduction of evening theme shows linked to key dates.</td>
<td></td>
<td>CES/TEDS Partner-ship</td>
<td>Medium</td>
<td></td>
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</tr>
<tr>
<td></td>
<td>Investigate opportunities to encourage repeat visitation of the site.</td>
<td>VE.21 Explore the potential for regular changing of exhibitions and special events.</td>
<td>Increased level of repeat visitation.</td>
<td>CES/TEDS/ FSHS Staff/ Volunteer time/ Partner-ships</td>
<td>Low</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Public safety and risk management</td>
<td>Ensure policies and procedures are in place in relation to Visitor and Occupational Health and Safety and emergency response.</td>
<td>VE.22 Maintain a risk management system that provides for regular identification, inspection, reporting and mitigation of existing and potential risks to public or staff safety.</td>
<td>Relevant visitor and occupational health and safety policies and procedures in place.</td>
<td>CES Staff time</td>
<td>Ongoing</td>
<td></td>
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</tr>
<tr>
<td>Monitoring and review</td>
<td>Research, monitor and evaluate visitor experience on a regular basis to better understand visitor profiles.</td>
<td>VE.24 Monitor customer satisfaction and undertake regular visitor surveys and market research to gain feedback relating to visitor trends and needs. Use the information to improve the quality of the visitor experience.</td>
<td>Ongoing monitoring of customer satisfaction in place.</td>
<td>CES/FSHS Staff/ Volunteer time</td>
<td>Ongoing</td>
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## Appendix A

Audit of Actions from the 2008 Fort Scratchley Plan of Management

<table>
<thead>
<tr>
<th>Topic</th>
<th>Action</th>
<th>Status</th>
<th>Comments</th>
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<tbody>
<tr>
<td><strong>Heritage Status</strong></td>
<td>The site shall be recognised on the appropriate local, state and national registers to afford it the highest appropriate legislative protection.</td>
<td>Ongoing</td>
<td>The Coal River Precinct (includes Fort Scratchley) is listed under the NSW Heritage Act State Heritage Register. The Fort Scratchley Group (buildings and underground forts – Coal River Precinct) is listed in the Newcastle LEP 2012. The Coal River Working Party has a current application to include the Coal River Precinct on the National Heritage List.</td>
</tr>
<tr>
<td><strong>Legislative Obligations</strong></td>
<td>Management will comply with the requirements of legislation applicable to the site.</td>
<td>Ongoing</td>
<td></td>
</tr>
<tr>
<td><strong>Heritage Management Plan</strong></td>
<td>All works undertaken on the site shall be in accordance with the principles of the Heritage Management Plan.</td>
<td>Not complete</td>
<td>A conservation works program or a specific Business Plan has not been developed for the site.</td>
</tr>
<tr>
<td></td>
<td>Further conservation initiatives recommended by the Heritage Management Plan to enhance heritage significance and value of the site shall be undertaken through a works program developed through the Business Plan. The program will be implemented when resources are made available.</td>
<td>Partial</td>
<td>Manager – Major Venues (including Fort Scratchley) appointed. Responsible for convening the Fort Scratchley Operational Committee. An Advisory Committee has not been convened or Business Plan developed.</td>
</tr>
<tr>
<td><strong>Volunteers</strong></td>
<td>The continued participation of the Fort Scratchley Historical Society (FSHS) is to be encouraged, supported and formalised through a Memorandum of Understanding.</td>
<td>Not complete</td>
<td>Discussions have commenced with regards development of a formal agreement between Council and the FSHS. This will take the form of a lease/operating agreement.</td>
</tr>
<tr>
<td></td>
<td>The FSHS shall be the peak coordinating group for volunteer contributions to the operation and management of the site. The Society shall be encouraged to keep records of all volunteer activities.</td>
<td>Ongoing</td>
<td>FSHS operate the site 6 days a week, 10am to 4pm. FSHS maintains listing of membership/volunteers.</td>
</tr>
<tr>
<td></td>
<td>A policy, protocol and guidelines shall be established for the operation of volunteers on the site.</td>
<td>Partial</td>
<td>Documents have been produced by International Conservation Services (ICS) 2008 - guidelines for volunteer operations in relation to museum and guided tours at the site.</td>
</tr>
</tbody>
</table>
|                              | The contribution of volunteers shall be recognised publicly and the expansion of their efforts actively assisted and encouraged.                                                                       | Ongoing       | • Recognition of volunteers through appreciation certificates Dec 2009  
• Recognition of volunteers through National Volunteer Week May 2010  
• Recognition of volunteers at 2010 Australia Day Luncheon                                                                                                                                 |

Appendix A

Audit of Actions from the 2008 Fort Scratchley Plan of Management
Partial A specific Business Plan for Fort Scratchley has not been developed. A Major Venues Business and Marketing Plan 2012/2013 has been developed. Operations are limited to available resources.

Financial framework shall incorporate transparent and accountable reporting.
<table>
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<tr>
<th>Topic</th>
<th>Action</th>
<th>Status</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Preventive maintenance</td>
<td>Establish a schedule of inspections to monitor the condition of the structures, artefacts and landscape on the site.</td>
<td>Ongoing</td>
<td>There are currently schedules for workplace inspections and asset inspections to monitor deterioration and degradation. Site inspections are also conducted regularly by volunteers and Council staff.</td>
</tr>
<tr>
<td></td>
<td>Encourage through training a culture in volunteers and workers on the site to report observations where maintenance is required.</td>
<td>Ongoing</td>
<td>Reporting of maintenance items is an agenda item on the monthly Operational Management Committee meetings. Regular on-site inspections by Venues Services Coordinator.</td>
</tr>
<tr>
<td></td>
<td>Establish schedules of routine maintenance including requirements identified in manuals of all plant and equipment installed on the site.</td>
<td>Ongoing</td>
<td>Air conditioning plant maintenance according to manuals. On-site caterer and volunteers responsible for routine maintenance of their own items.</td>
</tr>
<tr>
<td></td>
<td>Put in place contracts or agreements for the execution of routine maintenance. Establish a review process to monitor the effectiveness of the routine maintenance.</td>
<td>Not complete</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Develop in the Business Plan, in conjunction with associated Council programs and initiatives, a regime of security measures and insurance to prevent the loss of heritage value on site.</td>
<td>Partial</td>
<td>Back to base security system in place, further improvement currently being costed.</td>
</tr>
<tr>
<td>Reactive maintenance</td>
<td>Induce procedures and a culture of reporting required maintenance. Ensure procedures are in place to have rectification work undertaken promptly.</td>
<td>Ongoing</td>
<td>Reporting of maintenance items is an agenda item on the monthly Operational Management Committee meetings. Regular on-site inspections by Venues Services Coordinator.</td>
</tr>
<tr>
<td></td>
<td>Investigate and where appropriate provide insurance cover.</td>
<td>Complete</td>
<td>Appropriate insurances are in place by Council as well as the FSHS.</td>
</tr>
<tr>
<td>Construction Works</td>
<td>Ensure procedures are in place to actively seek funding opportunities for further conservation work.</td>
<td>Ongoing</td>
<td>Both Council and the FSHS actively seek external funding sources.</td>
</tr>
<tr>
<td></td>
<td>Develop a conservation works program within the frameworks of the Business Plan and in accordance with priorities set by the Heritage Management Plan.</td>
<td>Not Complete</td>
<td>A conservation works program has not been established.</td>
</tr>
<tr>
<td>Site</td>
<td>Open the site as a public museum during sustainable hours nominated in Business Plan.</td>
<td>Partial</td>
<td>Room 1 and 2 completed Sept 2010. 3 further rooms to be completed upon funding.</td>
</tr>
<tr>
<td></td>
<td>Provide for flexibility of use within the site for both permanent and temporary uses, limiting the number and extent of places with a fixed use.</td>
<td>Ongoing</td>
<td>Places provided for temporary usage include the multi-purpose centre, baracks and tunnels. Places provided for fixed use include the Master Gunners Cottage and Workshop.</td>
</tr>
<tr>
<td></td>
<td>Determine and ensure that the land categories and required to provide services and derive income for the operation management and self-sufficiency of the Fort.</td>
<td>Not complete</td>
<td>A framework for appropriate leases and licences consistent with land categories will be developed as part of this plan of management process.</td>
</tr>
<tr>
<td>Leases and Licences</td>
<td>Develop policy through the Business Plan for appropriate leases and licences for uses and activities on the site consistent with the land categories and required to provide services and derive income for the operation management and self-sufficiency of the Fort.</td>
<td>Not complete</td>
<td></td>
</tr>
<tr>
<td>Leases</td>
<td>Determine buildings and associated appropriate functions.</td>
<td>Not complete</td>
<td>Identified in Exhibition Strategy for Movable Heritage and the Heritage Management Plan. Further review required as part of this plan of management process.</td>
</tr>
<tr>
<td></td>
<td>Undertake an objective and public procurement process.</td>
<td>Not complete</td>
<td>No leases currently in place for proposed areas.</td>
</tr>
<tr>
<td></td>
<td>Formalise arrangements with long-term lessees.</td>
<td>Not complete</td>
<td>No leases currently in place for proposed areas.</td>
</tr>
<tr>
<td>Licences- general</td>
<td>Licence A: the provision of exclusive catering rights for the entire site. Exclusive access to the kitchen and cafe facilities within the multi-purpose centre.</td>
<td>Complete</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Undertake an objective and public procurement process to determine the most suitable licensee.</td>
<td>Complete</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Formalise arrangements for the licence</td>
<td>Complete</td>
<td>Site Catering contract in place. Formalisation of an arrangement with the FSHS is now required.</td>
</tr>
<tr>
<td>Licence B: the core purpose being the provision of administration and workshop areas for the Fort.</td>
<td>Develop guidelines for acceptable activities, which may be permitted under a Short Term Causal Licence</td>
<td>Not complete</td>
<td>Further review required as part of this Plan of management process.</td>
</tr>
<tr>
<td></td>
<td>Formalise the submission, assessment, approval process and conditions for Short Term Causal licence for activities on the site (Local Government (General) Regulation Act 1999, Section 24).</td>
<td>Not complete</td>
<td>All events and functions complete the Hiring Agreement specifying terms and conditions, details and costing.</td>
</tr>
<tr>
<td></td>
<td>Prepare a pro-forma for short-term licence with associated conditions.</td>
<td>Complete</td>
<td>All events and functions complete the Hiring Agreement specifying terms and conditions, details and costing. May require review in light of any changes associated with this Plan of management process.</td>
</tr>
<tr>
<td>Fees</td>
<td>Determine a sustainable fee schedule in the Business Plan.</td>
<td>Ongoing</td>
<td>Fees &amp; charges updated/benchmarked annually.</td>
</tr>
<tr>
<td>Accessibility</td>
<td>Develop through the Business Plan a strategy for areas in Zone 2 (inner fort and interiors of structures in the outer area) to be made available to the public during the nominated hours.</td>
<td>Not complete</td>
<td></td>
</tr>
<tr>
<td>Movement, circulation and safety of visitors</td>
<td>Monitor visitor movement patterns and provide additional control measures where safety concerns are evident.</td>
<td>Ongoing</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Adapt circulation routes for the efficient and safe movement of people through the site.</td>
<td>Ongoing</td>
<td>Ongoing risk assessments undertaken for shared traffic/ pedestrian areas.</td>
</tr>
<tr>
<td>Vehicular access and car parking</td>
<td>Maintain provision for controlling vehicular access to the site including total exclusion. Maintain provision for controlling vehicular access to the site to designated roads and parking areas.</td>
<td>Ongoing</td>
<td>Ongoing \现阶段 in place to prevent unauthorised vehicle access to inner Fort. On-site commissionaires and risk assessments undertaken for shared traffic/ pedestrian areas.</td>
</tr>
<tr>
<td></td>
<td>Provide for additional parking capacity on the site should temporary parking be required for special events in the precinct.</td>
<td>Complete</td>
<td>Designated bus zone and 2 overflow car parks established.</td>
</tr>
<tr>
<td></td>
<td>Provide a parking regime that gives priority for visitors to the site.</td>
<td>Not complete</td>
<td>Overflow car parking in Zone 5 is not currently controlled.</td>
</tr>
<tr>
<td></td>
<td>Monitor vehicle numbers and available parking. Adapt access and parking arrangements to changing requirements.</td>
<td>Not complete</td>
<td></td>
</tr>
<tr>
<td>Amenities</td>
<td>Monitor visitor numbers to ensure they do not exceed the Building Code of Australia requirements for amenities.</td>
<td>Ongoing</td>
<td>Ongoing Risk assessments undertaken for specific areas within Fort ensuring Building Codes are adhered to. DA for multi purpose Centre restricts visitors to 150 in accordance with BCA.</td>
</tr>
<tr>
<td></td>
<td>For special events the provision of temporary toilet facilities adequate for the anticipated numbers are to be provided by the event organisers as a condition of the event proposal.</td>
<td>Not complete</td>
<td></td>
</tr>
<tr>
<td>Emergency and service vehicle access and procedures</td>
<td>Maintain an emergency access plan to ensure under all management regimes emergency services have unimpeded access when required.</td>
<td>Ongoing</td>
<td>Emergency Access Plan developed for the site.</td>
</tr>
<tr>
<td></td>
<td>Control access of heavy service vehicles maintaining identified routes of documented load limitations.</td>
<td>Complete</td>
<td>Control identified in Risk Assessment for Port Scratchley Vehicle Access.</td>
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<tr>
<td></td>
<td>Establish an emergency evacuation procedure and the trial evacuation program. Liaise with emergency services if and when deemed necessary carry out joint exercises to determine best procedures and familiarity of the site constraints should an emergency occur.</td>
<td>Ongoing</td>
<td>Emergency Plan in place for normal site operations. For community events, emergency evacuation procedures are communicated prior to the event to key personnel including outline of actions to be undertaken in the instance of an emergency.</td>
</tr>
<tr>
<td>Community access and recreation</td>
<td>Provide for passive recreation activities on the outer Fort site with open unrestricted access.</td>
<td>Ongoing</td>
<td>Passive recreation activities are provided for through the provision of open space and a playground. A proportion of this space is inhibited by the permanent operation of a car park.</td>
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</tr>
<tr>
<td>Visitors and tourism</td>
<td>Determine carrying capacities for the various options of visitation to ensure a financial surplus is obtained following associated management and maintenance costs.</td>
<td>Not complete</td>
<td>Carrying capacities have not been determined. The significant heritage issues associated with this site are the major cost drivers. Financial surplus may not be feasible in the long term.</td>
</tr>
<tr>
<td>Welcome visitors.</td>
<td>Ongoing</td>
<td>Volunteers on site during opening hours</td>
<td></td>
</tr>
<tr>
<td>Ensure safety and amenities appropriate for the number and type of visitors is maintained.</td>
<td>Ongoing</td>
<td>Additional amenities are brought in if required for larger functions and events.</td>
<td></td>
</tr>
<tr>
<td>Monitor visitors with respect to visitation patterns with a view to improving the experience, encouraging return visits and increasing visitor numbers.</td>
<td>Partial</td>
<td>A monthly report is currently produced which includes visitation patterns. Further work required in terms of analysis of visitation patterns and development of strategies to increase visitor numbers.</td>
<td></td>
</tr>
<tr>
<td>Formulate procedures for receiving and responding to visitor feedback.</td>
<td>Ongoing</td>
<td>An on-line survey is provided for completion post event and function. A visitor's book is also available for comment by guided tour patrons. All written correspondence is addressed according to standard Council procedure.</td>
<td></td>
</tr>
<tr>
<td>Education – presentation and interpretation</td>
<td>Provide for interpretation through the ongoing implementation of the Interpretation Plan for Fort Scratchley.</td>
<td>Ongoing</td>
<td>As funds allow.</td>
</tr>
<tr>
<td>Develop stories and themes of interest to suit high-yield markets including business tourism segments.</td>
<td>Partial</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Marketing</td>
<td>Identify resources and responsibilities for the promotion and marketing on the site including press relations.</td>
<td>Ongoing</td>
<td>The site is advertised and showcased in publications and expos for events and functions.</td>
</tr>
<tr>
<td>Define market target areas, visitor needs and expectations from existing information and develop marketing strategies for each.</td>
<td>Partial</td>
<td>Initial work undertaken as part of the Draft Major Venues Business and Marketing Plan 2012/13.</td>
<td></td>
</tr>
<tr>
<td>Conduct research to validate target areas as a proportion of total visitation and to establish baseline data to plan ongoing marketing strategies.</td>
<td>Not Complete</td>
<td></td>
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</tr>
<tr>
<td>Ensure a coordinated system of signage is installed to provide clear direction to the site and from other related sites of significance.</td>
<td>Underway 2013</td>
<td>Council's Tourism and Economic Development Services are currently reviewing wayfinding signage for Newcastle East.</td>
<td></td>
</tr>
<tr>
<td>Marketing</td>
<td>Establish contacts with local media and develop a press release protocol to take advantage of opportunities for media coverage. Recognise volunteers in the media and promote recruitment for additional volunteers.</td>
<td>Ongoing</td>
<td>Event-specific communications undertaken through Council’s Communications Department. Various TV, radio and press release occur each year.</td>
</tr>
<tr>
<td>Assist stakeholders and local business to develop revenue raising opportunities on the site.</td>
<td>Partial</td>
<td>Licence with catering company. Potential opportunities for further work in this area.</td>
<td></td>
</tr>
<tr>
<td>Establish contacts with related sites in NSW (such as Sydney Heads) and interstate (such as Fort Queenscliff in Victoria) to share experiences and enable reciprocal information to be provided.</td>
<td>Partial</td>
<td>FSHS maintains contacts and site visits. Visits to these sites would also be beneficial to key staff.</td>
<td></td>
</tr>
<tr>
<td>Develop an annual program by building on successful community events.</td>
<td>Ongoing</td>
<td>Annual program of events including but not limited to Labour Day, Australia Day, Anzac Day, Queens Birthday, Maths Celebrations.</td>
<td></td>
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</table>

### Condition Audit – (based on Council audit (2009))

<table>
<thead>
<tr>
<th>Condition and use of existing built assets</th>
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<td>0</td>
</tr>
</tbody>
</table>

#### Condition and use of existing built assets

<table>
<thead>
<tr>
<th>Condition and use of existing built assets</th>
</tr>
</thead>
<tbody>
<tr>
<td>10</td>
</tr>
<tr>
<td>9</td>
</tr>
<tr>
<td>8</td>
</tr>
<tr>
<td>7</td>
</tr>
<tr>
<td>6</td>
</tr>
<tr>
<td>5</td>
</tr>
<tr>
<td>4</td>
</tr>
<tr>
<td>3</td>
</tr>
<tr>
<td>2</td>
</tr>
<tr>
<td>1</td>
</tr>
<tr>
<td>0</td>
</tr>
</tbody>
</table>

### Condition Audit – (based on Council audit (2009))

<table>
<thead>
<tr>
<th>Condition and use of existing built assets</th>
</tr>
</thead>
<tbody>
<tr>
<td>10</td>
</tr>
<tr>
<td>9</td>
</tr>
<tr>
<td>8</td>
</tr>
<tr>
<td>7</td>
</tr>
<tr>
<td>6</td>
</tr>
<tr>
<td>5</td>
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<tr>
<td>4</td>
</tr>
<tr>
<td>3</td>
</tr>
<tr>
<td>2</td>
</tr>
<tr>
<td>1</td>
</tr>
<tr>
<td>0</td>
</tr>
</tbody>
</table>
### Inner Fort Precinct

<table>
<thead>
<tr>
<th>Building No./Asset No.</th>
<th>Item</th>
<th>Room ref</th>
<th>Description</th>
<th>Heritage significance</th>
<th>Condition</th>
<th>Usage</th>
<th>Photos</th>
</tr>
</thead>
<tbody>
<tr>
<td>11 (BU000771)</td>
<td>Western Barbette</td>
<td></td>
<td>Mark VIl guns and pedestes</td>
<td>Exceptional</td>
<td>1</td>
<td>Guided tours</td>
<td><img src="image1" alt="Photo" /></td>
</tr>
<tr>
<td>13 (BU000688)</td>
<td>No. 1 Gun</td>
<td></td>
<td>Guided tours Ceremonal firing</td>
<td></td>
<td>1</td>
<td>Guided tours Ceremonal firing</td>
<td><img src="image2" alt="Photo" /></td>
</tr>
<tr>
<td>14 (BU000687)</td>
<td>No. 2 Gun</td>
<td></td>
<td>Guided tours Ceremonal firing</td>
<td></td>
<td>1</td>
<td>Guided tours Ceremonal firing</td>
<td><img src="image3" alt="Photo" /></td>
</tr>
<tr>
<td>16 (BU000773)</td>
<td>Tunnels</td>
<td></td>
<td>Network of corridors and chambers connecting the magazine, gun emplacements</td>
<td></td>
<td>1</td>
<td>Guided tours</td>
<td><img src="image4" alt="Photo" /></td>
</tr>
<tr>
<td>15 (BU000772)</td>
<td>Artillery Store</td>
<td></td>
<td>Gift shop</td>
<td></td>
<td>1</td>
<td>Gift shop</td>
<td><img src="image5" alt="Photo" /></td>
</tr>
<tr>
<td>12 (BU000686)</td>
<td>Battery Observation Post</td>
<td></td>
<td>Command Post for firing the guns. Updated is the only operational room, accessed from the outside of the building. Ground floor is used to store oils and cleaning equipment.</td>
<td></td>
<td>1</td>
<td>Command Post for firing the guns. Updated is the only operational room, accessed from the outside of the building. Ground floor is used to store oils and cleaning equipment.</td>
<td><img src="image6" alt="Photo" /></td>
</tr>
<tr>
<td>8 (BU000684)</td>
<td>NCO's Quarters**</td>
<td></td>
<td>A NCO Room 3</td>
<td>3</td>
<td>Utilised by on-site caterers (licensed space)</td>
<td>Functions</td>
<td><img src="image7" alt="Photo" /></td>
</tr>
<tr>
<td>7 (BU000682)</td>
<td>Barracks</td>
<td></td>
<td>A Barracks North</td>
<td>3</td>
<td>Functions</td>
<td>Functions</td>
<td><img src="image8" alt="Photo" /></td>
</tr>
<tr>
<td>9 (BU000685)</td>
<td>Commandant's Cottage</td>
<td></td>
<td>A Bedroom 1</td>
<td>3</td>
<td>Military Museum (in progress)</td>
<td>Empty</td>
<td><img src="image9" alt="Photo" /></td>
</tr>
<tr>
<td>6 (BU000683)</td>
<td>Canteen *</td>
<td></td>
<td>A Recreation Room</td>
<td>3</td>
<td>Utilised by on-site caterers (licensed space)</td>
<td>Functions</td>
<td><img src="image10" alt="Photo" /></td>
</tr>
</tbody>
</table>

### Buildings

- **The Parade Ground**: Guided tours, site interpretation, public events and limited private events and functions.
- **Flagstaff**: Conferential reconstruction of the original.

---

60 Fort Scratchley

Plan of Management 2013 61
<table>
<thead>
<tr>
<th>Building No./Asset No.</th>
<th>Item</th>
<th>Room ref</th>
<th>Description</th>
<th>Heritage significance</th>
<th>Condition</th>
<th>Usage</th>
<th>Photos</th>
</tr>
</thead>
<tbody>
<tr>
<td>10 (BU0006814 and BU0006815)</td>
<td>Servants Quarters</td>
<td>A</td>
<td>Servants bedroom,</td>
<td>Military Museum (1862-1913); Military Museum (1797-1881); No public access (shower toilet)</td>
<td>2</td>
<td>3</td>
<td><img src="image1" alt="Image" /></td>
</tr>
<tr>
<td></td>
<td></td>
<td>B</td>
<td>Kitchen</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>C</td>
<td>Wash House</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>D</td>
<td>Servants Closet</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2 (BU0006823)</td>
<td>New Guardhouse</td>
<td>Main room and two cells</td>
<td>2</td>
<td>4</td>
<td>Presentations to the public (DVD)</td>
<td><img src="image2" alt="Image" /></td>
<td></td>
</tr>
<tr>
<td>5 (BU000681)</td>
<td>Old Guard House</td>
<td>A</td>
<td>Ablutions (modern)</td>
<td>1</td>
<td>4</td>
<td>Public toilets</td>
<td><img src="image3" alt="Image" /></td>
</tr>
<tr>
<td></td>
<td></td>
<td>B</td>
<td>Bathroom</td>
<td>Storage</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>C</td>
<td>Store</td>
<td>Storage</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>D</td>
<td>Large main switchboard and meters.</td>
<td>Electrical and communication distribution equipment</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>E</td>
<td>Guard Room</td>
<td>Currently being renovated as office space to be used in association with the museum.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>20 (BU000696)</td>
<td>NCO's Ablutions Block</td>
<td>A</td>
<td>Gunners' bathroom</td>
<td>2</td>
<td>3</td>
<td>Storage</td>
<td><img src="image4" alt="Image" /></td>
</tr>
<tr>
<td></td>
<td></td>
<td>B</td>
<td>Lavatories</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>C</td>
<td>NCO's bathroom</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>19 (BU000690)</td>
<td>Gunners' Ablutions</td>
<td></td>
<td>Two latrines and a urinal on its southern side.</td>
<td>1</td>
<td>4</td>
<td>Storage</td>
<td><img src="image5" alt="Image" /></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>No public access</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3 (BU000691)</td>
<td>The Laboratory</td>
<td></td>
<td>Reinforced concrete building with flat roof.</td>
<td>1</td>
<td>4</td>
<td>Storage</td>
<td><img src="image6" alt="Image" /></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>No public access</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4 (BU000689)</td>
<td>Searchlight Generator Room</td>
<td></td>
<td></td>
<td>2</td>
<td>4</td>
<td>Storage</td>
<td><img src="image7" alt="Image" /></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>No public access</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>17 (BU0006893)</td>
<td>Mine Firing Station</td>
<td></td>
<td></td>
<td>4</td>
<td>Interpretation</td>
<td><img src="image8" alt="Image" /></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Currently closed to public due to vandalism.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>18 (BU000774)</td>
<td>World War II Searchlight Directing Station</td>
<td></td>
<td></td>
<td>3</td>
<td>Empty</td>
<td><img src="image9" alt="Image" /></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

* Referred to in Heritage Management Plan as Recreation Room and Canteen Block
** Referred to as the Kitchen Block in the Heritage Management Plan
Appendix C
Facilities permissible at Fort Scratchley

Facilities that may be approved on Community Land

Detailed policies regarding permissible development are provided in the Heritage Management Plan (p.166-169) and should be referred to before planning any new development or adaptive use.

In general terms, all buildings, structures and landscape elements in the inner fort precinct should be retained and conserved, and no new development will be permitted in this area. New development will be permitted within certain areas of the outer fort precinct as indicated in the following table. Any new developments or adaptive re-use will be carried out strictly in accordance with the Heritage Management Plan.

Requirements for consent

Under section 60 of the Heritage Act 1977, approval must be sought from the Heritage Council to carry out works to a heritage item listed in the State Heritage Register. Standard exemptions from the requirements of Section 60 apply to the following work categories:

- Maintenance and cleaning (continuing process of protective care)
- Repairs
- Painting of previously painted fabric
- Excavation, under certain conditions, except in cases of archaeological significance
- Restoration – returning the fabric to a known earlier location
- Development in accordance with a heritage (conservation) management plan endorsed by the Director-General
- Minor activities with no adverse impact on heritage significance (as determined by the Director-General)
- Work affecting non-significant fabric
- Removable temporary public events
- Removable temporary works required in response to an emergency involving risk or injury and/or risk to property

The Heritage Management Plan delineates the Fort Scratchley site into five zones of permissible development (refer to figure 5). The table below outlines permissible development/facilities within each of the five zones.

Permissible development

<table>
<thead>
<tr>
<th>Zone Precinct</th>
<th>Description</th>
<th>Facilities/ Development</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Outer Fort Precinct Zone 1</td>
<td>Open area forming the western side of the entry driveway entrance to the site.</td>
<td>Clear open space, no built development. No new permanent structures.</td>
<td>Development or structures of any kind are not permitted (the existing playground may be retained in its present form, consistent with the simple utilitarian nature of the site).</td>
</tr>
<tr>
<td>Inner Fort Precinct Zone 2</td>
<td>Encompasses the inner fort and is the most important zone in terms of significant and original structures.</td>
<td>Intervention affecting original fabric i.e.: removal or alteration to original fabric alteration to exterior extension of buildings infill development</td>
<td>Not permitted except where unavoidable for essential services or provision of safety infrastructure.</td>
</tr>
<tr>
<td>Zone 3</td>
<td>Encompasses main driveway entrance and the Master Gunner’s cottage.</td>
<td>Limited redevelopment potential</td>
<td>Exception of passive recreation and essential services such as parking.</td>
</tr>
<tr>
<td>Outer Fort Precinct Zone 4</td>
<td>Encompasses Multi-purpose Centre and Workshop</td>
<td>Modifications only, outside view corridor modification or low key infill development affecting the new structures only (Multi-purpose Centre and Workshop).</td>
<td>Undeveloped curtilage to Masters Gunner’s cottage, on to the dry ditch extents and to the views of the fort walls will remain unaffected by new development.</td>
</tr>
<tr>
<td>Zone 5</td>
<td>Open area fronting Nobby’s Road.</td>
<td>Potential redevelopment site</td>
<td>Western precinct may be redeveloped with new structures of maximum two storey height.</td>
</tr>
</tbody>
</table>

The following is a summary of the consultation undertaken in the development of this Plan of management.

1. Stakeholder workshops (April and May 2012)
2. Council Project Control Group workshop (June 2013)
3. Community workshop (July 2013)
4. Industry workshop (July 2013)

1. Stakeholder workshops

During April and May 2012, Council engaged an external facilitator to conduct two workshops with the key stakeholders of Fort Scratchley (Council and the Fort Scratchley Historical Society) with a view to developing a strategic plan for the Fort.

A previous audit of Council’s non-statutory services included a recommendation that future management structures at Fort Scratchley are reviewed to improve revenue streams and commercial opportunities to enable future maintenance requirements to be met. Council adopted these recommendations on 17 April 2012.

The workshops were an opportunity for the key stakeholders to consider the current management model and future direction for the Fort.

Information in table above has been adapted from the Heritage Management Plan 2008 (P.165 – 169)
Opportunities

**Opportunities**

**Strengthening the Vision and Governance**
- Develop a Strategic Vision and Plan for the Fort
- Formalise and sign an appropriate partnership agreement between the City of Newcastle and the FSHS
- Develop a Business Plan linked to the Strategic Plan
- Review Council organisational decisions regarding significant WSHS matters including the issuing of various licences by relevant authorities (e.g., gun licensing laws in relation to volunteers and integral to tourism)
- Determine where the Fort strategic matters are located within the Council Strategic Committees structure so that clear accountabilities and responsibilities are established, deliverables set and monitoring and reporting frameworks are in place.
- Establish the Advisory Committee as per the PoM which will set the strategic direction for the Fort
- Review the PoM in 2013 to reflect changed business arrangements
- Consider the implementation of a Fort Scratchley Trust or other appropriate mechanism to deliver long term financial sustainability through donors and sponsorships
- Explore the development of relationships/partnerships to supplement financial arrangements.

**Develop and foster relationships**
- Implement mechanisms for dispute resolution between Council and stakeholders
- Clarify the role of Council officers and the FSHS members and develop systems and processes to acknowledge these roles particularly in relation to the approval of site commercial activities, impact, interpretation and promotion
- Mitigate the pressure on the volunteer group by reviewing opening hours (16 guides across six days)
- Consider the best way to manage the historic site and associated exhibits. Possibility of curatorial expertise provided by the Museum who also have experience in management of volunteer workforce
- Develop more effective communication strategies
- Determine where within Council structure is the most appropriate location for management accountability of the Fort

**Improved Resource Management**
- Explore the onsite resource requirements (currently estimated at 1.5 EFT)
- Review and improve revenue streams and commercial opportunities to enable ongoing building maintenance and repair
- Consider the introduction of traineeships working across the cultural precincts

**Support Collection Management**
- Review the suite of policies and procedures relevant to the collection such as the Collection Policy and Plan, Education Policy and Plan, Education Policy and Plan to ensure that they are fit for purpose
- Improve storage conditions and overall management of the collection (coastal environment)
- Improve standard and display of collection
- More visible access to collection
- Improve interpretation utilising more contemporary museum practices

**Grow marketing opportunities**
- Align the City of Newcastle marketing with the Fort Scratchley product
- Develop formal strategic alliances with Newcastle Museum, the Maritime Museum and the Australian War Memorial
- Product development which tells the story of 'Newcastle Starts Here'
- Improved merchandise products. Consider opportunities to work with the Museum to review retail operations
- Review the current advertising and promotion of the Fort in line with other Council promotions for Blackbutt, Nobbys etc.

**Enhance site management**
- Create a physically more welcoming presence with directional signage. Arrival needs to be less confusing (Multipurpose Centre and Fort)
- Explore the concept of “Ticketing for multiple Newcastle cultural sites”
- Review pricing policy and structure
- Alternate tour presentations to be considered including audio self-guided tours, use of younger guides
- Enhanced disabled access
- Inclusion in the Green bus circuit
- Explore the possibility of opening at night for “Sneak at Lumiere” presentations
- Develop partnerships with educational institutions including University of Newcastle, Hunter Schools
- Explore the introduction of evening theme shows linked to key dates
- Introduction of Multipurpose Centre flexible utilisation hours

**2. Council Project Control Group workshop**

A workshop was held with the project control group (PCG) for the Fort Scratchley Historic Site Plan of management review project (Council and Fort Scratchley Historical Society). The objective of the workshop was to gain a shared understanding of the opportunities, issues and roles of the key partners at Fort Scratchley.

**Summary of outcomes**

**Vision**

The shared vision for Fort Scratchley put forward by the participants:

Fort Scratchley is a nationally significant, unique cultural experience reflecting an operating fort.

**Values**

Participants confirmed the values for Fort Scratchley, taken from the Heritage Management Plan (2008) and added the following:

**Historic**
- The need to highlight the significance of firing the gun during World War II. Fort Scratchley being the only land based guns engaged to enemy surface target in Australia.

**Aesthetic**
- The geographic setting i.e. the view over the city and line of sight to other military sites e.g. Shepherds Hill and Fort Wallace.

**Creative/ technical**
- Working guns

**Social**
- The important partnership with the Fort Scratchley Historical Society, most notably their experience and engagement of visitors of the site.
- Despite being a military installation the site has an atmosphere of serenity and feeling of openness. The site celebrates history, not war.

Fort Scratchley is a nationally significant, unique cultural experience reflecting an operating fort.
### Opportunities for Fort Scratchley

<table>
<thead>
<tr>
<th>Theme</th>
<th>Opportunities</th>
</tr>
</thead>
</table>
| **Operational** (10) | • City of Newcastle staff member support (4 votes)  
• Full-time staff (6 votes)  
• More grants secured  
• Appearance of grounds  
• Installation of fixed outdoor binoculars (pay view)  
• Places to sit outside – trees, pots  
• Better signage and digital interpretation  
• Café – sit and enjoy the view and reflect on experience |
| **Historical (museum/ interpretation)** (16) | • Disappearing gun  
• Restore disappearing gun  
• Finish World War I Gallery (seven votes)  
• World War II Room  
• Finish the museum  
• Develop museum  
• Complete room five and six  
• Every gun installed to fire (one vote)  
• 9-inch gun from Sydney (three votes)  
• Joint education opportunity with Newcastle Museum, Maritime Centre and MP (two votes)  
• Visitor research and feedback on their experience (two votes)  
• Collection management complete  
• All uniforms reproduced (one vote)  
• Develop interpretive signage in tunnels  
• Visitor takes away a sense of what Newcastle is about  
• Improve library |
| **Product and promotion** (13) | • Promotion  
• Publicity (one vote)  
• Aggressive marketing (one vote)  
• Special packages  
• Packageable tours and other experiences marketed to tourism and travel profession (one vote)  
• Package tours (two votes)  
• Links to other key cultural sites e.g. Museum etc.  
• One o’clock gun/time ball (one vote)  
• Digital tours and facilities  
• Accommodation for weekend getaways  
• Evening community events e.g. moonlight cinema (two votes)  
• More live concerts/performances (two votes)  
• Regular events – evenings, weekends to package  
• Tai Chi at the Fort  
• Whiskeys and coffee  
• Café, visitor orientation, shop at entry (three votes)  
• Sleep overs  
• Weddings |

### Achieving Opportunities for Fort Scratchley

The opportunity given highest priority was related to staffing for the site (10 votes), indicated on the cards as ‘full-time staff’ (8 votes) and City of Newcastle staff member support (four votes). The second highest priority was to ‘finish the World War II gallery’ (seven votes).

Future opportunities under each of the three themes were further discussed in small groups in terms of how they might be achieved, the potential challenges and barriers and who could be involved in making them happen. These discussions are reflected in the table below.

<table>
<thead>
<tr>
<th>Opportunity</th>
<th>How might this opportunity be achieved?</th>
<th>Are there potential challenges or barriers to making this happen?</th>
<th>Who could be involved in making this happen?</th>
<th>Partnerships/ Roles</th>
</tr>
</thead>
</table>
| **Staffing** | 1. An additional 1 EFT for marketing and product development of major venues (City of Newcastle).  
2. Major venues currently recruiting 1 new EFT – Customer Experience Coordinator (upkeep commercial opportunities – more food and beverage product related) | • Additional EFT currently approved in the 2013/14 financial year. Waiting for organisational review to be completed.  
• No appropriate candidate. | • EFT transfer from Tourism and Economic Development. |
| **More grants secured** | 1. Develop kits to action at short notice.  
2. Refer to Interpretative Strategy and identify priorities.  
3. Have business cases developed in advance – aligned with the Plan of management and Heritage Management Plan. | • Insufficient resourcing | • Partnership between Fort Scratchley Historical Society and the City of Newcastle.  
• Is there a specialty within Council that can assist with grant applications? |
| **Appearance of grounds.** | 1. Further engagement with organisations i.e. Corrections Services  
2. Binoculars - develop financial analysis, identify suitable product | • Parks and Recreation reluctance to deliver above the basics.  
• Supervision of Corrections Services – Fort Scratchley Historical Society members not have the main-power and reluctance to do so. | • Continual open dialogue between The City of Newcastle and Fort Scratchley.  
• Correction Services  
• Pre-employment training. |
| **Historical** | | | | |
| **Museum – World War II Room** | 1. Write the story  
2. Polish the story  
3. Engage consultant (qualified collection/ display specialists are highly expensive)  
4. Price  
5. Installation | • Understanding grant criteria  
• Cost of the consultant  
• Volunteer time | • Volunteers  
• Creative consultant  
• Newcastle Museum and Singleton Army – listening and learning from their experiences in building exhibition space. |
| **Disappearing gun** | 1. Source funding  
2. Reverse Engineer Construction | • Funding  
• Engineering know-how  
• Volunteer time for tracking the specifications and then putting the gun together | • Specialised members  
• Council assistance with funding |
| **Collection management complete** | 1. Recording of all artifacts  
2. Assessing significance  
3. Use of non-significant collection for other purposes. | • Computers  
• Salt air environment  
• Volunteer time | • Trained volunteers  
• Students |
| **All uniforms reproduced** | 1. Identify financial opportunities  
2. Identify different periods | • Time and money  
• Volunteers prepared to wear them | |
# Promotion and Product

## Opportunity

<table>
<thead>
<tr>
<th>Package tours</th>
<th>Special events</th>
<th>Accommodation and sleep overs</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Weddings – Multipurpose Centre and firing of the guns</td>
<td>1. Plays in tunnels</td>
<td>1. Barrack rooms with toilets</td>
</tr>
<tr>
<td>2. Use the Multipurpose Centre as ‘package tour’ office and shop</td>
<td>2. Movie weekends</td>
<td>2. Test market with primary schools</td>
</tr>
<tr>
<td>3. Tours packaged with other heritage experiences e.g. ghost tours, museum, Nobby’s, walking tours</td>
<td>3. Cinema outdoors</td>
<td>3. Ghost tour in conjunction (adults)</td>
</tr>
<tr>
<td>5. Regular timed tours for marketing ease</td>
<td>5. New Year’s Eve</td>
<td>5. Redevelop multi-purpose centre to include tour offices and shop (orientation), rename to align to Fort vision (heritage)</td>
</tr>
<tr>
<td>7. Music of the guns</td>
<td>7. Music of the guns</td>
<td>7. Redevelop multi-purpose centre to include tour offices and shop (orientation), rename to align to Fort vision (heritage)</td>
</tr>
</tbody>
</table>

## How might this opportunity be achieved?

| 1. Marketing plan(s) | 1. Plays in tunnels | 1. Barrack rooms with toilets |
| 2. Financial plan and commitment | 2. Movie weekends | 2. Test market with primary schools |

## Getting started: Key steps

| 1. Marketing plan(s) | 1. Plays in tunnels | 1. Barrack rooms with toilets |
| 2. Financial plan and commitment | 2. Movie weekends | 2. Test market with primary schools |

## Are there potential challenges or barriers to making this happen?

| 1. Marketing plan(s) | 1. Plays in tunnels | 1. Barrack rooms with toilets |
| 2. Financial plan and commitment | 2. Movie weekends | 2. Test market with primary schools |

## Who could be involved in making this happen?

| 1. Marketing plan(s) | 1. Plays in tunnels | 1. Barrack rooms with toilets |
| 2. Financial plan and commitment | 2. Movie weekends | 2. Test market with primary schools |

## Partnerships; Roles

| 1. Marketing plan(s) | 1. Plays in tunnels | 1. Barrack rooms with toilets |
| 2. Financial plan and commitment | 2. Movie weekends | 2. Test market with primary schools |

## Opportunities

A full list of the opportunities for Fort Scratchley identified by participants is provided in the following table and grouped into common themes. Opportunities listed under ‘priorities’ include those identified by the table groups as the five or six ideas that they would most like to happen at Fort Scratchley. Opportunities listed under ‘other opportunities’ are those ideas that were noted on sheets as part of the table discussions.

Most priorities were associated with the ‘marketing and promotion’ and ‘visitor experience’ themes. In regards to ‘marketing and promotion’, the need for publicity, use of social media and packaging tours were mentioned on a number of occasions. In terms of ‘visitor experience’, opportunities related to broadening the experience on offer through experiential events and other activities considered combatable with the site.

## Summary of outcomes

Participants identified the following values or elements that they currently enjoyed about Fort Scratchley that the plan of management should maintain and enhance. The values have been grouped into themes.

### Social

- The Fort Scratchley Historical Society (experience and engagement with visitors)
- Face to face contact with visitors – the personal touch
- Open space around the Fort
- The playground
- Tourist attraction
- Historic
- Site of only return of fire to Japanese submarine attack in WWII
- Unique military historical site with working guns
- Historical tunnels
- Military museum
- 6 inch MK VII guns
- Dedicated site to past and present service men and women of Australia
- Integral part of the City’s history
- Aboriginal history the site
- Archaeological importance at the Nobby’s road area
- Activities should not turn the site into a circus
- Recognised unique military historical site
- Heritage – local and national
- Historic link to community – local volunteers
- Fort as a concept is unique
- Location
- Prime location and visibility
- Location relative to the CBD

### Aesthetic

- The view over the city and line of sight to other military sites

### Creative/technical

- Working guns
## Opportunities for Fort Scratchley

### Resources

**Priorities:**
- Secure more grant funding
- More volunteers willing to be there at weekends
- Set charges for different experiences
- Council line budget
- Parking fee
- Coin donation entry fee
- Keep the prices down – affordable; need burns on seal

**Other opportunities:**
- Tenure for Fort Scratchley Historical Society
- Financial stability
- Closer cooperation with Museum and Maritime Centre
- Need more volunteers – mainly guides, younger people, dedicated
- Income from activities onsite used for operations
- Car parking free
- Council more involvement in site operations
- Funding to maintain the site – grant funding/alternative funding
- Federal Government – maintenance
- Completion of the museum to tell the story of the Fort
- Improved commuter activity

### Visitor experience

**Priorities:**
- Experiential events – searchlight, air raid shelter
- Better use of site for exhibitions, community groups etc (available for all to use)
- Pomp and ceremony (theatrics to encourage visitors)
- Military meal experience – part of tour/function etc.
- Cafeteria and cheap food
- Coffee shop
- Package deal – three local museums
- Add to the Fort Scratchley experience by using latest technology e.g. audio tours.
- Exploration of potential of the site for further activities e.g. dramatic performances, musical performance (e.g. Victorian and later military band concerts), art workshops etc.

**Other opportunities:**
- Overnight stays
- Experiential events
- More school involvement – school band recitals
- On-site photographer
- Day-time hot food and drink facility on site
- Historic civic functions
- Better interaction with a more diverse audience
- More time for coaches and school groups
- Ghost tours

### Museum/ collection/ interpretation

**Priorities:**
- Completion of the museum to tell the story of the Fort
- Restore Eastern Embrasure of casemate
- Review Heritage Management Plan to open up non-specific Fort Scratchley activities
- Restore original coal mines under the site

**Other opportunities:**
- Continue to acknowledge pre-fort history
- Guns in working condition
- All displays should be in working condition
- More use of searchlight
- Set up typical air raid shelter
- Completion of the museum is critical from an educational point of view
- The stories should be highlighted in the development of the museum
- Promotion of the stories through digital media
- More integration with other historians
- More/better use of technology – holograms, projection
- Night tours, theatre productions (amateur groups)
- Greater consideration for the Fort as a museum, rather than a venue for a museum – more than just display of artefacts.

### Marketing and promotion

**Priorities:**
- Widespread publicity
- Use of social media to promote the Fort
- Council support to the Fort Scratchley Historical Society to tell stories in new ways i.e. website, social media
- Packaging of tours – information to wholesalers, information on the importance of having a tour
- "Tourism Circuit" – Fort, Museum, Maritime, Art Gallery etc.
- Extensive advertising
- Detailed marketing strategy
- Publicity to the wider community

**Other opportunities:**
- Extensive advertising required
- More information for wholesalers to build packages
- Information/photo-board in the multi-purpose centre for guests who only attend for event or functions to promote activities at the Fort
- Increased interaction with other City events

### Education

**Priorities:**
- School excursions (Primary and Secondary) keyed to the new National Curriculum requirements
- Linked visits with the Fort, Museum, Maritime Museum and other Newcastle iconic sites by schools and the wider community.
- School excursions – Fort, City history, environment

**Other opportunities:**
- Better use of site for exhibitions and community groups

### Community Use

**Priorities:**
- Improve community involvement
- 2-3 picnic tables below the guns to encourage people to use the Fort

**Other opportunities:**
- Better use of site for exhibitions and community groups

### Infrastructure

**Priorities:**
- Traffic management, parking, Nobbys Road, Fort Drive, Esplanade
- Improve parking
- Maintaining and improving all Fort infrastructure to optimum level so as to enhance the visual impact for visitors

**Other opportunities:**
- Maintained to the maximum
- More parking for both cars and buses
- Weed removal around the northern side
- Traffic management – speeding along Nobbys road and Fort Drive
- Planned maintenance – anticipated not reactionary
Achieving Opportunities for Fort Scratchley

Future opportunities were further discussed under each of the themes, in terms of how they might be achieved, the potential challenges and barriers and who could be involved in making them happen. These discussions are reflected in the table below.

### Resources

<table>
<thead>
<tr>
<th>Opportunity</th>
<th>How might this opportunity be achieved?</th>
<th>Are there potential challenges or barriers to making this happen?</th>
<th>Who could be involved in making this happen?</th>
<th>Partnerships; Roles</th>
</tr>
</thead>
<tbody>
<tr>
<td>Keep prices affordable</td>
<td>Getting started; Key steps</td>
<td></td>
<td>Council</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>Port Scratchley Historical Society</td>
<td></td>
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<tr>
<td>Gold coin donation or entry fee</td>
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<tr>
<td>Coffee shop</td>
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### Visitor experience

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<thead>
<tr>
<th>Opportunity</th>
<th>How might this opportunity be achieved?</th>
<th>Are there potential challenges or barriers to making this happen?</th>
<th>Who could be involved in making this happen?</th>
<th>Partnerships; Roles</th>
</tr>
</thead>
<tbody>
<tr>
<td>Education</td>
<td>Getting started; Key steps</td>
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<td>Technology</td>
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### Marketing

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<tr>
<th>Opportunity</th>
<th>How might this opportunity be achieved?</th>
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<th>Partnerships; Roles</th>
</tr>
</thead>
<tbody>
<tr>
<td>Packaging of tours</td>
<td>Getting started; Key steps</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>“Tourism Circuit”</td>
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</tbody>
</table>

### Museum/collection/interpretation

<table>
<thead>
<tr>
<th>Opportunity</th>
<th>How might this opportunity be achieved?</th>
<th>Are there potential challenges or barriers to making this happen?</th>
<th>Who could be involved in making this happen?</th>
<th>Partnerships; Roles</th>
</tr>
</thead>
<tbody>
<tr>
<td>Broaden the story to attract further visitation</td>
<td>Getting started; Key steps</td>
<td></td>
<td>Council</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>Port Scratchley Historical Society</td>
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<tr>
<td>Review Heritage Management Plan to open up non specific Fort Scratchley activities</td>
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### Infrastructure

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<tr>
<th>Opportunity</th>
<th>How might this opportunity be achieved?</th>
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<th>Who could be involved in making this happen?</th>
<th>Partnerships; Roles</th>
</tr>
</thead>
<tbody>
<tr>
<td>Access to the site</td>
<td>Getting started; Key steps</td>
<td></td>
<td>Council</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>Port Scratchley Historical Society</td>
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<tr>
<td>Maintenance - Site appealing to visitors</td>
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<td>Facilities</td>
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### Community Involvement

<table>
<thead>
<tr>
<th>Opportunity</th>
<th>How might this opportunity be achieved?</th>
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<th>Who could be involved in making this happen?</th>
<th>Partnerships; Roles</th>
</tr>
</thead>
<tbody>
<tr>
<td>Encourage community groups</td>
<td>Getting started; Key steps</td>
<td></td>
<td>Council</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>Port Scratchley Historical Society</td>
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</tbody>
</table>
### Input received by the community via email (in response to workshop invitation)

#### Theme | Opportunities
--- | ---
**Resources** | - A director to develop and promote the Fort
- Obtain advice and assistance from the National Trust (possibly some on-going funding?)
- Establish a souvenir shop of books etc about the Fort, military history of Newcastle and Newcastle generally
- More souvenirs for children e.g. fridge magnets, pencils, rubbers, rulers etc.
- Sponsored photographs throughout the Fort to raise funds
- Approach an engineering company to assist in restoring the Disappearing Gun (Hunter Valley Training College have restored locomotives in a similar way).

#### Visitor experience
- Army-style sleepovers with night time competitive exercise in the tunnels
- Candle lit tunnels, stage smoke and audio reproduction of gun fire
- Shooting gallery in one of the tunnels to shoot at passing simulated submarines
- Visit marching bands to parade once a month school orchestras
- Theme dinner
- Light and sound show
  - Make the place an interesting venue to visit, whether it’s an upmarket museum and charge $10 with a moody military style show, or dinner and show.
  - Establish a café at the Fort (with a liquor licence)
  - Introduce daily ceremonies such as firing a big gun at noon, changing the guard, rifle demonstrations etc.
- Host and cater for private functions in the Fort
- Fire the guns more frequently
- Audio simulation of enemy forces attacking e.g. headphones and movie show
- More interaction with children e.g. storytelling, not just the facts.
- More information about the soldiers e.g. food rations, seeing in the dark tunnels
- After dark tours to see what it was like for the soldiers in battle
- School excursions, especially for ANZAC Day
- A mock surprise by the enemy
- Sound and flashing lights appearing from the tunnels to entice more people to take a tour

#### Museum/ collection/ interpretation
- Volunteers dressed in uniform
- Faithfully restore the furnishings, equipment and contents to what was there when the Fort last operated
- Seek to acquire some substantial military hardware to be displayed outside the walls of the Fort
- Sandbags around the gates
- An old army tank on site for kids to crawl over

#### Marketing and promotion
- Secure the Fort as part of a multi-peak museum activity, with guided tours, theatrical performances and re-enactments
- Mini-bus to link the museum sites or brochure showing map and parking for cars/bikes between them.
- Printed t-shirts of the Fort to sell the message (including premium shirt “I fired the 6” gun at Fort Scratchley)
- Contact every Rotary, Kreiswerk, Lions Club and church group in Newcastle, Central Coast and Sydney to suggest a coach load visit with the cost of the tunnel tour built in
- A photographer to capture the “dress-up shots” to make sure they attract interest by showing their photos to others.
- Feature articles in the local media

#### Community Use
- Remove the requirement of Council caterers for bookings in the Multi Purpose Centre and Barracks – to provide a more affordable and flexible choice.

#### Infrastructure
- An old troop carrier to collect pre-arranged groups from one of the Foreshore car parks to overcome some of the parking problems.

### 4. Industry Workshop

An ‘Industry’ Workshop was held at Newcastle City Hall on the 24 July 2013 to discuss the Fort Scratchley Historic Site Plan of management 2008. Local organisations, groups and/or individuals with an interest or involvement in historic/ cultural sites and/or museums were invited to the workshop. There were twelve attendees representing the Coal River Working Party, National Trust, Fort Scratchley Historical Society, Newcastle Ghost Tours, Newcastle Museum, Hunter Surf Life Saving and Tantrum Theatre.

#### Summary of outcomes

**Social**
- Attractive to the community

**Historic**
- Interpretation of the story – multiple stories and multiple attractions
- Connected to relevant sites – association with other historical sites (visual and historic value)

**Location**
- Integration with the environment

There was some discussion regarding the unique potential of Fort Scratchley to tell ‘other’ stories and link with other historical sites that are a part of the military story e.g. Shepherds Hill. It was also noted that we should be cautious in trying to tell too many stories out of the Fort that should be told by other sites in the city.

#### Opportunities

The opportunities for Fort Scratchley from the consultations undertaken to date (including email suggestions from the community) were presented to the group. Participants were invited to add further opportunities before identifying which of the opportunities they believed were most important by “voting” with coloured dots. The total number of dots tallied for each opportunity and theme appears in brackets.

- The notion of putting effort into three to four key events, which brought together a number of activities e.g. a dinner and theatre production was put forward as being more practical than trying to do something all year round.
- The need to better support the Fort Scratchley Historical Society to focus on their particular interests at the Fort. It was noted that this support might not necessarily need to come from Council and that a broader governance model should be looked at. The potential for a Foundation was put forward as one option or support from other organisations that care and have the skills.
## Opportunities for Fort Scratchley

### Resources (15)

- New opportunities identified by the group:
  - Support and advice from the community and specialists: re: museum, marketing, tourism and graphics
  - Forecast on site expenses for five years to maintain and improve the site and visitors experience. Plan grants and sales/marketing plan to meet costs at a minimum – it should make money
  - Educational resources
  - The great story and a generous heart
  - Pursue National Heritage status for further funding
  - Raffle (8) for firing of the guns – 12 open days

- Previous opportunities receiving votes:
  - More volunteers to undertake tours
  - Additional on-site resource
  - Secure more grant funding
  - Restore furnishing and equipment

### Visitor experience (12)

- New opportunities identified by the group:
  - Ceremonial firing of guns (paid) e.g. birthdays, anniversaries, memorials
  - Restore coal mines on eastern side
  - Accommodation – Master Gunners/ NCO’s Quarter/ Commandant/ Servants Quarter
  - Music: festivals
  - Symphony under the stars – theatre/ music performances
  - Open days to highlight different historic eras – WWII, 1900s etc
  - Original theatre professional created – tells the story/ uses the site/ shares the $
  - Ghost tours, night time tours
  - Original theatre (professionally created) – tells the story/ uses the site/ shares the $
  - List of soldiers that have served at Fort Scratchley
  - Coffee shop
  - Experiential events – overnight stay

- Previous opportunities receiving votes:
  - Experimental events – overnight stay
  - Coffee shop
  - Theatrics to encourage visitors

### Museum/ collection/ interpretation (10)

- New opportunities identified by the group:
  - List of soldiers that have served at Fort Scratchley
  - Light show – sky cannons (revisit the Coal River Precinct Conservation and Cultural Tourism Management Plan 2008)

- Previous opportunities receiving votes:
  - Completion of museum
  - Acknowledge all aspects of site history
  - Completion of collection management

### Marketing and promotion (14)

- New opportunities identified by the group:
  - Win cultural tourism distribution through Fort Scratchley website, third party websites and on-line distributors. Traditional travel distribution channels
  - Children like to shoot things

- Previous opportunities receiving votes:
  - Marketing plan, promotion and publicity for the site
  - Brochure linking museum sites and Fort

### Education (2)

- New opportunities identified by the group:
  - Joint education with Newcastle Museum and the Maritime Centre about WWII

- Previous opportunities receiving votes:
  - School excursions linked to new National Curriculum requirements

### Infrastructure (2)

- Previous opportunities receiving votes:
  - Improve and maintain infrastructure

---

## Achieving opportunities for Fort Scratchley

Participants were invited to select those opportunities with the most votes, and in small groups identify how they might be achieved, who might be involved and the potential resources/ funding opportunities available. These discussions are reflected in the tables below.

### Resources

<table>
<thead>
<tr>
<th>Opportunity</th>
<th>How might this opportunity be achieved?</th>
<th>Are there potential challenges or barriers to making this happen?</th>
<th>Who could be involved in making this happen?</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Advisory Group/ stakeholder groups</td>
<td>Getting started; Key steps</td>
<td>• The City of Newcastle • Museum • Maritime Museum • Fort Scratchley Historical Society</td>
<td>• Time and commitment</td>
</tr>
<tr>
<td>2. Strong partnerships</td>
<td></td>
<td></td>
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</tbody>
</table>

### Visitor Experience

<table>
<thead>
<tr>
<th>Opportunity</th>
<th>How might this opportunity be achieved?</th>
<th>Are there potential challenges or barriers to making this happen?</th>
<th>Who could be involved in making this happen?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ceremonial firing of the guns</td>
<td>1. Formulate the “performance” • 2. Promote and advertise • 3. Have a classy after product</td>
<td></td>
<td>• Fort Scratchley volunteers • Photographers • Design specialists</td>
</tr>
<tr>
<td>Cafe/ kiosk</td>
<td>Older people want somewhere to have a cup of coffee and a cheap snack.</td>
<td></td>
<td>• Contract let to provide this service</td>
</tr>
</tbody>
</table>

### Museum/collection/interpretation

<table>
<thead>
<tr>
<th>Opportunity</th>
<th>How might this opportunity be achieved?</th>
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<th>Who could be involved in making this happen?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Acknowledge all aspects of sites’ history</td>
<td>1. Support the National nomination for the Coal River (Mulubinba) and Government Domain • 2. Once National significance acknowledged, apply for grants on a National level • 3. Improved prestige means greater visitor numbers</td>
<td></td>
<td>• University CRWP expertise • Hunter Heritage Network • Federal Member for Newcastle • National Trust</td>
</tr>
<tr>
<td>Completion of the museum (rooms 4, 5 &amp; 6)</td>
<td>1. Budget • 2. Finalise the story • 3. Identify artefacts • 4. Collect photographs • 5. Graphic Design</td>
<td></td>
<td>• Fort Scratchley Historical Society Volunteers • Grants • In-kind • Sponsorship • Revenue</td>
</tr>
</tbody>
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**Plan of Management 2013**
Marketing and promotion

<table>
<thead>
<tr>
<th>Opportunity</th>
<th>How might this opportunity be achieved?</th>
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<th>Who could be involved in making this happen?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Visitor tour package upgrade</td>
<td>Technology – internet, Tourism Newcastle, Fort Scratchley Website</td>
<td>Fort Scratchley Volunteers, Museum sites in the vicinity, Nobby’s, Shepherds Hill, Newcastle NOW</td>
<td>Agreement as who does the work through the City of Newcastle Council</td>
</tr>
</tbody>
</table>

Marketing and promotion and long term tenure

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<thead>
<tr>
<th>Opportunity</th>
<th>How might this opportunity be achieved?</th>
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<th>Who could be involved in making this happen?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fort Scratchley Website</td>
<td>1. Develop 5 year strategy – overarching financial budget, site revenue and expenses.</td>
<td>The City of Newcastle, Fort Scratchley Historical Society, A specialist manager, Destination NSW</td>
<td>Sponsorship, Grants, Revenue</td>
</tr>
</tbody>
</table>

Infrastructure

<table>
<thead>
<tr>
<th>Opportunity</th>
<th>How might this opportunity be achieved?</th>
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<th>Who could be involved in making this happen?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Visitor tour package upgrade</td>
<td>1. Additional and improved parking facilities (Multi Purpose Centre can hold 150 patrons – there are only 38 car parking spaces). 2. Additional area for coach and bus parking</td>
<td>The City of Newcastle</td>
<td>Improved visitation</td>
</tr>
</tbody>
</table>

Appendix E

Legislation

In accordance with 36D of the Local Government Act 1993, community land comprising area of cultural significance:

1. A plan of management adopted in respect of an area of land, all or part of which is land to which this section applies, is to apply to that land only, and not to other areas.

2. A plan of management to be adopted for an area of community land, all or part of which consists of land to which section applies:
   (a) must state that the land, or the relevant part, is an area of cultural significance, and
   (b) must, in complying with section 36 (3) (a), categorise the land, or the relevant part, as an area of cultural significance, and
   (c) must, in complying with section 36 (3) (b), (c) and (d), identify objectives, performance targets and other matters that:
      (i) are designed to protect the area, and
      (ii) take account of the existence of the features of the area of cultural significance, and
      (iii) incorporate the core objectives prescribed under section 36 in respect of community land categorised as an area of cultural significance, and
      (d) must:
         (i) when public notice is given of it under section 38, be sent (or a copy must be sent) by the council to the Director-General of National Parks and Wildlife, and
         (ii) incorporate any matter specified by the Director-General of National Parks and Wildlife in relation to the land, or the relevant part.

Categorisation and Core Objectives

The Act (Section 36) requires that all Community Land be categorised. A category describes the land and has a set of core objectives. All current and future uses of the land must comply with the core objectives.

The core objectives for management of community land categorised as cultural significance are:

1. to retain and enhance the cultural significance of the area (namely its Aboriginal, aesthetic, archaeological, historical, technical or research or social significance) for past, present or future generations by the active use of conservation methods.

2. Those conservation methods may include any or all of the following methods:
   (a) the continuous protective care and maintenance of the physical material of the land or of the context and setting of the area of cultural significance,
   (b) the restoration of the land, that is, the returning of the existing physical material of the land to a known earlier state by removing accretions or by reassembling existing components without the introduction of new material,
   (c) the reconstruction of the land, that is, the returning of the land as nearly as possible to a known earlier state,
   (d) the adaptive reuse of the land, that is, the enhancement or reinforcement of the cultural significance of the land by the introduction of sympathetic alterations or additions to allow compatible uses (that is, uses that involve no changes to the cultural significance of the physical material of the area, or uses that involve changes that are substantially reversible or changes that require a minimum impact),
   (e) the preservation of the land, that is, the maintenance of the physical material of the land in its existing state and the retardation of deterioration of the land.

3. A reference in subsection (2) to land includes a reference to any buildings erected on the land.
The core objectives for management of community land categorised as park are:

1. to encourage, promote and facilitate recreational, cultural, social and educational pastimes and activities, and
2. to provide for passive recreational activities or pastimes and for the casual playing of games, and
3. to improve the land in such a way as to promote and facilitate its use to achieve the other core objectives for its management.

The core objectives for management of community land categorised as general community use are:

1. to promote, encourage and provide for the use of the land, and to provide facilities on the land, to meet the current and future needs of the local community and of the wider public:
2. in relation to public recreation and the physical, cultural, social and intellectual welfare or development of individual members of the public, and
3. in relation to purposes for which a lease, licence or other estate may be granted in respect of the land (other than the provision of public utilities and works associated with or ancillary to public utilities).

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Appendix F
Key resource documents

- Fort Scratchley Historical Society; Significance of the Collection October 2011, Bill Storer.